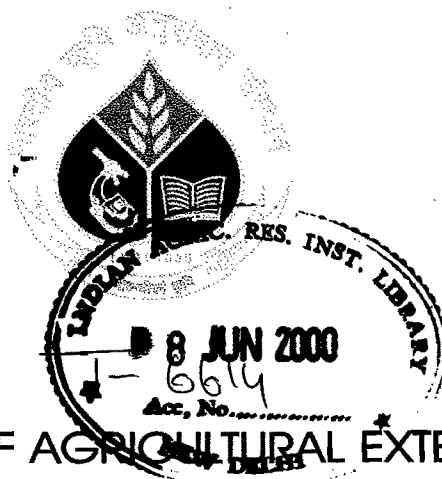


DESIGNING OF DEVELOPMENT ORIENTED PERFORMANCE APPRAISAL SYSTEM FOR THE EXTENSION PERSONNEL

SOUVIK GHOSH



**DIVISION OF AGRICULTURAL EXTENSION
INDIAN AGRICULTURAL RESEARCH INSTITUTE
NEW DELHI - 110012**

T6614



IARI

2000

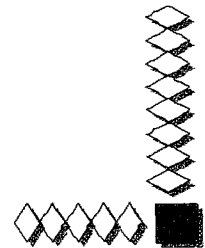


for "Maa & Bapi"

A beckon of light to let me go

for "Alou"

My constant inspiration



DESIGNING OF DEVELOPMENT ORIENTED PERFORMANCE APPRAISAL SYSTEM FOR THE EXTENSION PERSONNEL

By

SOUVIK GHOSH

A Thesis

submitted to the Faculty of Post-Graduate School,
Indian Agricultural Research Institute, New Delhi,
in partial fulfilment of the requirements
for the award of the degree of

DOCTOR OF PHILOSOPHY

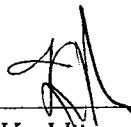
in

AGRICULTURAL EXTENSION

2000

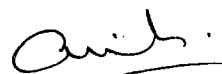
Approved by :

Chairman :



(Dr. K. Vijayaragavan)

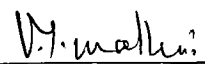
Members :



(Dr. (Mrs.) Anita Jhamtani)



(Dr. (Mrs.) Ranjana Agarwal)



(Dr. V.C. Mathur)

**Division of Agricultural Extension
Indian Agricultural Research Institute
New Delhi-110012**

Dr. K. Vijayaragavan
Senior Scientist

CERTIFICATE

This is to certify that the thesis entitled "Designing of Development Oriented Performance Appraisal System for the Extension Personnel", submitted to the Post Graduate School, Indian Agricultural Research Institute, New Delhi, in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy in Agricultural Extension, is a record of bona fide research work carried out by Mr. Souvik Ghosh under my personal supervision and guidance. No part of the thesis has been submitted for any other degree or diploma.

The assistance and help received during the course of this investigation have been duly acknowledged.

Place : New Delhi

Date : April 12th, 2000


(K. Vijayaragavan)
Chairman /
Advisory Committee

ACKNOWLEDGEMENTS

With a profound sense of gratitude, I swear to register my heart-felt veneration and respect to Dr. K. Vijayaragavan, Senior Scientist, Division of Agricultural Extension for his sustained encouragement, intellectual guidance, invaluable suggestions and enduring patience as Chairman of my Advisory Committee.

I wish to express my reverence to the members of my Advisory Committee : Dr. (Mrs.) Anita Jhamtani, Senior Scientist, Agricultural Extension; Dr. V.C. Mathur, Senior Scientist, Agricultural Economics and Dr. (Mrs.) Ranjana Agarwal, Principal Scientist, Agricultural Statistics for extending their valuable suggestions and timely help during the study without which the content would not have attained the heights of comprehensiveness and quality that it did.

Token of deep gratitude and warm regards is being rendered to Dr. Baldeo Singh, Head and Dr. S.V. Veeraswamy, Professor, Division of Agricultural Extension for their support, help and inspiration for keeping my spirit up.

I express my sincere thanks and cascade of appreciation to Dr. (Mrs.) Premalata Singh, Dr. D.U.M. Rao, Dr. (Mrs.) Rekha Bhagat, Dr. Ram Bahal, Mr. B.N. Chattopadhyay, Mr. T. Das Gupta and other scientific staff of Division of Agricultural Extension for their help and constant encouragement throughout the course of my research work.

It is a matter of great privilege and honour for me to express my esteemed gratitude to the Director of IARI and Dean, Post Graduate School, IARI. The assistance in cash or kind from IARI during the course of my study is highly acknowledged.

I thank Mr. P.K. Garg, M/s. Ashok Computers, who has been meticulous in preparing this manuscript.

Special appreciation is extended to my friends : Chapu, Gadge, Ranjit, Manab, Sandip, Chitore, Subho, Deba, Goutam, Saikat, Kousik, Hritesh, Nisith, Aniruddha, Dipankar, Debasis, Avijit, Gour, Sanjay, Uttam, and many others.

I can hardly resist my feelings to say many thanks to my seniors : Debasisda, Shymalda, Sabyada, Bidhanada, Rajeshda, Nawajeshda, Saonda, Joydeyda, Bratinada, Anunda, Deepanjandada, Ramunda, Kalyandada, Pijushda, Parthada, Sujoyda, Jhankuda, Parimalda, Tyagiji and Dipadeji who have made me feel so buoyant throughout my stay with them. Even less sung are the heroes Himansuda, Debada, Anupamada and Sanjibda, who have been instrumental in shaping of my post graduate career and making me confident.

No words can express my feelings for Kalyan who has offered his earnest help anytime I have needed it from him and being with me as younger brother everyday of my life at IARI. My sincere love and affection are due to my juniors : Chapke, Nagashree, Ananthan, Loga, Meera, Babu, Sudheer, Bala, Kalimuthu, Anish, Joydeep, Ritesh, Arindam, Pratap, Tirtha, Subhomay, Pijush, Subrata, Hrittick, Kali, Kajal, Debprasad, Tasi, Supra, Tarun, Anirban, Pratik, Aninda, Rajib, Deepak, Jiaul, Priya, Angshuman, Sugata, Mrinal, Amit and many others for their candid behaviour.

I owe my debt to loving 'Dida', my family members, extra ordinary 'Didivai and Dadavai' and all of my well wishers for their affection and constant encouragement.

It gives me immense pleasure to avail this opportunity to convey my happiness to my most beloved "Mou" who has been my morale booster and perpetual source of inspiration wrapped with her heartiest love, endless care and affection.

At last but not the least, my profound feeling of reverence to my loving "Maa and Bapi" who are living God to me and whose benediction and care have given me the capacity to become what I am today.

Souvik Ghosh
(SOUVIK GHOSH)

Place : New Delhi

Date : April 12th, 2000

CONTENTS

Sl. No.	Chapter		Page
I	INTRODUCTION	...	1
II	THEORETICAL ORIENTATION	...	8
III	RESEARCH METHODOLOGY	...	22
IV	RESULTS AND DISCUSSION	...	38
V	SUMMARY	...	132
	BIBLIOGRAPHY	...	i-v
	APPENDICES	...	i-xl

LIST OF TABLES

Table No.	Title	Page
4.1	Distribution of extension personnel on different levels of perception towards existing performance appraisal climate (PAC)	46
4.2	Perception of extension personnel on different dimensions of PAC	48
4.3	Perception of different categories of extension personnel on the dimensions of PAC	50
4.4	Rating of the dimensions of existing PAC by different categories of extension personnel	52
4.5	'F-values' based on analysis of variance (ANOVA) of existing PAC dimensions between different categories of extension personnel	54
4.6	Significant differences in perceptions of different categories of extension personnel with respect to existing PAC dimensions (Based on ANOVA, CD values)	56
4.7	Desired PAC as perceived by the different categories of extension personnel	58
4.8	Gap between the desired and actual scores of PAC dimensions	60
4.9	Gap between desired and actual scores on different dimensions of PAC for different categories of extension personnel	63
4.10	't' values based on t-statistic between the actual and desired PAC dimensions for different categories of extension personnel	64
4.11	Distribution of extension personnel on different levels of overall job satisfaction	67

List of Tables contd...

Table No.	Title	Page
4.12	Job satisfaction of extension personnel with respect to different dimensions	69
4.13	Ratings of the six dimensions of job satisfaction by different categories of extension personnel	71
4.14	'F-values' based on analysis of variance (ANOVA) of job satisfaction dimensions between different categories of extension personnel	73
4.15	Significant differences between different categories of extension personnel with respect to job satisfaction dimensions (Based on ANOVA, CD values)	74
4.16	Correlation between different dimensions of PAC and job satisfaction	76
4.17	Step-wise multiple regression between dimensions of PAC (independent variables) and job satisfaction (dependent variable)	78
4.18	Distribution of the extension personnel on different levels of perception of organisational climate	81
4.19	Perception of extension personnel on different dimensions of organisational climate	84
4.20	Perception of different categories of extension personnel on the dimensions of organisational climate	85
4.21	Rating of the twelve organisational climate dimensions as perceived by different categories of extension personnel in actual situation	87
4.22	'F-values' based on analysis of variance (ANOVA) of existing organisational climate dimensions between different categories of extension personnel	89

List of Tables contd...

Table No.	Title	Page
4.23	Significant differences in perceptions of different categories of extension personnel with respect to existing organisational climate dimensions (Based on ANOVA, CD values)	90
4.24	Desired organisational climate as perceived by different categories of extension personnel	92
4.25	Gap between the desired and actual scores of organisational climate dimensions	94
4.26	Categorisation of organisational climate dimensions based on the gap in desired and actual scores for different extension personnel	96
4.27	The table of 't' values based on 't'-statistic between the actual and desired organisational climate dimensions for different categories of extension personnel	97
4.28	Correlation between different dimensions of PAC and overall organisational climate	99
4.29	Step-wise multiple regression between dimensions of PAC (independent variables) and organisational climate (dependent variable)	100
4.30	Correlation between different dimensions of organisational climate and job satisfaction	103
4.31	Step-wise multiple regression between dimensions of organisational climate (independent variables) and job satisfaction (dependent variable)	104
4.32	Key performance areas for village level (ADOs) extension personnel	108
4.33	Key performance areas for circle level (CAOs) extension personnel	109

List of Tables contd...

Table No.	Title	Page
4.34	Key performance areas for sub-divisional level (SDAOs/SMSs) extension personnel	110
4.35	Key performance areas for extension personnel of NGOs	111
4.36	Targets to be achieved in present job by different categories of extension personnel	113
4.37	Critical attributes required by different categories of extension personnel	116

LIST OF FIGURES

Figure No.	Title	After Page
2.1	Conceptual framework of the study	21
3.1	Locale of study	22
3.2	Sampling plan	24
4.1	Perceptions of extension personnel of State Department and NGOs towards existing PAC	48
4.2	Perceptions of existing PAC dimensions by different categories of extension personnel of State Department of Agriculture	50
4.3	Gap in the actual and desired scores of the twelve PAC dimensions for the extension personnel of State Department and NGOs	60
4.4	Gap in the actual and desired scores of the twelve PAC dimensions for different categories of extension personnel of State Department	63
4.5	Job satisfaction of extension personnel of State Department and NGOs	69
4.6	Job satisfaction of different categories of extension personnel of State Department	71
4.7	Perceptions of extension personnel of State Department and NGOs towards existing Organisational Climate	84
4.8	Perception of different extension personnel of State Department towards existing Organisational Climate	85
4.9	Gap in the actual and desired scores of twelve organisational climate dimensions for the extension personnel of State Departments and NGOs	94
4.10	Gap in the actual and desired scores of the twelve organisational climate dimensions for different categories of extension personnel of State Department	96

INTRODUCTION

No organisation can function without adequate resources. Amongst all available resources, people are the most precious resource and valuable asset. The strength of any organisation is its people, as ultimately the variety of tasks in any organisation have to be accomplished by the people. Unlike the physical resources, human resources have the capability of expanding to unlimited potential. Well trained, qualified and competent staff can make a difference in the functioning of an organisation and through their intelligent inputs, resulting in enhanced effectiveness and efficiency.

In the entire process of individual development in an organisation, the performance appraisal plays a vital role. The days have gone when the performance of staff was evaluated arbitrarily. Different studies have shown that a positive approach towards performance appraisal has resulted in higher productivity (Kumar *et al.*, 1993).

The concept of performance appraisal in the form of confidential report was developed first by U.S. army during the first world war. It was used to evaluate the performance of its military personnel. It was East India Company that brought the appraisal system in India in the form of confidential roll. India has inherited the procedure, concept and the entire process of confidential report from British system. One may notice the hangover of this system is still in many organisations both government and private. It seems that with the passing of time no significant change in the approach of performance evaluation system has taken place.

There is a great degree of unhappiness all around with the performance appraisals. Rarely does one come across employees who are happy with the appraisal systems in their organisations. That is why they are under attack from every corner. The subordinates complain that their bosses try to rate their performance without really knowing what they are doing and the constraints under which they are working. They are also not happy because their bosses rate their performance confidentially rather than communicating and trying to help them to improve. The bosses are unhappy because the form filling has become a ritual. Year after year they have to fill the same forms for employee after employee with no further improvement in their performance and they do not even come to know what happens to the various recommendations they make for their subordinates.

This situation exists today in most organisations because of lack of understanding of the potential uses of performance appraisal systems by everyone and improper designing of performance appraisals. The performance appraisals should not be a mere reporting of an individual's performance once a year but should serve as an instrument of motivation and development of employees (Rao, 1992). The development oriented performance appraisal system, an effective way to improve performance, focuses on removing weaknesses and improving strengths of the employee who can continuously develop behaviourally, professionally and technically.

The quality of the human resources in an agricultural extension organisation is a determining factor in its success or failure. Performance appraisal in the extension service concerns all employees. It influences extension personnel motivation, work performance and educational

programme effectiveness. Programme success hinges largely on the performance of extension agents in the field. Therefore, performance appraisal is a critical management function in an extension organisation and an effective way to improve performance of extension personnel (Davis, 1993). For the ever increasing complexity of challenges facing extension organisations and the place of change, both signal the escalating pressures that will be brought to bear on extension personnel to play a proactive and strategic partner roles. Therefore, if growth oriented performance appraisal system is implemented well, it can take the extension organisation on a fast development track by meeting all the challenges through motivated committed and competent personnel.

1.1 STATEMENT OF PROBLEM

Performance appraisal is an integral part of most extension organisations. It has traditionally been used as a mechanism of controlling employees through punishment, and disciplinary action. In many government extension organisations the evaluation of performance is done confidentially and the result of evaluation is rarely communicated to the employees. Those who received the unsatisfactory rating are asked to give explanations for the lower level of performance. As a result, the traditional method of performance appraisal is rarely able to deliver its intended benefits. Since, only the performance below a certain level is feedback, the majority of employees do not get to know their strengths to make further improvements. Research evidences suggest that behavioural change occurs by positive reinforcement i.e. rewarding strength rather than harping on weak points and helping the employees in analysing their strengths, weaknesses, opportunities and failures.

Recent changes through improved practice and in the area of human resource management has brought a revolution in Performance Appraisal System (hereafter referred as PAS). The performance appraisal is no more seen as a 'post-mortem' exercise to pin point the faults of employees but it is viewed as an effective instrument for helping people to grow and develop in organisational setting. The development oriented PAS is expected to help an employee to create learning spaces for himself in an organisation. Recent experiences and researches have shown the development oriented PAS can substantially contribute to the organisational health and facilitates multiplication of managerial resources (Mufeed. 1998).

Above mentioned changes in the performance appraisal offers a greater scope to improve the human resources of agricultural extension organisations at minimum cost. The need to improve the human resources of agricultural extension organisations to face the emerging challenges arising out of present techno-economic scenario can be met through designing and implementation of development oriented PAS. Development oriented PAS has already been evolved for some of the public sector undertakings as well as industrial organisations and their experiences have shown positive results. There is an urgent need to study the existing PAS of Government and Non-Government extension organisations and to develop a growth oriented performance appraisal system for the extension personnel.

In this context, we have to find out the answers of the following questions :

- What are the existing performance appraisal systems in Government and Non-Government extension organisations ?

- How far the extension personnel are satisfied with the present appraisal system?
- How does the performance appraisal influence organisational climate and job satisfaction?
- How to design a development oriented PAS for the extension personnel?
- How do the personnel perceive the feasibility of development oriented PAS in their organisations?

To find out the answers of aforesaid research issues the present study was contemplated with following specific objectives.

1.2 OBJECTIVES

1. To study the existing Performance Appraisal System for extension personnel in Government and Non-Government organisations.
2. To assess the Performance Appraisal Climate as perceived by the extension personnel
3. To explore relationship between the Performance Appraisal Climate, Organisational Climate and Job Satisfaction.
4. To design an alternative development oriented Performance Appraisal System for the extension personnel.
5. To find out the opinion of personnel toward new appraisal system and the anticipated problems in its implementation.

1.3 SCOPE OF THE STUDY

Performance appraisal is a critical management function in extension organisation. In an era where agricultural extension has the role of not only to meeting the increased production but also conserving and protecting natural resource base, the effectiveness of extension workers' performance has become very important. The effectiveness of the extension workers in promoting and quickening the dissemination of new agricultural practices depends on the interaction factors between organisational climate, performance appraisal climate and job satisfaction. There is the need to maintain a favourable organisational climate as well as satisfactory performance appraisal climate so that extension personnel can develop technically and professionally with constant feed back, training and support to overcome number of logistic problems faced by them. Therefore, the study has been aimed to design an alternative development oriented PAS for the extension personnel with the reviewing of existing PAS and assessing the perception of extension personnel towards performance appraisal climate as well as organisational climate. This would be beneficial for a better understanding of importance of different performance appraisal climate dimensions in the overall organisational climate. The study would also reflect the responsibility of performance appraisal climate in job satisfaction of employees.

Moreover this study would assume great significance in creating data base essential for realistic planning, generating and implementing development oriented PAS and making possible modification of existing traditional PAS. Findings would serve as a bench mark for future evaluation. A study like this would help in adding to existing storehouse

of knowledge concerning development of human resources in the organisations and also guide future researchers in deriving insight in understanding many of the aspects relevant, particularly to management in extension organisations.

1.4 LIMITATIONS OF THE STUDY

Single student investigation had the inherent weakness of time and resources. The study was confined to the issue of performance appraisal specifically related to extension personnel of State Department of Agriculture, Haryana and selected two NGOs in Haryana, therefore, universality and generalisation cannot be claimed. Moreover, it was based on the expressed information and opinions of the respondents which may not be free from individual biases and prejudices.

In spite of these limitations, no effort was spared to make the study as objective and systematic as possible.

1.5 PRESENTATION OF THE THESIS

The thesis is presented under five chapters. The first chapter deals with introduction, giving the need, objectives, scope and limitations of the study. The second chapter, viz. theoretical orientation deals with review of selected important and related studies in the field of present investigation. In the third chapter, the methodology used in the research work including the operationalisation of the concepts, measurement procedure of variables and statistical tools used are presented. The fourth chapter deals with the results of the study and discussions thereon. The last chapter summarises the study and implications.

The references and annexures are given at the end.

THEORETICAL ORIENTATION

In this chapter, an attempt has been made to explain the concepts of performance appraisal, organisational climate, job satisfaction, etc. in their theoretical perspective, and to review the relevant findings related to the objectives of the study under the following heads :

- 2.1 Concept and importance of performance appraisal system
- 2.2 Effectiveness and shortcomings of performance appraisal system
- 2.3 Organisational climate and performance appraisal system
- 2.4 Job satisfaction and performance appraisal climate
- 2.5 Designing of performance appraisal system.
- 2.6 Conceptual framework.

2.1 CONCEPT AND IMPORTANCE OF PERFORMANCE APPRAISAL SYSTEM

The concept and importance of performance appraisal system have changed considerably with the passing of time. Despite the variations in views proposed by eminent scientists and notable organisations, certain aspects like providing feedback by reviewing the past performance of employees, identifying their training needs, giving opportunity for growth and improvement to meet the job standards are found in all the views.

Patterson (1987) opined that probably no other organisational function struck as much terror in the hearts of extension agents as the annual job evaluation or performance appraisal which was in term of confidential report in most of the organisations. It generated lots of

negative feelings and created an environment of doubt and distrust. Performance appraisal should try to give feedback to employees to improve subsequent performance, identify employee training needs, form a basis for personnel decisions, provide the opportunity for organisational diagnosis and development.

Singh and Singh (1990) defined employee performance appraisal as the systematic evaluation of individual with respect to his performance on the job and his potential for development. The purpose and uses of employee appraisal were to create and maintain a satisfactory level of performance, employee development, supervisory understanding, guide to job changes, wage and salary treatment.

Asiabaka and Bamisile (1991) viewed that the effectiveness of the extension workers in promoting and quickening the dissemination of modern agricultural practices depended on the interaction factors within the professional and client system. Therefore, there was the need of an effective performance appraisal system for greater training of extension workers and removal of logistic problems faced by them.

Davis (1993) pointed out that performance appraisal in the co-operative extension service concerned all employees. It influenced motivation, work performance and extension programme effectiveness. He found in his study that the present appraisal process for extension personnel was perceived by agents to have several deficiencies which could be improved by promoting personal and professional growth and competence, facilitating communication between supervisors and agents, providing evaluation feedback.

Muralidhar (1993) described performance appraisal as a professional system directly concerned the employees' worklife in the organisation and should be done in an objective manner. Performance appraisal system should be aimed to gain confidence of employees which can be best achieved by the employees involvement in the system through self-appraisal. It would provide the employees an opportunity to look back on their own performance (introspection) and to plan and work for achieving the improved performance (perspiration).

Jabeen (1997) mentioned that performance appraisal was initially used as a mechanism to control employee's behavior. Later on it was recognised as a systematic and objective way of judging the relative worth or ability of an employee in performing his task. The assumption was that the employees irrespective of their age, position, experience, nature of job, etc. could continuously grow and develop behaviorally, professionally, and technically. For a development oriented performance appraisal system, objective should focus on removing weaknesses and improving strengths of the employee.

Mufeed (1998) asserted that for the ever increasing complexity of challenges facing organisations and the place of change, both signaled the escalating pressures that would be brought to bear on human resource personnel to play proactive strategic partner roles. Effective implementation of performance appraisal system could take the organisation on a fast development track and faster productivity through committed, motivated, and competent people.

According to Gani (1998), in employment setting, performance appraisal was individually and collectively a part of all other staff sub-

process. It helped to identify those who were performing their assigned tasks well and those who were not performing well and the reasons for such performance. Performance appraisal should not be a matter of "made, recorded, filed and forgotten" but an inevitable and continuous primary process of evaluating and developing organisational personnel, wherever they employed on any kind of productive work. It was well established that the effectiveness of performance appraisal as a means of employee growth and productivity improvement depended upon the system of performance appraisal in operation.

2.1.1 Conceptual definition of performance appraisal system (PAS)

Based on the foregoing discussions, PAS has been conceptualised for the present study as a method of developing people by reviewing their past performance, giving valuable feedback, identifying their training needs, providing opportunity for growth and improvement to meet the job standard with an ultimate objective of achieving better performance through motivated committed and competent people.

2.2 EFFECTIVENESS AND SHORTCOMINGS OF PERFORMANCE APPRAISAL SYSTEM

The conservative appraisal programme or traditional approach appraises people on personality rather than on performance. The emphasis is so strong on personality that "job knowledge", and even "job performance" may have only a minor place in the over all rating. This approach can be called 'man centred' approach. But modern appraisal philosophy emphasises present performance and future potential where role of personal traits are also not ignored for it is significant in considering the potential of an

individual for higher job. This is called 'job centred' approach. Studies show that organisations with former approach suffer from many shortcomings while organisations with latter appraisal approach become highly effective.

Madkwe (1990) in his study examined the factors necessary for the effective performance appraisal of agricultural extension personnel, namely, clarity of extension activities to supervisors and agents, staff participation in decision making process, and the relationship between organisations controlling inputs to extension work. It was found that identified conditions were inadequate for effective supervision and evaluation of field extension agents. A general re-appraisal system and creation of necessary conditions for the performance of supervisors and agents were recommended.

Saville and Higgins (1990); Schuler *et al.* (1992) revealed that the problems which commonly emerged from appraisals included personal bias, motivation, strictness or leniency of supervisor, the halo effect, and central tendency error.

Rao (1992) opined that the nature of performance appraisal and its effectiveness depended a great deal on how human resources were viewed and treated in the organisation. Organisations which believed that people did not work unless they were closely supervised and controlled, had a confidential report form of appraisal with many shortcomings. On the other hand, organisations which believed that every individual has potential and strengths and human capabilities could be sharpened, developed and utilised better by providing a healthy climate, then the organisation would have an effective appraisal system that attempted to identify, sharpen, develop and utilise the potential and capabilities of its employees.

Rao (1992) found that, in many organisations, the existing performance appraisal system was not effective, reason being the objective of this system was not spelt out, nor made known to the employees, who were playing the roles of appraisers and appraisees.

Kumar and Sigamoni (1993) reported that performance appraisal system became effective when it aimed to develop the staff by examining their work habits, skills, attitudes, personal traits and provide for his improvement through adequate training and counselling. Reasons of failure of performance appraisal system were conflicting performance objectives, less commitment towards human resource development, lack of guidance and counselling, no clearly defined standards, tendency to rate the job as well as the staff, etc.

Muralidhar (1993) pointed out the shortcomings of many performance appraisal system in terms of subjective (bias) appraisal of the performances which brought out favouritism, loss of confidence, last minute preparation, inconsistency in fixing standards and negative appraisal.

Jabeen (1997) developed a tool to measure effectiveness of the performance appraisal system which covered the broad areas like provision of clear and agreed objectives, method of determining training needs, method used by reviewing authorities, method of communicating performance appraisal reports, weightage given to performance appraisal for promotions and other administrative purposes.

Mufeed (1998) suggested that performance appraisal could be useful instrument for improving job performance, developing the worth of employees, building better relationship with employees and improving

organisational effectiveness. The openness in the appraisal process with higher levels of participation could lead to better clarification and satisfaction toward the effectiveness of performance evaluation practice. He indicated the critical appraisal variables, which would determine the satisfaction towards effectiveness of performance appraisal system such as : information validity, participation, feedback system, implementation, goal setting, reward and support system, developmental value, clarity of performance objectives and performance standards.

2.3 ORGANISATIONAL CLIMATE AND PERFORMANCE APPRAISAL SYSTEM

Effectiveness of any organisation and more so that of the developmental organisation depends, to a large extent, on how well it is organised and how the employees perceive its environment. Most of the researchers have found that the work atmosphere - the psychological environment in the organisation where people live and work is one of the important factors in influencing employees job performance and satisfaction.

Research on influence of PAS on organisational climate is very rare, however, few literature focussing on organisational climate are available and reviewed below.

Chattopadhyay (1982) in his study of organisational climate found the 'trust' as highest scored dimension out of twelve dimensions, namely, trust, recognition, personal development, innovation, communication, supervision, decision making, managing problems, performance, team spirit, structure and identity.

Albert (1985) observed that employees behaviour and performance were only partially determined by ability, significantly by work environment. In order to attain and sustain long term high performance it was essential to create an appropriate environment. Good organisations strived continuously for improvement and growth.

Inman (1985) asserted that an atmosphere of trust contributed towards better team work and communication in an organisation. Mutual trust was an important factor for productivity in the organisation.

Rajkamal and Prabhakaran (1985) carried out a study entitled as personnel and their perception of working environment. Environment factors selected were guidance and supervision, supplies and services, peoples' participation, interpersonal relationships, communication and job satisfaction. In general responses of different personnel indicated a fairly satisfactory environment.

Jhamtani (1986) in the study of organisational climate of developmental organisation reported the 'trust' as best dimension and 'personal development' as the poorest dimension. Dimensions like, recognition, innovation, decision making were found to be below average or poor.

Krishnaraj and Dubey (1992), in their study to determine patterns of motivational concerns contributing to the organisational climate, identified five kinds of motivational concerns in the following order of dominance overall : affiliation, extension, achievement, power and dependency. Extension and achievement were positively correlated with organisational efficiency where as dependency and affiliation were negatively correlated.

Singh and Prasad (1997) revealed that the KVKs in Bihar in general were found to be with moderate level in the quality of working life. Achievement motivation and job involvement emerged as potent factors affecting the quality of working life. Quality of working life in the KVKs run by voluntary organisations was superior to KVKs run by SAUs.

2.3.1 Conceptual definition of organisational climate

In the present study organisational climate was conceptualised as psycho-social condition that surrounds a worker in the organisation. It consisted of perceptions, feelings, evaluations and aptitudes of employees about the mental climate in which they work.

2.4 JOB SATISFACTION AND PERFORMANCE APPRAISAL CLIMATE

Job satisfaction and good morale are continuing objectives of administrators in all organisation. It is also necessary for the organisation to create a favourable attitude of its employees towards their job. There has been a great deal of research on job satisfaction in recent past but less attention has been given to other related aspects like its relationship with performance appraisal climate and/or organisational climate.

Singh *et al.* (1977) studied differential job satisfaction of district, block and village level extension personnel. The probable reasons for comparatively higher level of job satisfaction of District level extension officers in comparison to the other two and that of the Block level extension officers in comparison to the Village level workers were positional and occupational prestige, control or authorities and differential advancement opportunities.

Hejazi (1988) found that psychological needs were best met by giving extension workers credit for doing a good job and attaching value to their achievement and by offering them opportunities for further development. Social needs were best met by their being accepted by farmers and getting enough attention from supervisors. Meeting psychological needs had highest priority, followed by social and physical needs for the job satisfaction.

Kelser (1989) identified seven job satisfaction factors. Highest level of satisfaction was observed for fringe benefits, importance and value of work, challenge of job, performance and capability in job, feelings and relationship with clientele. Low levels of satisfaction were there for amount of time and work necessary to do job, adequacy of performance evaluation, salaries compared to others in similar work and new staff orientation.

Belhaj (1990) asserted that job performance of agricultural extension agents was measured by the degree of the information the respondents supposed to transmit, the degree to which they were able to explain knowledge to client, the amount of time devoted by them to visiting farmers and equity in distribution of services to different categories of clients (poor, middle and rich farmers). Satisfaction concerning job environment factors was relatively low which reflected a need to reconsider the work conditions.

Mallilo (1990) reported job satisfaction of extension personnel using Brayfield and Rothe job satisfaction index. It was found moderate to high job satisfaction with extension employment.

Ali (1992) indicated that extension field assistants possessed a low level to an average level of competency in most of the factors which were perceived as highly important for their job performance and job satisfaction.

Sundaraswamy and Perumal (1992) mentioned some of the important personal, socio-psychological and other work related variables which influenced the job performance of AAOs. The variables like job satisfaction, need achievement, knowledge of the job, organisational climate were considered crucial in explaining the variance in the level of job performance.

Kathleen Riggs (1993) pointed out that the extension agents with high level of job satisfaction were satisfied with the six components of overall job satisfaction such as job itself, salary, fringe-benefits, authority to run the programmes, relationship with supervisors and opportunity for growth and development.

Kulander and Delmon (1993) found that the quality of the human resources in agricultural extension organisation was a determining factor in its success or failure. Extension agents believed that they needed more and better resources, training in general extension skills and in particular, skills to become more effective in their job performance.

Dakhore and Bhilgaonkar (1997) noted that the levels of job satisfaction of extension personnel followed more or less normal distribution. The job satisfaction was very much related with the facilities organisation provided to the employees, particularly in the form of training, guidance, supervision, supply and services.

Keregero and Mthuppa (1997) reported that agricultural extension workers perceived the job as being not satisfying with respect to supervision and administration, working conditions, performance appraisal, remuneration and advancement. Generally the extension workers indicated that they were neither very satisfied nor very dissatisfied with the job but rated its various components as ranging from dissatisfied to satisfied.

Dunn and Stephens (1998) suggested that employee satisfaction and employee productivity ultimately determined the growth and survival of all organisations. In the short run either productivity or satisfaction might be sacrificed, however, failure to maintain high and optimum level of productivity and employee satisfaction in the long run might be experienced at commendable risk to growth and survival of the organisation.

2.4.1 Conceptual definition of job satisfaction

Job satisfaction has been conceptualised as the satisfaction of personnel with respect to superiors, subordinates/co-workers, working environment, professional rewards, personal growth & development and other management practices in the organisation.

2.5 DESIGNING OF PERFORMANCE APPRAISAL SYSTEM (PAS)

There is a great degree of dissatisfaction and unhappiness with performance appraisal in most organisations. This is because of lack of understanding of the potential uses of performance appraisal systems by everyone and improper designing of performance appraisals.

Some studies on this aspect are reviewed.

Westermarck (1985) argued that the appraisal methods should be designed on the basis of an assessment of effectiveness rather than on efficiency. Effectiveness was measured by end results, practice change, and changes in the farmers' knowledge, skills, attitude and aspirations whilst efficiency involved the adviser's activities, the number of participants and the return on financial and other resource inputs.

Patterson (1987) found that the existing performance appraisal systems for New England extension agents were not effective and some were not even legal. He developed Extension Agents Behaviours and Results Anchored Rating System (EABRARS) which was based on a thorough job analysis of extension agents and focused on measurable behaviours and results, not personality. It provided specific bench marks for raters and ratees alike.

Verma (1991) opined that of late many organisations were in the process of modifying the existing appraisal system and introducing self appraisal. To evaluate own appraisal system one should ask to what extent is it Simple, Objective, Feasible and Acceptable - "SOFA" - and does it assess the 'Person' or his 'performance'.

Bhatia (1993) mentioned some of the issues that arose in designing an appraisal system were dealt in the following sequence : (a) the influence of objectives on the design of an appraisal scheme - feedback versus motivation, open versus closed appraisal, comparability versus job relatedness (b) the influence of contextual factors on the design of appraisal scheme - the organisational style and climate, geographical spread, participation (c) Vital factors to be ensured in the implementation of appraisal scheme - training for appraisal, storage of information and follow up procedures, maintaining the scheme.

Bettenhausen and Fedor (1997) revealed that appraisals used for development were believed more likely to produce positive and less likely to produce negative outcomes than appraisals used for control and administration only. Upward appraisals were believed to produce more positive outcomes and fewer negative outcomes than peer appraisals.

Clayton and Ayres (1997) concluded from their study that need for performance development practices to be considered by any organisation, not merely administered by an external body: the need to progress rapidly; the value focus on development rather than appraisal; the need of clear objectives and for all involved to be aware of these and a need to fit into the management culture existing in an organisation.

The literature reviewed herewith gave sufficient thematic insight of the performance appraisal system : concept, importance, effectiveness, shortcoming and its designing vis-a-vis organisational climate, job satisfaction and job performance. However, literature was observed to be empirically silent on influence of performance appraisal climate over organisational climate and job satisfaction of employees. Further, it seemed that researchers in past did not take interest in designing development oriented performance appraisal system for the extension personnel.

Hence, the study of this kind, hopefully, is an effort to bridge the gap on above missing fronts.

2.6 CONCEPTUAL FRAMEWORK

Based on the foregoing discussion, a conceptual framework as depicted in Fig. 2.1 was assumed for the study.

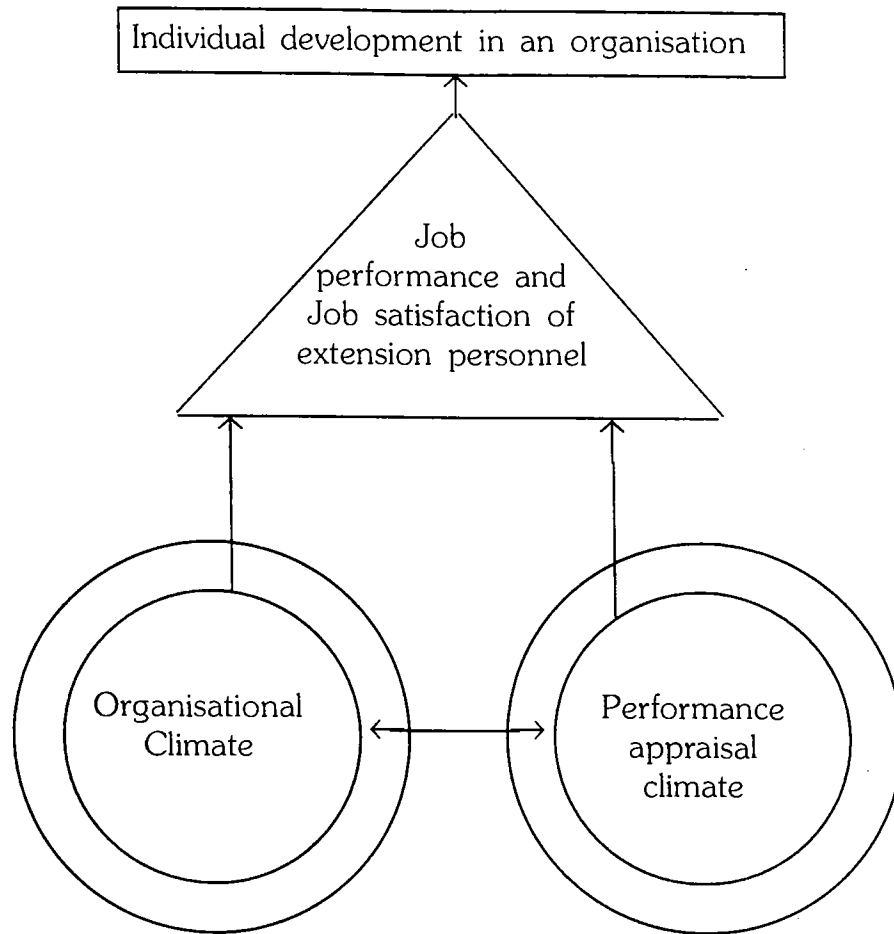


Fig. 2.1. Conceptual Framework of the Study

RESEARCH METHODOLOGY

This chapter portrays the methods and procedures employed in this study, which are presented under the following sub-heads:

- 3.1 Locale of the study
- 3.2 Sampling procedure
- 3.3 Variables and their measurements
- 3.4 Data collection
- 3.5 Statistical methods used

3.1 LOCALE OF THE STUDY

The study was undertaken in the State of Haryana, which was purposively selected because of its well established State Department of Agriculture and a strong network of Non-Government Organisations (NGOs) working in the field of agriculture, dairy and rural development besides its easy accessibility (Fig. 3.1).

3.2 SAMPLING PROCEDURE

The details of sampling procedure adopted for the study are described below:

3.2.1 Selection of government and non-government organisations

State Department of Agriculture, Haryana was purposively selected as government organisation for the study for following reasons :

- State Department of Agriculture carried out extension work with the farmers and rural people over the entire state

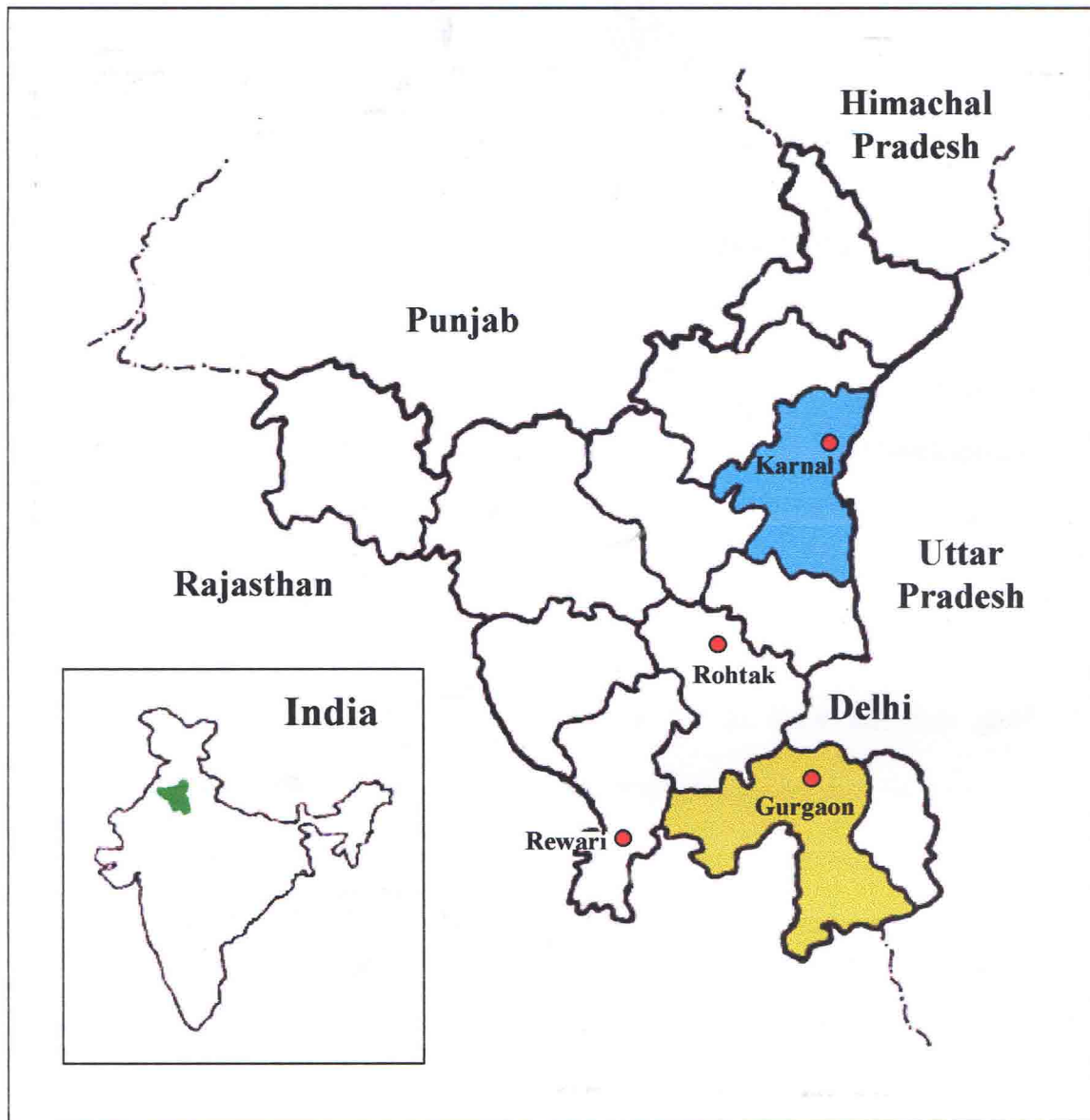


Fig. 3.1: Locale of the Study (State of Haryana)

- the Department had sufficient number of extension personnel at different levels
- the Department had a formal performance appraisal system for all the employees.

Two districts, namely Karnal and Gurgaon were chosen on the basis of random sampling method and data were collected from the sub-division level, circle level and village level extension personnel of the selected two district units of State Department of Agriculture.

Two Non-Government Organisations (NGOs) namely, "Bhagwat Bhakti Ashram" at Rewari (Haryana) and "Haryana Rural Development Farmers' Association" at Rohtak (Haryana) were selected purposively based on following criteria:

- involvement in different rural development and extension activities in the field of agriculture for at least last ten years
- having sufficient number of employees on its roll at different levels
- presence of an established performance appraisal system for the employees.

3.2.2 Selection of respondents

All the extension personnel of State Department of Agriculture, at village level i.e., Agriculture Development Officers (ADO); circle level i.e., Circle Agriculture Officers (CAO); and sub-division level i.e., Sub-Division Agriculture Officers (SDAO) & Subject Matter Specialist (SMS) of selected two district units (Karnal and Gurgaon), formed the universe of the study.

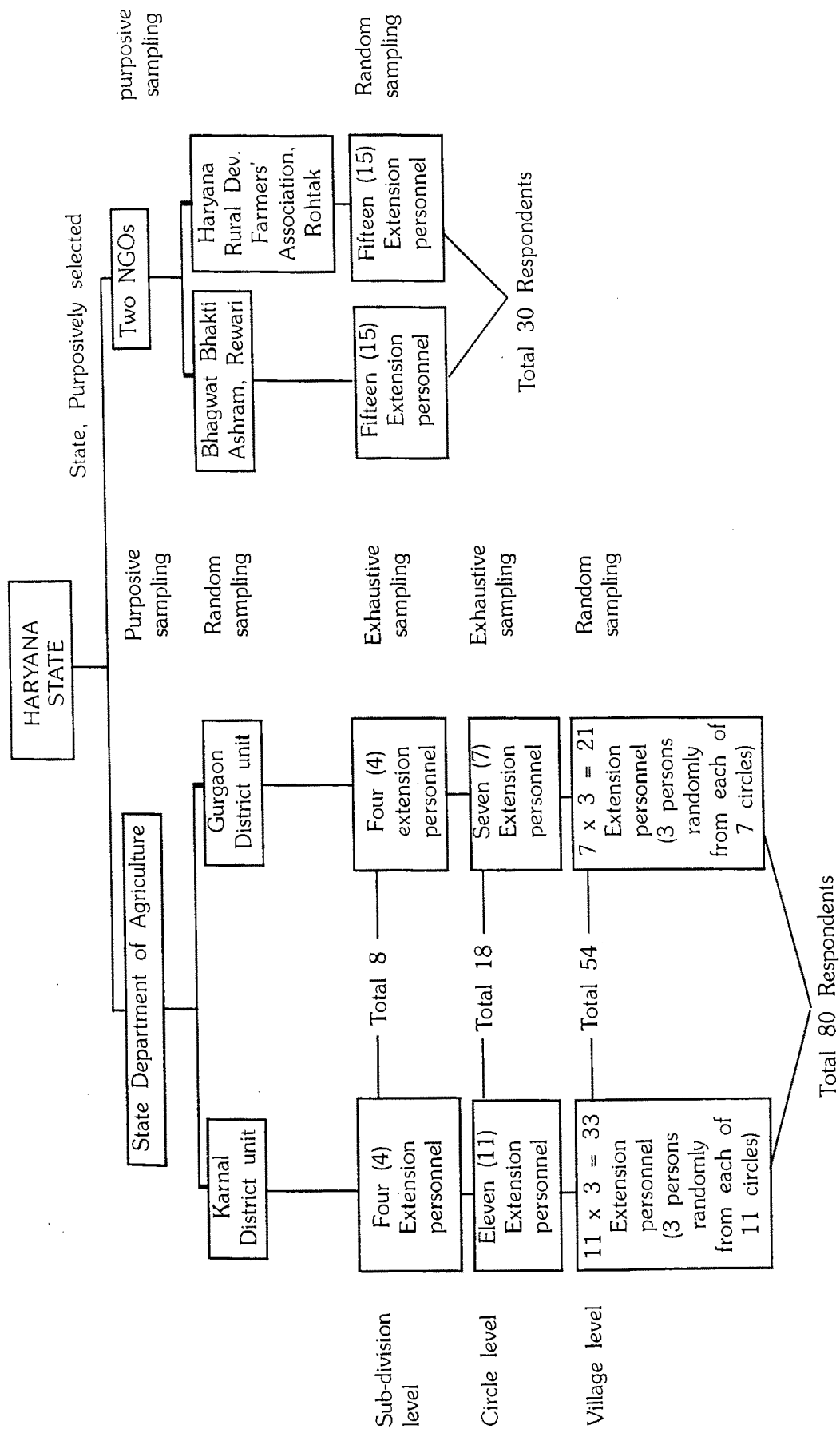


Figure 3.2 : Sampling Plan

3.3.1 Existing performance appraisal system

The PAS refers to the method of appraising the performance of extension officials in State Department of Agriculture and Non-government extension organisation. Existing performance appraisal system (PAS) for the extension personnel was studied through a review of existing documents and in-depth interview with the help of semi-structured interview schedule.

3.3.2 Performance appraisal climate (PAC)

The performance appraisal climate was measured based on the following dimensions of the appraisal system which influence satisfaction of extension personnel as perceived by them.

The dimensions were :

- (i) Participation
- (ii) Feed back
- (iii) Employee acceptance
- (iv) Awareness of PAS objectives
- (v) Clarity of performance objectives
- (vi) Criteria relevance
- (vii) Link between performance appraisal and salary
- (viii) Administrative uses
- (ix) Developmental uses
- (x) Reward system and support system
- (xi) Performance standard
- (xii) Superior-subordinate relationship

Participation : It refers to the involvement of an employee in setting the goals, quality of performance to be achieved by him in the organisation. It also includes open discussion with the employee in evaluating his performance.

Feed back : It deals with the process of communicating results of performance assessments, weaknesses/shortcomings, strengths to the employees.

Employee acceptance : It is the feelings of individuals about the manner in which their performances are appraised in the organisation.

Awareness of PAS objectives : Degree to which the individual knows about different goals/targets to be achieved in present job against which the performance is evaluated.

Clarity of performance objectives : It measures the idea of personnel about performance objectives specific in terms of quantity, quality and timeframe.

Criteria relevance : It refers to the satisfaction of the employees with the attributes taken into consideration in performance evaluation process.

Link between performance appraisal and salary : This dimension depicts the perception of employees regarding dependency of salary on level of performance.

Administrative uses : It deals with control, transfer, promotion, etc on the basis of performance assessment of the employees.

Development uses : This dimension deals essentially with the concern for excellence, support for doing things in a better way, attempt to improve upon past performance, concern for growth and motivation.

Reward system and support system : The focal point on this dimension is the employees' sense of satisfaction with the recognition of their work/performance, their perceptions of the organisation's interest in them, in their welfare and their job.

Performance standard : It is the implicit expectations and understanding of performances between superior and subordinate.

Superior-subordinate relationship : The major thrust in this dimension is on intimate relationships in the work situation characterised by team spirit, help, guidance and encouragement to each other at work.

A performance appraisal climate questionnaire was developed on the basis of above twelve dimensions to measure the performance appraisal climate (PAC) in the organisations (Appendix I).

3.3.2.1 Construction of PAC questionnaire

A. Selection of items

Sixty statements that reflected the twelve dimensions (five statements for each dimension) of performance appraisal climate were prepared to represent the universe of content. The selection was based on review of literature and discussions with scientists, experts and officers of the State Department of Agriculture. Care was taken that the items dealt with issues that directly related to the performance appraisal climate in the organisation. The collected items were edited using the informal criteria as suggested by Wang (1932) and Edwards (1957). This was subjected to the rating of 25 agricultural experts, who were asked to judge the relevance of each item under each dimension in terms of its perceived ability to assess the PAC. After the elimination of irrelevant, ambiguous

and redundant ones, total of 36 statements (three statements for each of the twelve dimensions) were selected. Care was taken to include both positive and negative statements.

B. Validity of the questionnaire

Validity referred to the efficiency with which it measured what it intended to measure.

In the study, validity of the constructed questionnaire was examined for its content validity. Kerlinger (1978) opined that each item of an instrument must be weighed for its presumed representativeness of the universe. The content validity which gave the representativeness or sampling adequacy of the content, was ensured by including items covering the full spectrum of issues addressed by performance appraisal climate. This was assumed by an extensive literature search, discussions with experts and officials of State Department of Agriculture. According to Garrett (1965) the validation of content through competent judges was most satisfactory when the sampling of the items was wide and judicious.

C. Reliability of the questionnaire

Reliability of an instrument was defined by Kerlinger as the dependability, stability, consistency and accuracy of a measuring instrument. An instrument could be said to be reliable only when it consistently produced the same results when applied to the same sample at any time. The reliability of performance appraisal climate questionnaire constructed for the present study was measured using split-half technique. Under this method statements (comprising the measure) were randomly split into two halves on the assumption that either half adequately represented the whole.

Both the sub-measures were then administered to the respondents during the same interview. The scores on the two sub-measures were correlated and this coefficient called the coefficient of internal consistency was taken as a measure of reliability. A relatively high value of 0.82 for coefficient indicated high degree of consistency of constructed PAC questionnaire.

D. Administration of the schedule

This PAC questionnaire was used for all categories of respondents viz. extension personnel at sub-division, circle and village level units of State Department of Agriculture and extension personnel of selected two NGO's. The responses on the items were obtained on a 5 point continuum ranging from strongly agree to strongly disagree and was scored as follows:

Response category	Positive item	Negative item
Strongly Agree	5	1
Agree	4	2
Undecided	3	3
Disagree	2	4
Strongly disagree	1	5

The cumulative score of each respondent for all the thirty-six statements was considered his perception score of the existing PAC in the organisation. The instrument measured the perception of the individuals on the existing situation as well as the situation desired by them.

3.3.3 Job satisfaction

Job satisfaction refers to the satisfaction of extension personnel with the different components of overall job viz.. job itself, salary, fringe benefits, opportunity for self development, interest in job etc.

This was studied with the help of a job satisfaction index developed by Vijayaragavan (1999) which comprised following dimensions :

- (i) Satisfaction with superiors
- (ii) Satisfaction with subordinates or fellow workers
- (iii) Satisfaction with working environment
- (iv) Satisfaction with professional rewards
- (v) Satisfaction with personnel growth and development
- (vi) Satisfaction with other management practices

The responses on the items mentioned under each dimension or area of job satisfaction were obtained with the help of an index ranging from maximum job dissatisfaction to maximum job satisfaction

- + 5 (Top) maximum job satisfaction
- + 4
- + 3
- + 2
- + 1
- 0 (Middle) neutral
- 1
- 2
- 3
- 4
- 5 (Bottom) maximum job dissatisfaction

The middle position represented the neutral responses (neither satisfied nor dissatisfied). Above this point were five points i.e., + 1, + 2, + 3, + 4, + 5 representing job satisfaction in series. Below the neutral point were five points i.e., - 1, - 2, - 3, - 4, - 5 representing job dissatisfaction in series.

Each respondent was requested to mention the number of index (such as + 2 or - 3 etc) as he/she might deem to be relevant to express the extent of his/her satisfaction or dissatisfaction in respect of the items mentioned under each area or dimension of job satisfaction. The cumulative score of each respondent for all the items was considered his/her overall job satisfaction score.

3.3.4 Organisational climate

In the present study organisational climate refers to psycho-social condition that surrounds an extension personnel in the organisation. It consists of perception, feelings, evaluations and aptitudes of employees about the climate in which they work.

Following twelve dimensions were considered :

- (i) **Trust** : It is the implicit faith coupled with predictive behaviour that no harm without justice would be caused to an employee. It also includes confidence in the people that they work with.
- (ii) **Recognition** : It is the feelings of individuals about the manner in which benefits are awarded. It also includes perceptions of recognition in terms of appreciation for innovative performance.
- (iii) **Innovation** : This refers to the management of change. Acceptance of new ideas, facilities and opportunities for individual creative

work. room for deviation from precedence. Acceptance of ideas for changing procedures and methods are components of this dimension.

(iv) **Personal development** : Degree to which the individual feels the organisation facilitates learning and skill development. It also includes the encouragement provided by the policies and conditions of work.

(v) **Communication** : It measures the adequacy of information, information flow within the department, directions of flow and distortions and informality of transmitting information.

(vi) **Supervision** : This includes process of supervising, treatment meted to the subordinates, seniors' awareness of problems at lower level, freedom and relevant autonomy to subordinates and reliance on their decision and action.

(vii) **Decision making** : It measures the participation of the concerned employees in decision making, opportunities to individuals to express their ideas and opinions about their tasks.

(viii) **Performance** : This dimension deals essentially with the concern for excellence, emotional support for doing things in a better way, attempt to improve upon past performance, concern for results and quality of work.

(ix) **Managing problems** : It deals with distribution of justice, resolving interpersonal and inter-departmental problems and conflicts, proper handling of grievances, etc.

(x) **Team work** : The major thrust in this dimension is on intimate relationships in the work situation characterised by teamspirit, sharing one's concern for others, a helping attitude, encouragement to each other at work, etc.

(xi) **Structure** : It refers to organisational patterning of activities like line of authority and command, logical arrangement and sequencing of activities.

(xii) **Identity** : The focal point on this dimension is the employees' sense of identification with and commitment to the organisation, the overall image of the organisation in his mind, his sense of belongingness to the organisation.

Chattopadhyay's (1982) organisational climate questionnaire, based on the above mentioned twelve dimensions, was used for the present study (Appendix-I).

For objective measurement of the organisational climate this instrument contained five items for each dimension i.e., a total of sixty items, some in positive form and some items put in negative form. For each item five alternative answers were possible, ranging from total agreement to total disagreement with the item. Scores were assigned from 1 to 5 - higher score denoting a favourable work environment. The instrument measured the perception of the individual members on the existing situation as well as the situation desired by them.

3.3.5 Designing of an alternative development oriented performance appraisal system (PAS)

For the designing of an alternative development oriented performance appraisal system following dimensions were considered.

(i) Identification of key performance areas

Analysis of a role for its key performance areas (KPA) is necessary for performance appraisal because performance appraisal has to be done against certain functions and objectives on which a person works. The KPAs of a role are those functions which require priority attention. KPAs are much more specific and indicate the critical functions of the job.

In the present study key performance areas of the extension personnel working at different levels were identified with the help of a schedule developed. All the activities that a role occupant expected to carry out were listed on the basis of literature search and discussions with agricultural scientists, experts and officers of the State Department of Agriculture. KPAs were weighted according to their importance for the role which was measured through frequency of performance and level of performance. The responses on each listed out activity were obtained on both frequency of performance and level of performance and were scored as follows :

Frequency of performance		Level of performance	
Response category	Score	Response category	Score
Daily	5	Very high	5
Weekly/Fortnightly	4	High	4
Monthly	3	Moderate	3
Occasional	2	Low	2
Seldom	1	Very low	1

For each task/activity mean scores and rank ordering were worked out for different categories of respondents viz. extension personnel working

at different levels (village, circle and subdivision level) in State Department as well as for the extension personnel of NGOs. Ten KPAs were identified for the different categories of extension personnel on the basis of higher mean scores and rank ordered.

(ii) Target setting

In addition to the identification of KPAs, it is useful to consider set targets for the definite period of appraisal. These targets should deal with the tasks/KPAs expected to be accomplished by appraisee during the period that will be reviewed later.

This was studied through a review of existing documents and in-depth interview of extension personnel with the help of semi-structured interview schedule.

(iii) Identification of critical behavioural attributes

The analysis of a role into KPAs indicates which tasks in the role are more important and represents the key contribution the role is making to the organization. The role can be analysed to indicate what personal qualities and characteristics (called attributes) a role occupant should have in order to be effective in the role. Critical attributes are those which distinguish an effective role occupant from an ineffective one. Critical attributes include all kinds of qualities - educational, experience, physical characteristics, mental abilities, skills, personality characteristics, attitudinal characteristics, etc. A list of such qualities desired to be shown by employees should include in the performance appraisal format.

In the present study behavioural attributes for extension personnel, which might be required to handle different tasks, were analysed with the

help of a schedule developed for the purpose. As many as thirty attributes that an extension personnel expected to require to perform their job were listed on the basis of review and discussions with agricultural scientists, experts and officers of the State Department of Agriculture. The responses on each attribute were obtained on a nine point continuum ranging from least critical to very critical. For each attribute mean score and rank ordering were worked out for different categories of respondents. Fifteen critical attributes were identified for different categories of extension personnel on the basis of higher mean scores and rank ordered.

Apart from the above dimensions other dimensions considered for the designing of development oriented PAS were

- * Self appraisal
- * Performance analysis
- * Performance discussion
- * Identifying developmental needs and action planning
- * Final assessment

Respondents were requested to give their opinions regarding the inclusion of above mentioned dimensions in the performance appraisal system of their organisation. Responses were obtained on either affirmative or negative form (yes/no).

3.3.6 Opinion of the extension personnel towards alternative development oriented PAS and anticipated problems in its implementation :

This was assessed on the basis of group discussion method with the help of semi-structured questionnaire.

3.4 DATA COLLECTION

The data were collected through personal interview method from all categories of selected respondents with the help of an interview schedule prepared for the study. Data were also collected through reviewing the existing documents and group discussion method.

3.5 STATISTICAL METHODS USED

The collected data were compiled, tabulated and subjected to descriptive as well as inferential statistical analysis with the help of statistical tools like Frequency, Percentage, Mean, Standard Deviation, Correlation, Regression analysis, t-Test, F-test, and Analysis of variance (ANOVA).

RESULTS AND DISCUSSION

The results of the study derived from the analyses are presented and discussed under the following heads in accordance with the specific objectives set forth for the study :

- 4.1 Existing performance appraisal system (PAS) for the extension personnel in government and non-government organisations.
- 4.2 Existing and desirable performance appraisal climate as perceived by extension personnel.
- 4.3 Job satisfaction of extension personnel and its relationship with performance appraisal climate
- 4.4 Organisational climate and its relationship with performance appraisal climate
- 4.5 Relationship between job satisfaction and organisational climate
- 4.6 Designing of an alternative development oriented performance appraisal system for the extension personnel
- 4.7 Opinion of personnel towards new appraisal system

4.1 EXISTING PERFORMANCE APPRAISAL SYSTEM (PAS) FOR EXTENSION PERSONNEL IN GOVERNMENT AND NON-GOVERNMENT ORGANISATIONS

In the entire process of organisational effectiveness, the performance appraisal system plays a vital role. It is a critical management function and an useful instrument for motivation, and improving job performance

of extension personnel. An attempt has been made to study the existing PAS of extension personnel of State Department of Agriculture and two NGOs in the state of Haryana.

4.1.1 PAS for extension personnel in State Department of Agriculture, Haryana

- **Historical background of PAS**

An examination of historical background of PAS at the State Department of Agriculture, Haryana revealed that it originated from the need for controlling the behaviour of employees. This is understandable as the developmental bureaucracy in India is still an extension of bureaucracy established by the British with the prime objective of exercising control. Thus, the entire appraisal process is seen as an exercise in finding faults and is a basis for punishment of employees.

- **Method of PAS**

The entire process of PAS is done through filling up 'Annual Confidential Report'. A copy of it is given in Appendix II. The format of confidential report is separate for each category of extension personnel. The form consists of two parts. The Part I deals with basic background information about the officers. The Part II deals with duties performed by the officers, conduct and character and other performance indicators.

The process of PAS consists of following steps :

1. At the end of the year each employee is requested to submit a progress report of their work and achievements. It may be mentioned that there is no prescribed proforma to report progress and achievement.

2. Based upon progress report submitted by the employee the immediate supervisor writes a confidential report for every employee.
3. The annual confidential report of every employee is also forwarded to next higher authority for final review.

● Feed Back

Under the existing system of PAS there is no provision for personal discussion with employees with regard to appraisal of their performance. Further, the results of review are never communicated to the employees. Only in the case of adverse comment made in the assessment report, the employees are asked to give an explanation for their poor performance. The confidential report is referred only at the time of making decisions with regard to transfer of employees and promotions.

● Objectives of PAS

A discussion with higher level officials revealed that the existing PAS has been designed to meet the following objectives:

- i) to control employee behaviour
- ii) to use it as an instrument for reward and support system
- iii) to make decisions regarding salary increases and promotions
- iv) to allocate people to do the right kind of jobs
- v) to identify the training & development needs of the employees.

The overall picture of PAS at the State department revealed that PAS has been framed from the “management” point of view rather than the “employee” point of view. It seems that the following assumptions

have been the guidelines in formulating the PAS :

- (a) Employee behaviour needed to be controlled and monitored by their bosses.
- (b) Performance appraisal is to be used for punishment by the way of withholding increment or transfer to remote places. This is an effective mechanism for controlling the behaviour of the employees.
- (c) Employee's motivation would be high when they did not know how their bosses rated them.
- (d) The boss was in a good position to rate the appraisee and he did not need any inputs from the appraisee.
- (e) Training needs could be decided through confidentially rated appraisals.
- (f) The reviewing authority (normally two levels above the appraisee) would be in a good position for appraisal by virtue of position and authority.
- (g) Assessment on a few standard dimensions like sincerity, job-knowledge, general intelligence, conduct, dependability, leadership, etc. were sufficient to know about an individual's performance.

The present system of PAS had low level of employee acceptance and participation. Further, most of the criteria of performance assessment were irrelevant resulting in the lack of objectivity of overall PAS.

4.1.2 PAS for the extension personnel in NGOs

- Historical background of PAS in NGOs

An analysis of history of NGOs will reveal that most of the NGOs are established to meet the specific developmental needs of an area. The NGOs have to show a greater performance level since they depend upon fund from outside agencies. The NGOs are in a constant pressure for high performance as there is scarcity of funds and high competition to secure and sustain the flow of fund on continuous basis. Under this context, the NGOs are always given a greater importance on performance appraisal of employees. In general, the entire appraisal process is seen as an instrument for employee motivation and improved job performance.

PAS in the NGO, "Bhagwat Bhakti Ashram" (Rewari, Haryana)

- Method of PAS

The PAS for extension personnel in Bhagwat Bhakti Ashram, Rewari (Haryana), was based on "Annual Assessment Report" (A copy of it is given in Appendix III). The Annual Assessment Report consists of three parts. The administrative branch of the organisation fills the basic particulars of appraisee in part I. The Part II of the report is filled up by the official reported upon, where he gives a resume of his performance for the period under report in not more than hundred words. The difficulties in terms of facilities, etc experienced by an employee is also reported. Assessment of the reporting officer (Incharge/Head of the section) is in part III which includes the 'notes' to guide the reporting officer for appraisal process. Reporting officer assess the performance of reportee on the basis of task assigned, technical competence, sense

of responsibilities, significant contribution during the year, and overall professional capacity. General assessment is also done on certain characteristics like initiative, regularity, punctuality, team spirit, and promptness in disposal of work. The reporting officer thereafter submits the filled up form to reviewing committee of the organisation which includes president, secretary, executive members of the organisation.

- **Feed back**

The personnel do not receive any feed back concerning their performance and only 'adverse comments' are communicated to them.

The overall picture of PAS in case of Bhagwat Bhakti Ashram shows that the entire process of PAS only marginally better than that of State Department of Agriculture. The positive aspects of PAS is that it takes into consideration the overall contribution of an employee and his professional achievements. However, rewards in the form of promotion are not linked with the performance. The results of performance assessment are not communicated to employees and it has a low level of employees participation and acceptance.

PAS in the NGO, "Haryana Rural Development Farmer's Association" (Rohtak, Haryana)

- **Method of PAS**

The performance appraisal process for the extension personnel is mainly based on "Monthly Performance Discussion Meeting" where the performance of an employee is discussed based upon the 'performance report' submitted. The discussion takes places between the employee and supervisor, on a pre-fixed date. The performance report will include the

targets and achievements of tasks assigned and factors which facilitated or hindered the performance.

On the basis of Monthly Performance Discussion Meeting, reporting officer (supervisor) prepares final assessment report. This report also includes development needs of the employees as well his strength and weakness. The report is forwarded to the governing body of the organisation for final review.

- **Feed back**

The PAS of "Haryana Rural Development Farmers Association" has a provision for personal discussion with employees with regard to performance assessment. The employees are also rewarded annually according to their meritorious performance. It was seen that the employees actively participated in the whole process of PAS.

The overall picture of PAS of this organisation shows that it is much better than performance appraisal process of State Department. The positive aspect of PAS in this organisation are participation, feed back and reward based upon better performance. However, the negative aspects of PAS as perceived by the employees are lack of objectivity in assessment, higher level of superior biaseness and lack of structured proforma for assessment.

4.2 EXISTING AND DESIRABLE PERFORMANCE APPRAISAL CLIMATE AS PERCEIVED BY THE EXTENSION PERSONNEL

The performance appraisal climate has got profound impact on employee's motivation, satisfaction and productivity. In this context, present study aimed to assess the existing as well as desirable performance appraisal climate (PAC) as perceived by the extension personnel.

The perception of extension personnel towards existing and desirable PAC was measured using a questionnaire developed for the study. The results are described below:

4.2.1 Distribution of different extension personnel on perception towards existing PAC

The PAC consisted of the following 12 dimensions : Participation, Feedback, Employee acceptance, Awareness of PAS objectives, Clarity of performance objectives, Criteria relevance, Performance appraisal & salary, Administrative uses, Developmental uses, Reward & support system, Performance standard and Superior-subordinate relationship. Each dimension was having three items each of which was measured on a five point continuum. The maximum possible obtainable score by an individual was 180 and minimum 36. The extension personnel were divided into six categories, ranging from very poor to very good based upon their perception scores (Table 4.1).

It is interesting to note that as much as 56 per cent of entire extension personnel of State Department perceived the PAC as below average while 40 per cent of them felt the PAC as poor. Only 3.75 per cent perceived the climate as above average level. The mean PAC score was 87.92 which indicated that the overall perception of extension

Table 4.1 Distribution of different extension personnel on perception towards existing performance appraisal climate (PAC)

Levels of Perception of PAC	Range of score	Extension personnel of State Deptt. of Agril.				Extension personnel of NGOs (n=30) f(%)
		Village level ADOs (n=54) f(%)	Circle level CAOs (n=18) f(%)	Sub-divisional level SDAOs/SMSs (n=8) f(%)	Overall (n=80) f(%)	
Very poor	36 to 60	-	-	-	-	-
Poor	60 to 84	46.30	33.30	12.50	40.00	-
Below average	84 to 108	53.70	61.10	62.50	56.25	46.70
Above average	108 to 132	-	5.60	25.00	3.75	53.30
Good	132 to 156	-	-	-	-	-
Very good	156 to 180	-	-	-	-	-

f(%) = Frequency in percentage

	Range	Mean	S.D.
ADOs =	70-102	85.03	9.69
CAOs =	77-118	91.50	11.45
SDAOs/SMSs =	82-112	99.37	8.28
Overall State department's extension personnel =	70-118	87.92	11.36
Extn. personnel of NGOs =	88-112	109.60	11.87

personnel towards PAC was below average. The data also revealed that the field level extension personnel like ADOs and CAOs were having poor perception of PAC as compared to management level personnel like SDAOs/SMSs.

The data further revealed that as much as 47 per cent of extension personnel of NGOs perceived their PAC as below average and 53 per cent of them perceived it as above average.

The data in Table 4.1 clearly show that the overall perception of overall PAC in State Department was unfavourable. However, in case of NGOs the situation was relatively better as about 53 per cent of extension personnel perceived the PAC as favourable.

4.2.2 Perception of Extension personnel on different dimensions of PAC

Perceptions of different extension personnel on different dimensions of PAC were studied on the basis of their comparative values, using range of their highest and lowest scoring dimension as the basis of inter-dimension comparison. Considering all the scores of the dimensions for both State Department and NGO's extension personnel all together, the range of scores were found as 5.41 to 10.86. The range of scores were then divided into four quartiles, i.e. 5.41 to 6.77, 6.77 to 8.13, 8.13 to 9.49, 9.49 to 10.86 and these quartiles were considered as Poor, Below average, Average and Above average, respectively.

The data in Table 4.2 (Figure 4.1) show the perception of extension personnel with regard to twelve dimensions of PAC.

The study revealed that PAC dimensions such as 'participation', 'feedback', 'performance appraisal & salary', 'reward & support system' were rated as poor dimensions in State Department. The dimensions like 'employee acceptance', 'criteria relevance', 'administrative uses' and 'developmental uses' were evaluated as below average while 'clarity of performance objectives', 'performance standard', and 'superior-subordinate relationship' were found to be average dimensions for State Department's extension personnel. 'Awareness of PAS objectives' was the only above average dimension with State Department. In case of NGOs, the dimension

Table 4.2 Perception of extension personnel on different dimensions of PAC

Dimensions of PAC	Extension personnel of State Deptt of Agriculture (n=80)		Extension personnel of NGOs (n=30)	
	Score	Evaluation	Score	Evaluation
1. Participation	5.49 (12)	Poor	9.30 (5)	Average
2. Feed back	5.93 (9)	Poor	8.97 (6)	Average
3. Employee acceptance	7.09 (6)	Below average	8.60 (7)	Average
4. Awareness of PAS objectives	10.86 (1)	Above average	10.00 (1)	Above average
5. Clarity of performance objectives	8.28 (4)	Average	9.87 (2)	Above average
6. Criteria relevance	6.36 (8)	Below average	8.17 (9)	Average
7. Performance appraisal & salary	5.41 (11)	Poor	7.97 (10)	Below average
8. Administrative uses	6.99 (7)	Below average	9.87 (2)	Above average
9. Developmental uses	7.96 (5)	Below average	9.70 (3)	Above average
10. Reward & support system	5.58 (10)	Poor	8.20 (8)	Average
11. Performance standard	8.44 (3)	Average	9.30 (5)	Average
12. Superior-subordinate relationship	9.46 (2)	Average	9.67 (4)	Above average

Maximum possible score = 15; Minimum possible score = 3
 Figures in parentheses indicate ranks.

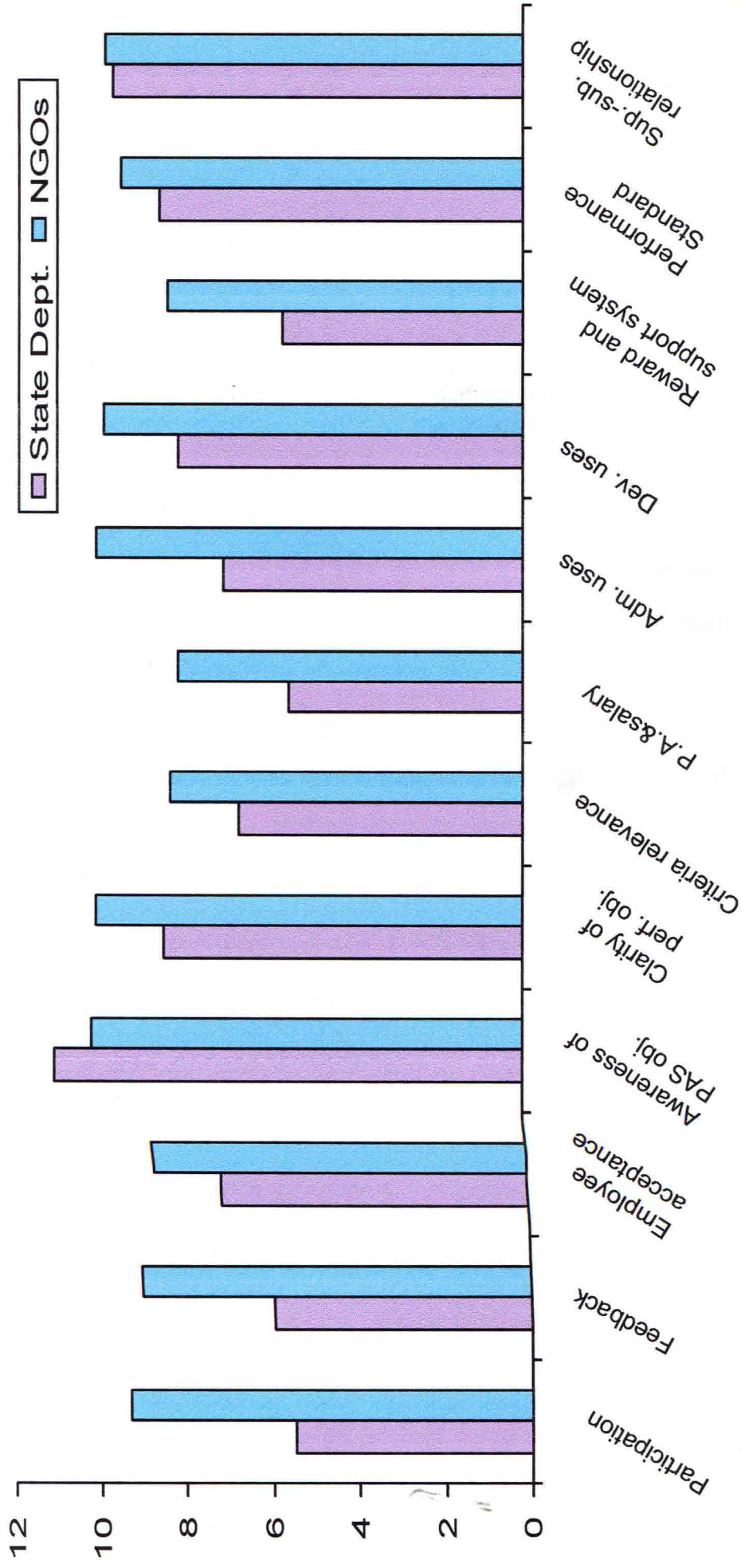


Fig. 1 : Perceptions of extension personnel of State Department & NGOs towards existing PAC

'performance appraisal & salary' was rated as below average while 'participation', 'feed back', 'employee acceptance', 'criteria relevance', 'reward & support system', and 'performance standard' were grouped as average dimensions. The other five dimensions such as 'awareness of PAS objectives', 'clarity of PAS objectives', 'administrative uses', 'developmental uses', and 'superior-subordinate relationship' were found to be above average dimensions.

The study showed that the 'awareness of PAS objectives' received the highest score by the extension personnel of State Department and NGO. The lowest scoring dimension in case of State Department was 'performance appraisal & salary' (score 5.40) which was followed by 'participation' (score 5.49), 'reward & support system' (score 5.58), and 'feed back' (score 5.93). 'Performance appraisal & salary' was rated lowest by the extension personnel of NGOs with an average score of 7.97.

A comparative picture of PAC between government and non-government organisation reveal that latter had relatively a better PAC.

The data in Table 4.3 (Figure 4.2) show the perception of different categories of extension personnel with regard to twelve dimensions of PAC.

A perusal of data in Table 4.3 indicate that all the three categories of extension personnel in State Department (ADOs, CAOs, SDAOs/SMSs) gave the maximum score to the dimension of 'awareness of PAS objectives'. 'Participation' was the lowest scored dimension in case of ADOs while 'performance appraisal & salary' was the lowest scored dimension in case of both CAOs and SDAOs/SMSs.

Table 4.3 Perception of different categories of extension personnel on different dimensions of PAC

Dimensions of PAC	Extension personnel of State Deptt. of Agril.			Extension Personnel of NGOs (n=30)
	Village level ADOs (n=54)	Circle level CAOs (n=18)	Sub-divisi- onal level SDAOs/SMSs (n=8)	
1. Participation	4.93(12)	6.33(8)	7.38(8)	9.30(5)
2. Feed back	5.67(9)	6.27(9)	6.75(9)	8.97(6)
3. Employee acceptance	7.02(6)	6.61(7)	8.62(5)	8.60(7)
4. Awareness of PAS objectives	10.61(1)	11.78(1)	10.50(1)	10.00(1)
5. Clarity of performance objectives	7.94(4)	9.01(2)	8.88(4)	9.87(2)
6. Criteria relevance	6.13 (8)	6.61(7)	7.38(8)	8.16(9)
7. Performance appraisal and salary	5.57(10)	5.00(11)	4.88(10)	7.97(10)
8. Administrative uses	6.53(7)	7.67(6)	7.88(7)	9.87(2)
9. Developmental uses	7.67(5)	8.83(4)	8.13(6)	9.70(3)
10. Reward and support system	5.35(11)	5.44(10)	7.38(8)	8.20(8)
11. Performance standard	8.14(3)	8.44(5)	10.25(2)	9.30(5)
12. Superior-subordinate relationship	9.44(2)	9.50(3)	9.50(3)	9.67(4)

Maximum possible score = 15; Minimum possible score = 3.
Ranking on the twelve dimensions is given in parenthesis

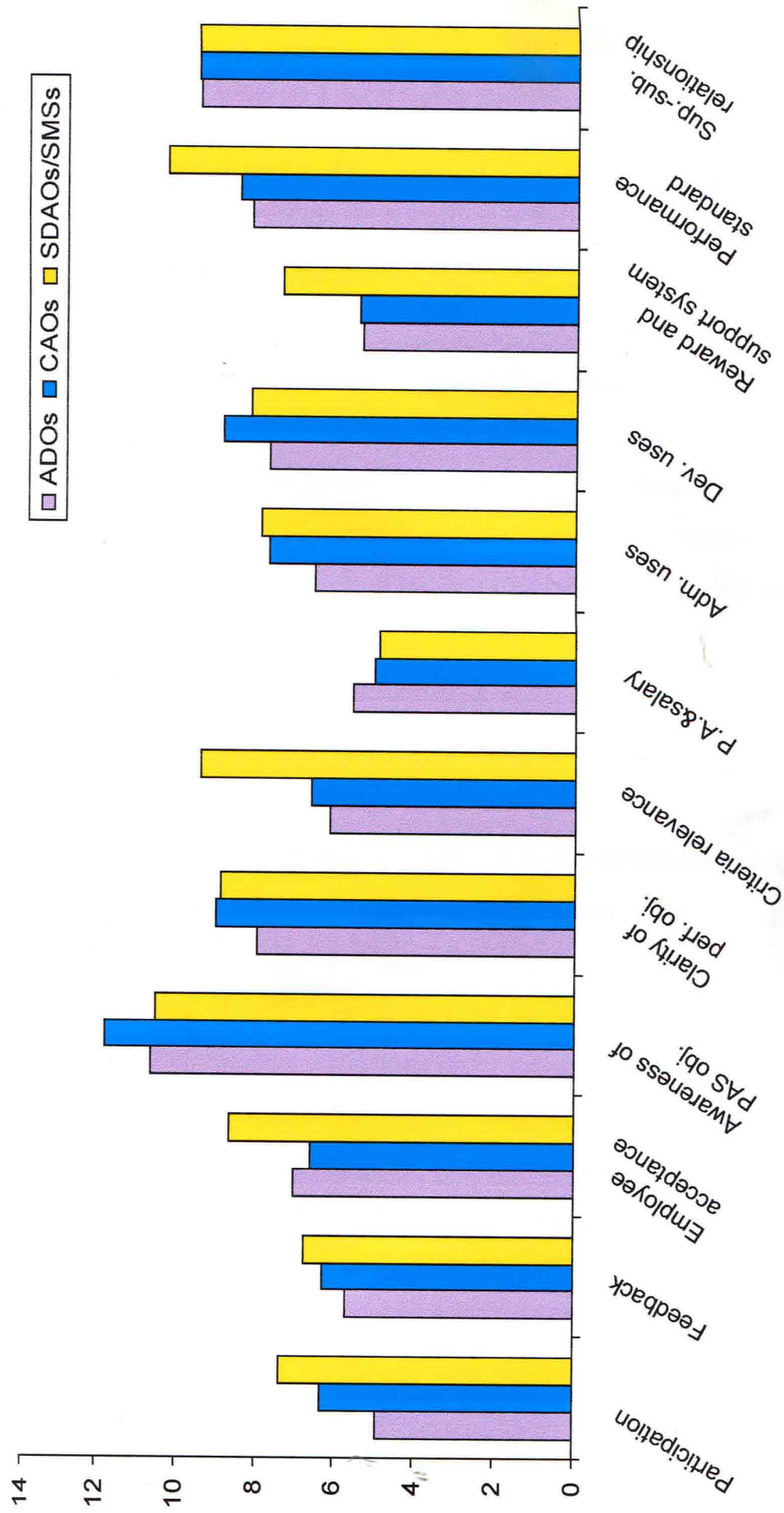


Fig. 2 : Perceptions of existing PAC dimensions by different categories of extension personnel of State Department of Agriculture

The rating of twelve dimensions of PAC by different categories of extension personnel is shown in Table 4.4. It is evident from Table 4.4 that majority of the PAC dimensions were rated as poor or below average by both ADOs and CAOs except a few like 'awareness of PAS objectives', 'performance standard', and 'superior-subordinate relationship' which were rated as average or above average dimensions. The situation was almost similar in case of SDAOs/SMSs. However, extension personnel of NGOs rated most of the PAC dimensions as above average or average except the dimension 'performance appraisal & salary' which was rated as below average.

The study revealed that in the State Department of Agriculture only the following four PAC dimensions were found to be at the level of average or above average level : 'awareness of PAS objectives', 'superior-subordinate relationship', 'performance standard' and 'clarity of performance objectives'. It indicates that extension personnel are well aware about the goals to be achieved by them against which their performance will be appraised and the standard of performance expected to be maintained. They also have confidence in their colleagues and superiors. They share their concerns, help and rely on each other. Performance objectives seemed to be specific in term of quantity, quality and time frame. However, 'participation', 'feed back', 'reward & support system', and 'developmental uses' were found to be poor in case of State Department. As we know that the above mentioned dimensions are critical for organisational performance. This is in conformity with the findings of Mufeed (1998). In a study conducted by Davis (1993) it was found that the appraisal process for extension personnel was having several deficiencies like poor

Table 4.4 Rating of the dimensions of existing PAC by different categories of extension personnel

Different categories of extension personnel	Evaluatory Rating of the twelve dimensions			
	Above average (9.49 & above)	Average (8.13-9.49)	Below average (6.77-8.13)	Poor (6.77 & less)
ADOs (Village level)	Awareness of PAS objectives;	Performance standard; Superior-subordinate relationship	Employee acceptance; Clarity of performance objectives; Developmental uses	Participation; Feed back; Criteria relevance; Performance appraisal and salary; Administrative uses; Reward and support system
CAOs (circle level)	Awareness of PAS objectives; Superior-subordinate relationship	Clarity of performance objectives; Developmental uses; Performance standard;	Administrative uses	Participation; Feed back; Employee acceptance; Criteria relevance; Performance appraisal and salary; Reward and support system
SDAOs/SMSs (Sub-division level)	Awareness of PAS objectives; Performance standard; Superior-subordinate relationship	Employee acceptance; Clarity of performance objectives	Participation; Criteria relevance; Administrative uses; Developmental uses; Reward and support system;	Feed back; Performance appraisal and salary
Extension personnel of NGOs	Awareness of PAS objectives; Clarity of performance objectives; Administrative uses; Developmental uses; Superior-subordinate relationship	Participation; Feed back; Employee acceptance; Criteria relevance; Reward and support system; Performance standard;	Performance appraisal and salary	

participation, little developmental values and lack of evaluatory feed back. Muralidhar (1993) emphasised that PAS should be aimed to gain confidence of employees which could be best achieved by employees participation in the system, providing feedback to employees to improve subsequent performance, promoting personal and professional growth and competence, giving reward and support to the employees. The above findings are also in conformity with the views of Patterson (1987). The factors such as lack of employee's participation, little feed back, low employee acceptance, no link between performance appraisal and salary, poor reward and support system, irrelevant criteria in existing PAS are responsible for poor PAC of State Department of Agriculture. This calls for improvement of PAC in the above mentioned dimensions.

The scenario of PAC in case of NGOs was relatively better as majority of the dimensions are at average to above average level. However, following dimensions needs improvement : 'performance appraisal & salary', 'criteria relevance', 'reward & support system', 'employee acceptance', and 'feed back'.

4.2.3 Inter-category comparison of different extension personnel on existing PAC

Analysis of variance (ANOVA) was worked out for each PAC dimension taking into account scores of ADOs, CAOs, SDAOs/SMSs and extension personnel of NGOs as group 1, group 2, group 3 and group 4, respectively. Critical difference (CD value) values were calculated for all possible pairs of comparisons amongst the four categories of extension personnel separately for each dimension where F-value came out as significant. The purpose of using this analysis was to see whether there

were any significant differences amongst the four categories of extension personnel in perception of existing PAC dimensions.

The data in Table 4.5 clearly indicate that F-value of all the dimensions of PAC came out as significant except for one dimension, namely 'superior-subordinate relationship'.

Table 4.5 'F-values' based on analysis of variance (ANOVA) of existing PAC dimensions between different categories of extension personnel

Dimensions of PAC	'F' values
1. Participation	27.42**
2. Feed back	29.15**
3. Employee acceptance	4.80**
4. Awareness of PAS objectives	3.63*
5. Clarity of performance objectives	4.48**
6. Criteria relevance	18.43**
7. Performance appraisal and salary	12.16**
8. Administrative uses	23.65**
9. Developmental uses	6.50**
10. Reward and support	22.44**
11. Performance standard	7.66**
12. Superior-subordinate relationship	0.14 ^{NS}

** significant at 0.01 level

* significant at 0.05 level

NS not significant

The data in Table 4.6 show significant differences in perception of different categories of extension personnel with reference to existing PAC dimensions.

As evident from the Table 4.6, all categories of extension personnel (except between CAOs and SDAOs) were having significant differences with each other with regard to perception of two dimensions namely, 'participation' and 'administrative uses'. There were no significant differences among ADOs, CAOs and SDAOs/SMSs with respect to the dimensions like 'feed back' and 'performance appraisal & salary'. However, extension personnel of NGOs differed significantly with all others with respect to above two dimensions. The ADOs did not differ significantly with others in perception of 'employee acceptance'. The SDAOs/SMSs and extension personnel of NGOs also did not differ significantly for 'employee acceptance'. There were significant differences between ADOs and CAOs as well as between CAOs and extension personnel of NGOs with respect to 'awareness of PAS objectives'. Only ADOs were significantly differed with extension personnel of NGOs in perception of 'clarity of performance objectives'. All categories of extension personnel were having significant differences with each other in perception of 'criteria relevance' except between ADOs and CAOs. Perception of 'developmental uses' differed significantly between ADOs and CAOs as well as between ADOs and extension personnel of NGOs. There were no significant differences between ADOs and CAOs as well as between SDAOs/SMSs and extension personnel of NGOs in perception of both the dimensions, 'reward & support system' and 'performance standard'. The study revealed that 'F' value was not significant in case of 'superior-subordinate relationship'.

Table 4.6 Significant differences in perceptions of different categories of extension personnel with respect to existing PAC dimensions (Based on ANOVA, CD values)

Dimensions of PAC		Mean score of different categories of extension personnel			
		Village level ADOs	Circle level CAOs	Sub-divisional level SDAOs/SMSs	Exten. personnel of NGOs
1.	Participation	4.93	6.33 ^a	7.37 ^a	9.30 ^b
2.	Feed back	5.69	6.28	6.75	8.97 ^a
3.	Employee acceptance	7.02 ^{ab}	6.61 ^a	8.62 ^b	8.60 ^b
4.	Awareness of PAS objectives	10.61 ^a	11.78 ^b	10.50 ^{ab}	10.00 ^a
5.	Clarity of performance objectives	7.94 ^a	9.00 ^{ac}	8.88 ^{ac}	9.87 ^{bc}
6.	Criteria relevance	6.13 ^a	6.61 ^a	9.37	8.16 ^b
7.	Performance appraisal & salary	5.57 ^a	5.00 ^a	4.88 ^a	7.97
8.	Administrative uses	6.53	7.67 ^a	7.87 ^a	9.87 ^b
9.	Developmental uses	7.67 ^a	8.83 ^{bc}	8.13 ^{abc}	9.70 ^c
10.	Reward and support system	5.35	5.44	7.38 ^a	8.20 ^a
11.	Performance standard	8.14	8.44	10.25 ^a	9.30 ^a
12.	Superior-subordinate relationship	9.44 ^{NS}	9.50 ^{NS}	9.50 ^{NS}	9.67 ^{NS}

Mean scores with at least one superscript common (or with no superscript) are not significantly different with each other.

NS : f value is not significant in ANOVA.

Therefore, there were no significant differences in perceptions of different categories of extension personnel with respect to it.

The overall picture with respect to comparison of different extension personnel towards their perception on PAC dimensions revealed that Villegel level personnel (ADOs) differed significantly with other higher level extension personnel in many cases. There was no significant difference between circle level (CAOs) and subdivision level (SDAOs/SMSs) extension personnel in many of the PAC dimensions. However, the extension personnel of NGOs differed significantly, with the extension personnel of State Department in case of many of the PAC dimensions.

4.2.4 Desired PAC as perceived by different extension personnel

Expectation of extension personnel about the PAC is an important data that could be used to make changes in the PAS. King (1974) and Parras *et al.* (1982) have pointed out the importance of the data pertaining to the expectations of the organisational members in the diagnostic studies especially for the benefit of the interventionists and the client system.

In the present investigation, the data on extension personnel's expectations of the PAC were collected to gain an understanding of the PAC dimensions that need to be improved.

The data in Table 4.7 show the overall desired ranking of the twelve PAC dimensions for the extension personnel in State Department of agriculture as well as NGOs. It was observed that the range of the lowest and highest score desired on the dimensions was quite small compared to the score on actual situation. It was also found that the desired level of scores were much higher for most of the dimensions as compared to

Table 4.7 Desired PAC as perceived by the different categories of extension personnel

Dimensions of PAC	Extn. Personnel of State Department of Agriculture				Extension personnel of NGOs (n=30)
	ADOs (n=54)	CAOs (n=18)	SDAOs/ SMSs (n=8)	Overall (n=80)	
1. Participation	13.14(3)	13.11(2)	12.25(3)	13.05(3)	12.03(3)
2. Feed back	11.10(12)	11.00(11)	10.75(9)	11.03(12)	11.70(7)
3. Employee acceptance	12.59(5)	12.72(5)	11.88(5)	12.05(5)	11.90(4)
4. Awareness of PAS objectives	12.94(4)	13.05(4)	12.25(3)	12.90(4)	11.77(6)
5. Clarity of performance objectives	12.31(8)	12.39(7)	11.87(6)	12.28(7)	11.60(8)
6. Criteria relevance	11.93(9)	12.22(8)	11.75(7)	11.97(9)	11.20(9)
7. Performance appraisal and salary	13.28(1)	13.67(1)	12.50(2)	13.28(1)	11.80(5)
8. Administrative uses	11.31(10)	11.83(10)	11.12(8)	11.41(10)	11.60(8)
9. Developmental uses	12.54(6)	12.44(6)	12.00(4)	12.46(6)	12.47(2)
10. Reward and support system	11.22(11)	11.00(11)	10.75(9)	11.12(11)	11.20(9)
11. Performance standard	12.33(7)	11.94(9)	11.75(7)	12.18(8)	11.90(4)
12. Superior-subordinate relationship	13.26(2)	13.06(3)	12.75(1)	13.16(2)	12.60(1)

Ranking of the twelve dimensions is given in parenthesis

the scores on existing situation. It is worth mentioning here that the levels desired by the personnel were mostly what they considered possible and not something that could never be reached.

The desired score on each of the PAC dimension for the State Department as a whole shows a higher preference for 'performance appraisal & salary' which was followed by 'superior-subordinate relationship', 'participation', 'awareness of PAS objective', 'employee acceptance', 'performance standard', 'criteria relevance', 'administrative uses', 'reward & support system' and 'feed back'. In case of extension personnel of NGOs maximum desired score was obtained by 'superior-subordinate relationship' followed by 'developmental uses', 'participation', 'employee acceptance', 'performance standard', 'performance appraisal & salary', 'awareness of PAS objective', 'feed back', 'clarity of performance objective', 'administrative uses', 'reward & support system' and 'criteria relevance'. It is interesting to note that the dimension, superior-subordinate relationship, ranked second both in actual and desired situation for the State Department. The first ranked dimension, 'awareness of PAS objectives', on the actual situation for both State Department and NGOs, ranked fourth and sixth in the desired situation for State Department and NGOs, respectively. Similarly, the dimension, 'feed back' was brought down from the ninth ranking in actual situation to twelfth ranking in desired situation for the State Department and from sixth ranking in actual situation to seventh ranking in desired situation for the NGOs. 'Participation' ranked third for the extension personnel of both State Department and NGOs under desired situation. The study revealed that there was not much difference in the desired level of PAC dimensions for the extension personnel of both State

Department and NGOs. It shows the importance of all the PAC dimensions which need attention for an improvement in PAC of extension organisation.

4.2.5 Gap between the actual and desired PAC

The gap between existing and expected levels of PAC dimensions was worked out to get a clear understanding of the dimensions which need to be taken care for an overall improvement of PAC. The results of gap analysis are presented in Table 4.8 (Figure 4.3).

Table 4.8 Gap between the desired and actual scores of PAC dimensions

Dimensions of PAC	Extension personnel of State Dept. of Agriculture (n=80)		Extension personnel of NGO's (n=30)	
	Gap	Category	Gap	Category
1. Participation	7.56(2)	Very High gap	2.73(7)	Low gap
2. Feed back	5.11(6)	High gap	2.73(7)	Low gap
3. Employee acceptance	5.46(5)	High gap	3.30(2)	Medium gap
4. Awareness of PAS objectives	2.03(12)	Low gap	1.77(9)	Low gap
5. Clarity of performance objectives	4.01(9)	Medium gap	1.73(10)	Low gap
6. Criteria relevance	5.61(3)	High gap	3.03(3)	Low gap
7. Performance appraisal and salary	7.87(1)	Very high gap	3.83(1)	Medium gap
8. Administrative uses	4.48 (8)	Medium gap	1.73(10)	Low gap
9. Developmental uses	4.50(7)	Medium gap	2.77(6)	Low gap
10. Reward and support system	5.55(4)	High gap	3.00(4)	Low gap
11. Performance standard	3.75(10)	Medium gap	2.60(8)	Low gap
12. Superior-subordinate relationship	3.70(11)	Medium gap	2.93(5)	Low gap

Ranking has given in paranthesis.

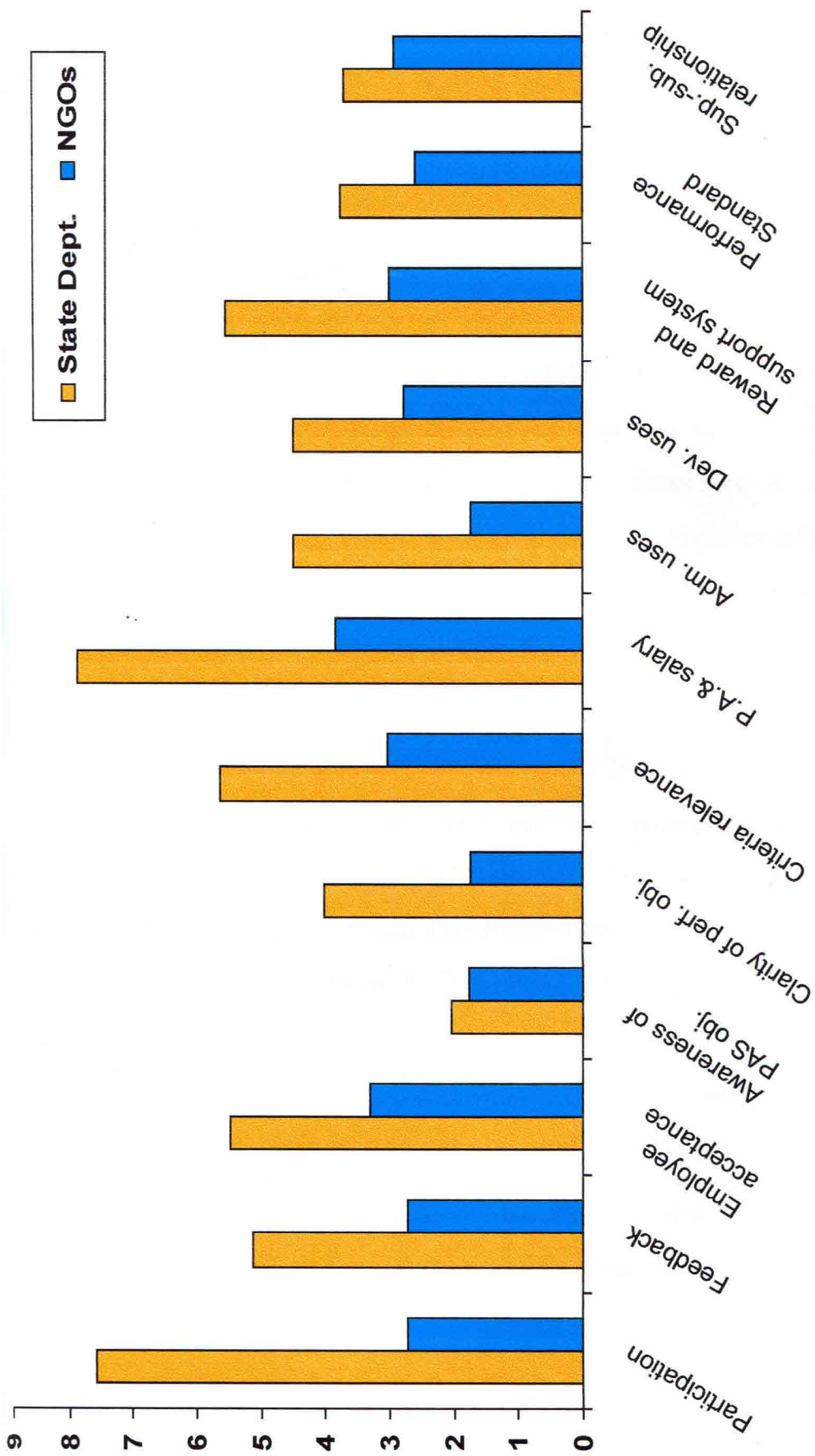


Fig. 3 : Gap in the actual and desired scores of the twelve PAC dimensions for the extension personnel of State Department & NGOs

It is evident that the highest gap in case of extension personnel of State Department was seen for the dimension, 'performance appraisal & salary' followed by 'participation', 'criteria relevance', 'reward & support system', 'employee acceptance', 'feed back', 'developmental uses', 'administrative uses', 'clarity of performance objectives', 'performance standard', 'superior-subordinate relationship' and 'awareness of PAS objectives'. With regard to extension personnel of NGOs the highest gap was seen with respect to 'performance appraisal & salary' followed by 'employee acceptance', 'criteria relevance', 'reward & support system', 'superior-subordinate relationship', 'developmental uses', 'feed back', 'participation', 'performance standard', 'awareness of PAS objectives', 'clarity of performance objectives' and 'administrative uses'.

The gaps were evaluated on the basis of their comparative values, using range of their highest gap and lowest gap dimensions as the basis for inter-dimension comparison. Considering the values of gap for all the dimensions both in the State Department and NGOs all together, the range of scores were found as 1.73 to 7.87. The range of scores were then divided into four quartiles, i.e. 1.73 to 3.27, 3.27 to 4.81, 4.81 to 6.35, 6.35 to 7.89 and these quartiles were considered as low gap, medium gap, high gap and very high gap, respectively.

Based on the above criteria, evaluation of the gaps for twelve dimensions was done and indicated in the Table 4.8 and Table 4.9.

In State Department, 'participation' and 'performance appraisal & salary' were found to be the very high gap dimensions while 'feed back', 'employees acceptance', 'criteria relevance', 'reward & support system' were having high gap. To improve the PAC of State Department the above

mentioned dimensions need special attention. Rest of the dimensions in State Department were found to be in medium gap except the dimension, 'awareness of PAS objectives' which was rated as low gap dimension. In NGOs, most of the PAC dimensions were having low gap. These dimensions were : 'participation', 'feed back', 'awareness of PAS objectives', 'clarity of performance objectives', 'criteria relevance', 'administrative uses', 'developmental uses', reward & support system', 'performance standard' and 'superior-subordinate relationship'. Dimensions like 'employee acceptance' and 'performance appraisal & salary' were found to be medium gap dimensions.

The different level of perception of different categories of extension personnel of State Department can be seen in Table 4.9 (Figure 4.4). The dimensions like, 'participation', 'employee acceptance', 'criteria relevance', 'performance appraisal & salary', 'reward & support system' were having high or very high gap for both village level and circle level extension personnel of State Department of Agriculture. Sub-divisional level extension personnel perceived 'performance appraisal & salary' and 'participation' as very high gap dimension and high gap dimension, respectively. Sub-divisional level extension personnel had low gap on different PAC dimensions, however, they had rated the same as below average in existing situation. This shows that their desired score of PAC seems to be relatively low. In case of the extension personnel of NGOs all the PAC dimensions were having medium or low gap.

It can be concluded that in case of State Department six of the twelve PAC dimensions were found to be having very high or high gap. These were namely, 'participation', 'feed back', 'employee acceptance',

Gap between desired and actual scores on different dimensions of PAC for different categories of extension personnel

Different categories of extension personnel	Rating of the twelve dimensions			
	Very high gap (6.35 & above)	High gap (4.81-6.35)	Medium gap (3.27-4.81)	Low gap (3.27 & less)
ADOs (Village level)	Participation; Performance appraisal and salary;	Feed back; Employee acceptance; Criteria relevance; Developmental uses; Reward and support system;	Clarity of performance objectives; Administrative uses; Performance standard; Superior-subordinate relationship	Awareness of PAS objectives
CAOs (circle level)	Participation; Performance appraisal and salary;	Employee acceptance; Criteria relevance; Reward and support system	Feed back; Clarity of performance objectives; Administrative uses; Developmental uses; Performance standard; Superior-subordinate relationship	Awareness of PAS objectives
SDAOs/SMSs (Sub-division level)	Performance appraisal and salary;	Participation	Feed back; Criteria relevance; Developmental uses; Reward and support system;	Employee acceptance; Awareness of PAS objectives; Clarity of performance objectives; Administrative uses; Performance standard; Superior-subordinate relationship
Extension personnel of NGO's	—	—	Employee acceptance; Performance appraisal and salary;	Participation; Feed back; Awareness of PAS objectives; Clarity of performance objectives; Criteria relevance; Administrative uses; Developmental uses; Reward and support system; Performance standard; Superior-subordinate relationship

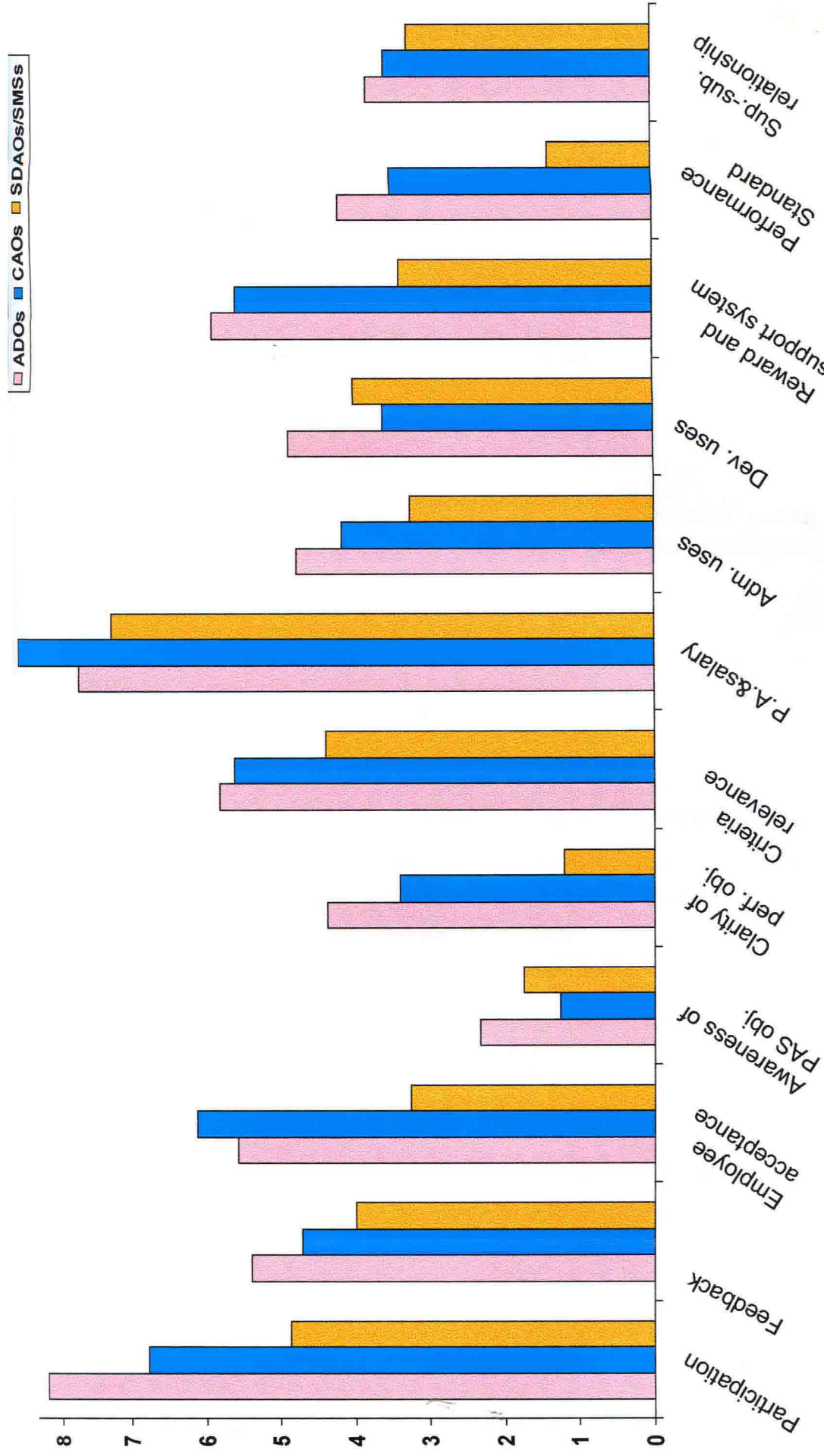


Fig. 4 : Gap in the actual and desired scores of the twelve PAC dimensions for different categories of extension personnel of State Department

'criteria relevance', 'performance appraisal & salary' and 'reward & support system'. Special attention is required on the above mentioned dimensions to make an improvement of existing PAC.

In order to test the difference between the desired and actual scores on PAC dimensions by different categories of extension personnel, paired 't' test was done separately for each dimension. The results of the tests were given in the Table 4.10.

Table 4.10 't' values based on t-statistic between the actual and desired PAC dimensions for different categories of extension personnel

Dimensions of PAC	Extension personnel of State Deptt. of Agril.			Extension Personnel of NGOs (n=30)
	ADOs (n=54)	CAOs (n=18)	SDAO/ SMSs (n=8)	
1. Participation	29.43**	9.06**	4.53**	6.67**
2. Feed back	21.99**	10.88**	5.13**	9.38**
3. Employee acceptance	19.78**	12.44**	6.62**	7.94**
4. Awareness of PAS objectives	7.95**	3.64**	3.32*	7.41**
5. Clarity of performance objectives	13.08**	5.97**	7.09**	5.16**
6. Criteria relevance	25.25**	15.46**	3.36*	9.28**
7. Performance appraisal and salary	35.96**	15.63**	9.73**	8.42**
8. Administrative uses	18.87**	13.20**	10.30**	6.84**
9. Developmental uses	16.05**	8.00**	17.10**	7.11**
10. Reward and support system	26.72**	18.22**	7.56**	5.61**
11. Performance standard	20.42**	11.46**	3.01*	7.08**
12. Superior-subordinate relationship	23.70**	11.27**	10.37**	8.65**

** significant at 0.01 level

* significant at 0.05 level

It is evident from the above that for most of the dimensions the gap was highly significant even at 0.01 level of probability. It is also observed that the gap of all the PAC dimensions were highly significant for all the categories of extension personnel. Therefore, it is worth mentioning here that all the PAC dimensions, as existing, were significantly different from the desired level.

At this juncture of discussion, it is apt to point out that the existing below average level of PAC could have an influence over the job satisfaction of personnel and overall organisational environment. Singh and Singh (1990) mentioned that performance appraisal mechanism intended to maintain a satisfactory level of work environment, job performance and employee development. According to Gani (1998), employee growth and satisfaction, individual productivity improvement in an organisation depended upon the performance appraisal in operation. Keeping these above mentioned facts in mind, the present study also aimed to assess the job satisfaction of extension personnel and organisational climate along with exploring the relationship between PAC, job satisfaction and organisational climate.

4.3 JOB SATISFACTION OF EXTENSION PERSONNEL AND ITS RELATIONSHIP WITH PAC

Job satisfaction of employees and individual productivity ultimately determines the growth and survival of all organisations. It is also necessary for the organisation to create a favourable attitude of its employees towards their job. Psychological needs are best met by giving personnel credit for doing a good job and attaching value to their achievement and by offering them opportunities for further development (Hejazi, 1988). An attempt was made in present study to assess the job satisfaction of extension personnel and its relationship with PAC.

The satisfaction of different categories extension personnel towards their job was assessed with the help of a job satisfaction index. The results are described below :

4.3.1 Distribution of extension personnel on different level of overall job satisfaction

Job satisfaction was studied on the basis of six dimensions each of which was having some items measured on scoring scale ranging + 5(maximum satisfaction) to - 5 (maximum dissatisfaction). Scoring scale had a middle point i.e. 0 representing neutral point (neither satisfied nor dissatisfied). Above this neutral point +1, +2, +3, +4, +5 points were representing job satisfaction in series while below the neutral point -1, -2, -3, -4, -5 points were represening job dissatisfaction in series. As job satisfaction was measured on a scale ranging from +5 to -5, therefore, possible range of mean scores (+5 to -5) were divided into six classes as mentioned in the Table 4.11.

Table 4.11 Distribution of different extension personnel on different levels of overall job satisfaction

Levels of overall job satisfaction	Range of score	Extension personnel of State Deptt. of Agril.				Extension personnel of NGOs (n=30) f(%)
		Village level ADOs (n=54) f(%)	Circle level CAOs (n=18) f(%)	Sub-divisional level SDAOs/SMSs (n=8) f(%)	Overall (n=80) f(%)	
Highly satisfied	3.33 to 5.00	-	-	-	-	-
Satisfied	1.66 to 3.33	-	-	25.5	2.50	6.67
Moderately satisfied	0.00 to 1.66	90.74	100	62.5	90.00	93.33
Moderately dissatisfied	-1.66 to 0.00	9.26	-	12.5	7.50	-
Dissatisfied	-3.33 to -1.66	-	-	-	-	-
Highly dissatisfied	-5 to -3.33	-	-	-	-	-
		Range		Mean	S.D.	
ADOs =		-0.24 to 1.34		0.47	0.37	
CAOs =		+0.27 to 1.20		0.71	0.35	
SDAOs/SMSs =		-0.39 to 2.00		1.06	0.82	
State deptt.'s overall extension personnel		-0.39 to 2.00		0.58	0.41	
Extn. personnel of NGOs =		+0.32 to 1.68		1.10	0.34	

It is evident that majority of the extension personnel in State Department (90%) as well as in NGOs (93.33%) were moderately satisfied with their overall job. Only a mere 7.50 per cent of extension personnel in State Department were moderately dissatisfied while none fell into this category in case of NGOs. All the CAOs were moderately satisfied while 90.74 per cent of ADOs and 62.5 per cent of SDAOs/SMSs were moderately satisfied with their overall job. About nine per cent of ADOs and 12.5 per cent of SDAOs/SMSs were moderately dissatisfied with their job. Only 25.5 per cent of SDAOs/SMSs and 6.67 per cent of NGOs' extension personnel came under the satisfied level.

It is very much clear that job satisfaction level for majority of the extension personnel was found to be at the moderate level. This is in conformity with the results of Mallilo (1990) and Ali (1992). Overall job satisfaction was found to be higher for extension personnel of NGOs as compared to extension personnel of State Department. In State Department, sub-divisional level extension personnel were having relatively higher satisfaction followed by circle and village level extension personnel. This results support findings of Singh *et al.* (1977) who concluded that different level of satisfaction for different category of extension personnel was due to positional and occupational prestige, control or authorities and differential advancement and opportunities.

4.3.2 Job satisfaction of extension personnel with respect to different dimensions

Job satisfaction of extension personnel was studied on the basis of six dimensions which were satisfaction with 'superiors', 'subordinates/co-workers', 'working environment', 'professional rewards', 'personal growth

development' and 'other management practices'. Level of satisfaction on each dimension was evaluated on the basis of criteria already laid down for distribution of extension personnel on different level of overall job satisfaction. The results are presented in Table 4.12 and Table 4.13.

The data in Table 4.12 (Figure 4.5) show the job satisfaction level of extension personnel with respect to different dimensions of job satisfaction.

Table 4.12 Job satisfaction of extension personnel with respect to different dimensions

Dimensions of job satisfaction	Extension personnel of State Deptt of Agril. (n=80)		Extension personnel of NGOs (n=30)	
	Score	Evaluatory rating	Score	Evaluatory rating
1. Satisfaction with superiors	1.93(2)	Satisfied	1.65(2)	Moderately satisfied
2. Satisfaction with subordinates/ co-workers	2.15(1)	Satisfied	2.08(1)	Satisfied
3. Satisfaction with working environment	-0.88(5)	Moderately dissatisfied	1.02(3)	Moderately satisfied
4. Satisfaction with professional rewards	-0.65(4)	Moderately dissatisfied	0.99(4)	Modetately satisfied
5. Satisfaction with growth and development	2.15(1)	Satisfied	0.98(5)	Modetately satisfied
6. Satisfaction with other management practices	0.75(3)	Moderately satisfied	0.40(6)	Moderately satisfied

Figures in parantheses indicate the ranks

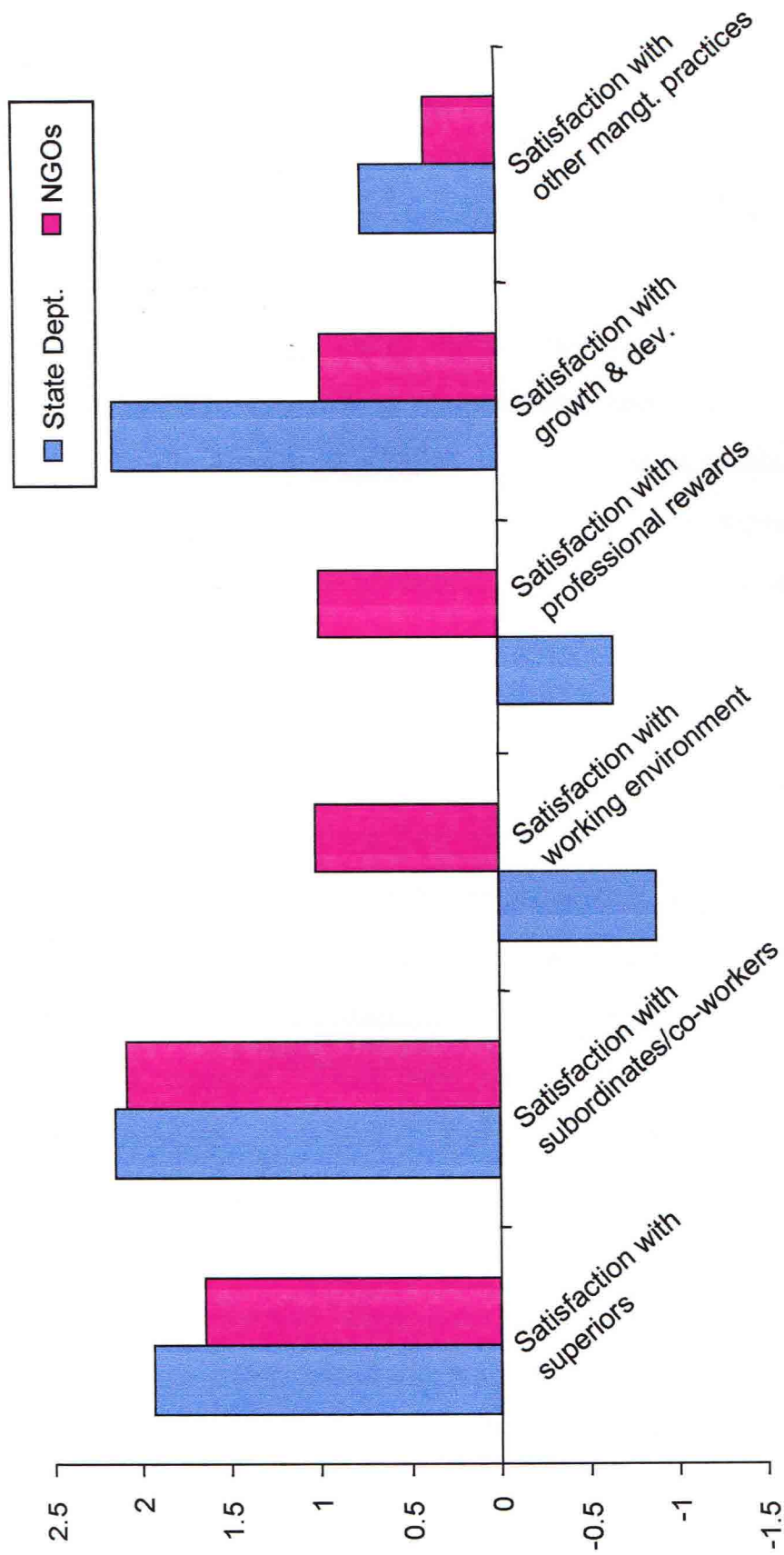


Fig. 5 : Job Satisfaction of extension personnel of State Department & NGOs

As evident from the Table 4.12 highest satisfaction of State Department's extension personnel was with the superiors, growth and development with an average score 2.15 for both. They were satisfied with 'superiors', 'subordinates/fellow workers', 'growth & development' while moderately satisfied with 'other management practices' but moderately dissatisfied with both 'working environment' and 'professional rewards'. Satisfaction with 'subordinates/fellow workers' was at satisfactory level for extension personnel of NGOs while satisfaction with 'superiors', 'working environment', 'professional rewards', 'growth & development' and other management practices was at moderately satisfactory level for them.

The different level of satisfaction for different categories of extension personnel with respect to six dimensions can be seen in Table 4.13 (Figure 4.6). It is evident that there was almost similar picture between village level and circle level extension personnel as far as satisfaction or dissatisfaction level of all the dimensions were concerned. Both of them had shown their dissatisfaction towards 'working environment' and 'professional rewards'. They were satisfied or moderately satisfied with 'other management practices', 'superiors' and 'subordinates/co-workers'. Both sub-division level extension personnel of State Department and extension personnel of NGOs have shown moderate satisfaction with most of the job satisfaction dimensions. Working environment included availability of modern office equipments and facilities, timely resources/inputs for work, autonomy in decision making, pressure of work, facilities for conducting training programmes and other extension activities, etc. Professional rewards included adequacy of salary, availability of better promotional avenues, reward for meritorious work, recognition of work, non-

Table 4.13 Ratings of the six dimensions of job satisfaction by different categories of extension personnel

Different categories of extension personnel	Rating of the six dimensions of job satisfaction					
	Highly satisfied (3.33 to 5.00)	Satisfied (1.66 to 3.33)	Moderately satisfied (0.00 to 1.66)	Moderately dissatisfied (-1.66 to 0.00)	Dissatisfied (-3.33 to -1.66)	Highly dissatisfied (-5.00 to -3.33)
ADOs (village level)	—	Satisfaction with superiors, Subordinates/co-workers, growth and development	Satisfaction with other management practices	Satisfaction with working environment, professional rewards	—	—
CAOs (circle level)	—	Satisfaction with superiors, Subordinates/co-workers, growth and development	Satisfaction with other management practices	Satisfaction with working environment, professional rewards	—	—
SDAOs/SMs (Subdivision level)	—	Satisfaction with Subordinates/co-workers, growth and development	Satisfaction with superiors, working environment, professional rewards, other management practices	—	—	—
Extension personnel of NGOs	—	Satisfaction with subordinates/Co-workers	Satisfaction with superiors, working environment, professional rewards, growth and development, other management practices	—	—	—

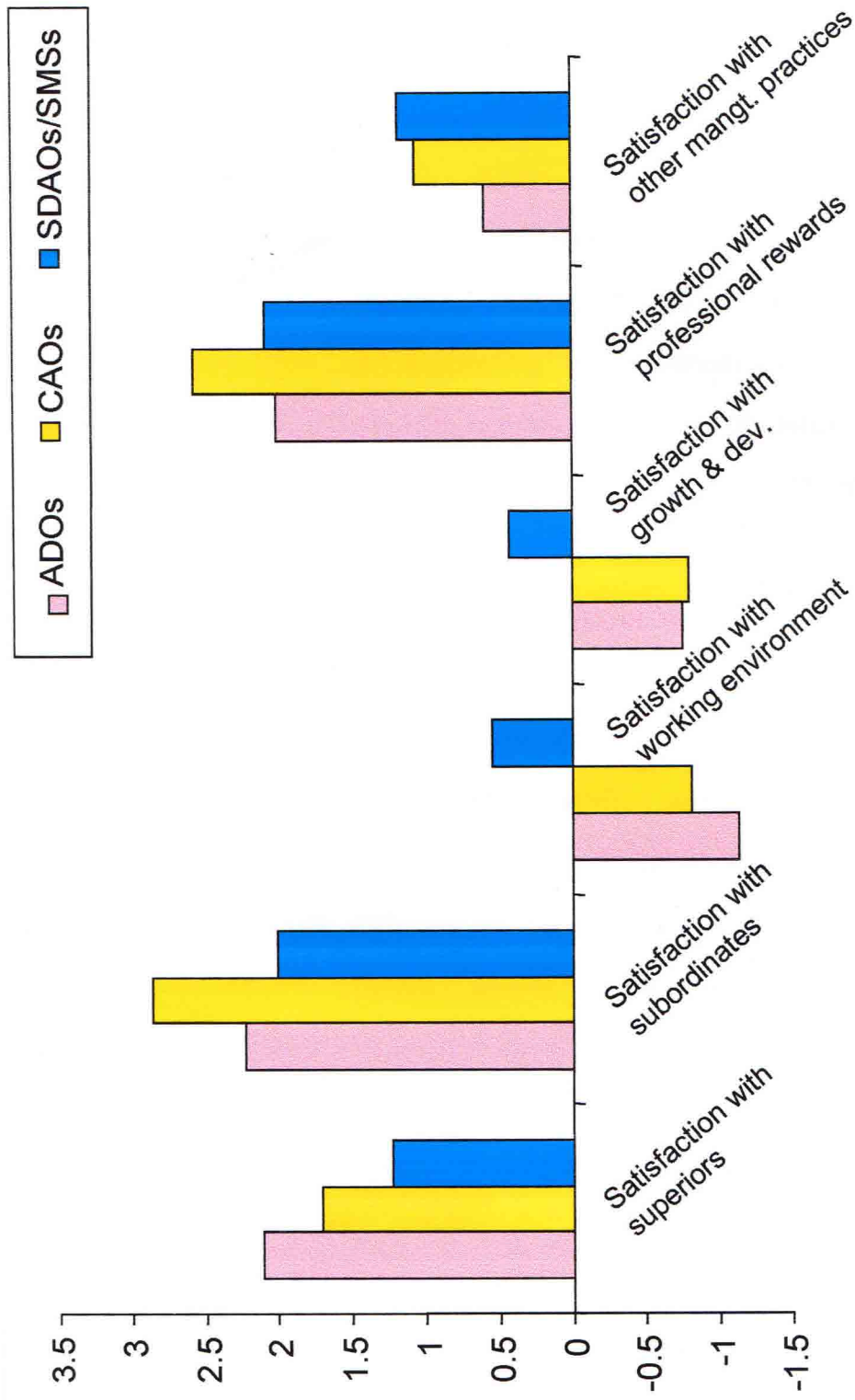


Fig. 6 : Job Satisfaction of extension personnel of State Department

monetary rewards, etc. All of these above mentioned items need special attention to make the village and circle level extension personnel satisfied with work environment and professional rewards. Satisfaction with other management practices was at the moderately satisfactory level for all kind of extension personnel. This included items like 'performance appraisal process', 'handling of grievances', 'security of job', 'fairness in awarding rewards', 'co-operation of supporting & administrative staff', 'policy regarding transfer & promotion', 'communication of information', 'co-ordination', 'rules', etc. These all require attention to improve the satisfaction level of overall management practices.

The present study revealed that level of overall job satisfaction for majority of the extension personnel was at moderate level. This is in conformity with the findings of Ali (1994). As a matter of fact extension personnel of State Department were dissatisfied with working environment and professional rewards. Kelser (1989) found low level of satisfaction of extension personnel with regard to pressure of work, performance evaluation process and salaries. Belhaj (1990) observed that satisfaction concerning job environment factors was relatively low which is inconformity with the results of present study. Keregero and Mthuppa (1997) also reported that the extension workers perceived the job as being not satisfying with respect to working conditions. In this context, Dakhore and Bhilgaonkar (1997) noted that the level of job satisfaction of extension personnel was very much related with the organisation environment factors. Therefore, it is worth concluding here that the existing PAC and organisational climate need to be improved to enhance the level of job satisfaction of extension personnel.

4.3.4 Comparison of different extension personnel on job satisfaction/dissatisfaction

To see whether there were any significant differences amongst the four categories of extension personnel with respect to job satisfaction dimensions, ANOVA was worked out for each dimension and CD values were calculated for all possible pairs of comparisons of the four categories of extension personnel where 'F-values' came out as significant.

The data in Table 4.14 show the 'F-values' based on ANOVA for six job satisfaction dimensions.

Table 4.14 'F-values' based on analysis of variance (ANOVA) of job satisfaction dimensions between different categories of extension personnel

Dimensions of PAC	'F' values
1. Satisfaction with superiors	1.86 ^{NS}
2. Satisfaction with subordinates/co-workers	8.24 ^{**}
3. Satisfaction with working environment	45.74 ^{**}
4. Satisfaction with professional rewards	33.85 ^{**}
5. Satisfaction with growth and development	2.35 ^{NS}
6. Satisfaction with other management practices	5.57 ^{**}

^{**} significant at 0.01 level

^{*} significant at 0.05 level

NS not significant

It is revealing from the Table 4.14 that F-value was significant for all the job satisfaction dimensions except for 'satisfactions with superiors' and 'satisfaction with growth & development'. Thus, there were no significant difference amongst the different categories extension personnel

with respect to satisfaction with superiors and personal growth & development. The CD values were worked out for the dimensions having significant 'F-values' and the results are presented in Table 4.15.

Table 4.15 Significant differences between different categories of extension personnel with respect to job satisfaction dimensions (Based on ANOVA, CD value)

Dimensions of job satisfaction	Mean scores of different categories of extension personnel			
	ADOs	CAOs	SDAOs/ SMSs	NGO's extn. personnel
1. Satisfaction with superiors	2.11 ^{NS}	1.71 ^{NS}	1.23 ^{NS}	1.65 ^{NS}
2. Satisfaction with subordinates	2.22	2.85 ^a	2.00	2.08
3. Satisfaction with working environment	-1.12 ^a	-0.81 ^a	0.54	1.02
4. Satisfaction with professional rewards	-0.76 ^a	-0.80 ^a	0.42	0.99
5. Satisfaction with growth and development	2.01 ^{NS}	2.57 ^{NS}	2.08 ^{NS}	0.98 ^{NS}
6. Satisfaction with other management practices	0.59	1.06 ^a	1.17 ^a	0.40 ^b

Mean scores with at least one superscript common (or with no superscript) are not significantly different.

NS : F value is not significant in ANOVA.

As evident from the Table 4.15, ADOs were not significantly differed with SDAOs/SMSs as well as with extension personnel of NGOs towards 'satisfaction with subordinates/fellow workers'. The sub-division level extension personnel of State Department (SDAOs/SMSs) were also not significantly differed with extension personnel of NGOs in this regard but rest of the pairs were significantly differed. There was significant difference between all categories of extension personnel with the exception between ADOs and CAOs as well as between SDAOs/SMSs and extension personnel of NGOs with respect to 'satisfaction with working environment' and 'satisfaction with professional rewards'. There was significant differences between different categories of extension personnel with respect to 'satisfaction with other management practices' with the exception between CAOs and SDAOs/SMSs.

It can be noticed that there were no significant differences between village level (ADOs) and circle level extension personnel (CAOs) with respect to most of the job satisfaction dimensions. However, both of them differed with sub-division level extension personnel (SDAOs/SMSs) as well as with extension personnel of NGOs in case of most of the dimensions. This kind of adherence may be attributed to the differential position, occupational prestige, advancements and opportunities.

4.3.4 Relationship between job satisfaction and performance appraisal climate (PAC)

An attempt has been made to discuss different PAC dimensions associated with the job satisfaction of extension personnel. The data were subjected to correlation as well as stepwise multiple regression analysis to delineate the dimensions of PAC which were significantly related to

job satisfaction. The results are reported in the Table 4.16 and Table 4.17.

Table 4.16 Correlation between different dimensions of PAC and job satisfaction

Dimensions of PAC	Extension personnel of State Deptt. of Agriculture (n=80) 'r' value	Extension personnel of NGOs (n=30) 'r' value
1. Participation	0.565**	0.369*
2. Feed back	0.323**	0.516**
3. Employee acceptance	0.198	0.436*
4. Awareness of PAS objectives	0.244*	-0.261
5. Clarity of performance objectives	0.391**	0.504**
6. Criteria relevance	0.437**	0.395*
7. Performance appraisal and salary	0.267*	0.029
8. Administrative uses	0.214	0.078
9. Developmental uses	0.358**	0.576**
10. Reward and support system	0.508**	0.313
11. Performance standard	0.399**	0.614**
12. Superior-subordinate relationship	0.211	0.359*
13. Overall PAC	0.680**	0.693**

** Significant at 0.01 level

* Significant at 0.05 level

The results presented in Table 4.16 shows that out of twelve PAC dimensions, nine dimensions were found to be significantly related to job satisfaction of state department's extension personnel while eight dimensions were significantly related to job satisfaction of NGO's extension personnel. The dimensions which did show significant association in case of State Department were : 'participation', 'feed back', 'awareness of PAS objectives', 'clarity of performance objectives', 'criteria relevance', 'performance appraisal & salary', 'development uses', 'reward & support system', and 'performance standard'. In case of the NGOs, the following dimensions showed significant association : 'participation', 'feed back', 'employee acceptance', 'clarity of performance objectives', 'criteria relevance', 'developmental uses', 'performance standard', and 'superior-subordinate relationship'. There was highly significant relationship between job satisfaction and overall PAC.

The zero order correlation indicated the relationship of one independent variable at a time with the dependent variable and did not indicate the intensity of relationship of each independent variable (PAC dimensions) with the dependent variable (Job satisfaction). The data were, therefore, put to step-wise multiple regression analysis, taking twelve PAC dimensions as independent variables and job satisfaction as dependent variable. The results can be seen from Table 4.17.

As evident from the Table 4.17, the stepwise regression included four PAC dimensions viz., Participation, Reward & support system, Performance standard and Criteria relevance. These together explained 61.25 per cent of total variation with the F-value being significant (Table 4.17).

Table 4.17 Step-wise multiple regression between dimensions of PAC (independent variables) and job satisfaction (dependent variable)

Variables	'b'-value	't'-value	'F'-value	% variation explained (R ²)
Step I				
Participation	4.70	9.02	81.46	42.99
Step II				
Participation	3.78	7.83	70.23	56.77
Reward and support system	3.86	5.84		
Step III				
Participation	3.51	7.29	51.63	59.37
Reward and support system	3.15	4.48		
Performance standard	2.40	2.62		
Step IV				
Participation	3.29	6.73	41.48	61.25
Reward and support system	2.51	3.37		
Performance standard	2.17	2.39		
Criteria relevance	1.78	2.25		

The results of regression indicate that the highest change in job satisfaction was recorded with the change in 'participation'. The two dimensions namely 'participation', and 'reward & support system' explained 56.77 per cent variation where as three dimensions namely 'participation', 'reward & support system', and 'performance standard' explained 59.37 per cent variation.

Based on these findings it appeared that the satisfaction or dissatisfaction of extension personnel with their job had a significant relationship with the above mentioned four PAC dimensions and these four dimensions all together explained maximum (61.25%) variation in the job satisfaction. The cruciality of these dimensions of PAC along with the other job satisfaction factors also reported by many researchers like Hejazi (1988), Riggs (1993), Dakhore and Bhilgaonkar (1997), Keregero and Mthuppa (1997).

It is worth concluding here that moderate level of job satisfaction of extension personnel had a bearing on existing below average level of PAC. To improve the level of job satisfaction of extension personnel the existing PAC is to be improved with special attention on the dimensions like 'participation', reward & support system', 'performance standard' and 'criteria relevance'.

4.4 ORGANISATIONAL CLIMATE AND ITS RELATIONSHIP WITH PERFORMANCE APPRAISAL CLIMATE (PAC)

In order to attain and sustain long term organisational effectiveness and individual development, it is essential to create an appropriate environment. Albert (1985) observed that employees behaviour and performance are only partially determined by ability and work environment plays an important role in productivity. But one often is in dilemma as to what is to be improved in order to direct its growth and development. The major step, therefore, is to assess the existing situation and the possible levels the employees feel the organisation should strive to reach (desirable situation). Moreover, organisational climate is expected to be influenced by performance appraisal climate. The present study was also directed to find empirical evidences in the above mentioned aspects.

The organisational climate was studied using the Chattopadhyay's organisational climate questionnaire which comprised of the twelve dimensions, as mentioned in the research methodology chapter.

4.4.1 Distribution of different extension personnel on the various levels of organisational climate

Overall organisation climate was assessed on the basis of twelve dimensions which were Trust, Recognition, Personal Development, Innovation, Communication, Supervision, Decision making, Performance, Managing problems, Team work, Structure and Identity. Each dimension was having five items each of which was measured on scoring scale 1 to 5. Therefore, possible range of scores of overall organisational climate might be 60 to 300. The possible range of scores were divided into six classes as mentioned in the Table 4.18.

Table 4.18 Distribution of the extension personnel on different levels of perception of organisational climate

Overall organisational climate	Range of score	Extension personnel of State Deptt. of Agril.				Extension personnel of NGOs (n=30) f(%)
		Village level ADOs (n=54) f(%)	Circle level CAOs (n=18) f(%)	Sub-divisional level SDAOs/SMSs (n=8) f(%)	Overall (n=80) f(%)	
Very poor	60-100	—	—	—	—	—
Poor	100-140	—	—	—	—	—
Below average	140-180	92.60	27.78	12.50	70.00	36.67
Above average	180-220	7.40	72.22	87.50	30.00	63.33
Good	220-260	—	—	—	—	—
Very good	260-300	—	—	—	—	—

	Range	Mean	S.D.
ADOs =	150-188	171.57	7.29
CAOs =	166-210	187.06	12.31
SDAOs/SMSs =	169-207	194.00	11.65
State deptt.'s overall extension personnel	150-210	177.30	12.60
Extn. personnel of NGOs =	154-213	183.10	17.65

It is found that 70 per cent of State Department's extension personnel rated their organisational climate as below average and rest of them as above average. Majority of NGOs' extension personnel (63.33%) rated their organisational climate as above average and rest of them as below average. It is also observable that majority of sub-divisional level extension personnel (87.50%) and circle level extension personnel (72.22%)

perceived overall organisational climate as above average but contrastingly, 93.60 per cent of village level extension personnel (ADOs) perceived the same as below average.

Overall organisational climate was found to be better in the NGOs (score 183.10) as compare to State Department (score 177.30). In State Department sub-division level extension personnel (SDAOs/SMSs) perceived it comparatively highly (score 194.00) followed by circle level (score 189.06) and village level extension personnel (score 171.57).

The ADOs, being village level extension workers, are expected to face more problems as compare to others who are at higher levels. Although they are 'fire line man' but organisations generally do not pay much attention to them which results into their poor perception with overall working environment. As in the case of present study, many other researchers have reported the same scenario of differential perception of different levels extension personnel towards their job, working environment (Singh *et al.*, 1977; Belhaj, 1990; Kulander and Delmon, 1993). The finding of present study also supports the findings of Singh and Prasad (1997) where they observed the quality of overall working life in KVKs run by NGOs was superior to KVKs run by SAUs.

4.4.2 Perception of extension personnel on different dimensions of organisational climate

The organisational climate dimensions were studied on the basis of their comparative values, using the range of their highest and lowest scoring dimension as the basis of inter-dimension comparison. The range of score was 21.08 to 11.50. The range of scores were divided into

four quartiles i.e. 21.08 to 18.68, 18.68 to 16.28, 16.28 to 13.88, 13.88 to 11.50 and considered as above average, average, below average, poor, respectively. The rating of the perception of extension personnel on the twelve organisational climate dimensions was done according to above criteria and the results are reported in Table 4.19 (Figure 4.7). The study showed that 'recognition', 'supervision', 'decision making', 'performance & managing problems' were grouped as poor dimensions while 'innovation', 'communication', 'team work' and 'identity' were found as below average dimensions for the extension personnel of State Department. Only 'personal development' was found above average dimension while 'trust', 'structure' were rated as average dimensions. In case of extension personnel of NGOs, 'innovation', 'communication & managing problems' were found to be average dimensions but rest of the dimensions were found to be in third quartile and hence were evaluated as below average.

The data in Table 4.20 (Figure 4.8) shows the perception of different categories of extension personnel on the dimensions of organisational climate.

It is interesting to note that Personal development dimension received the highest score followed by Trust and Structure for all categories of extension personnel of State Department. The dimension, Supervision received lowest score for circle as well as sub-division level extension personnel while Decision making received lowest score for village level extension personnel of state department. The dimensions like Performance, Recognition, Managing problems received the lower scores. In case of extension personnel of NGOs, Managing problems received the highest score and Team work received the lowest score.

Table 4.19 Perception of extension personnel on different dimensions of organisational climate

Dimensions of organisational climate	Extension personnel of State Deptt of Agriculture (n=80)		Extension personnel of NGOs (n=30)	
	Scores	Evaluation	Scores	Evaluation
1. Trust	18.04 (2)	Average	14.80 (8)	Below average
2. Recognition development	12.61 (9)	Poor	15.73 (5)	Below average
3. Personnel	21.08 (1)	Above average	14.00 (11)	Below average
4. Innovation	14.18 (7)	Below average	16.33 (3)	Average
5. Communication	15.15 (6)	Below average	16.47 (2)	Average
6. Supervision	11.53 (11)	Poor	14.17 (10)	Below average
7. Decision making	11.50 (12)	Poor	14.93 (7)	Below average
8. Performance	12.48 (10)	Poor	14.73 (9)	Below average
9. Managing problems	12.86 (8)	Poor	16.53 (1)	Average
10. Team work	15.80 (4)	Below average	13.93 (12)	Below average
11. Structure	16.43 (3)	Average	15.80 (4)	Below average
12. Identity	15.66 (5)	Below average	15.67 (6)	Below average

Maximum possible score = 25; Minimum possible score = 5
 Figures in the parentheses give the ranks on twelve dimensions

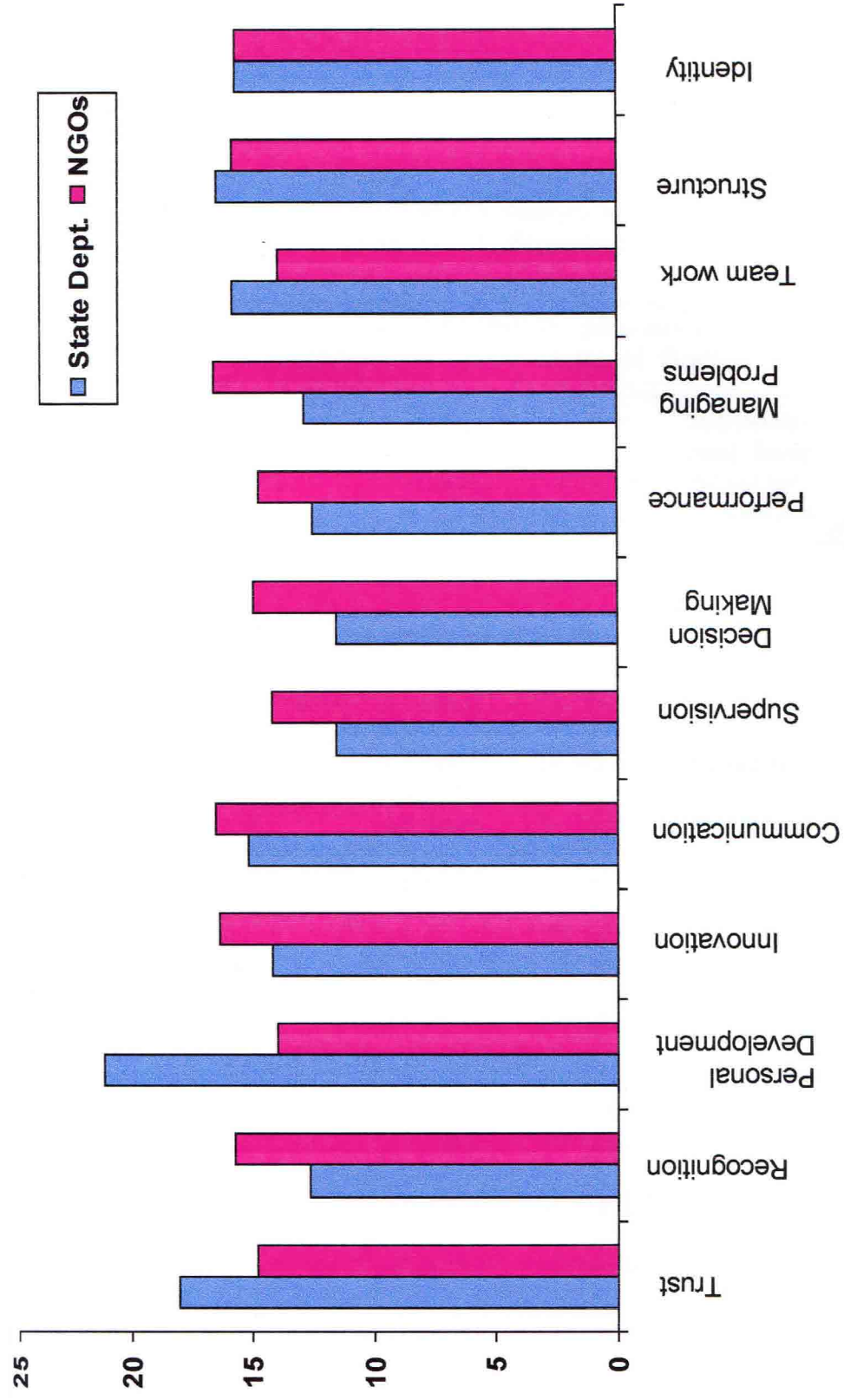


Fig. 7: Perceptions of extension personnel of State Department & NGOs towards existing Organisational Climate

Table 4.20 Perception of different categories of extension personnel on the dimensions of organisational climate

Dimensions of organisational climate	Extension personnel of State Dptt. of Agril.			Extension Personnel of NGOs (n=30)
	Village level ADOs (n=54)	Circle level CAOs (n=18)	Sub-divisional level SDAOs/SMSs(n=8)	
1. Trust	17.50(2)	19.44(2)	18.50(2)	14.80(8)
2. Recognition	11.85(10)	13.50(8)	15.75(7)	15.73(5)
3. Personal development	21.04(1)	21.56(1)	20.25(1)	14.00(11)
4. Innovation	13.80(7)	14.94(6)	15.00(8)	16.33(3)
5. Communication	14.44(6)	16.50(4)	16.88(5)	16.47(2)
6. Supervision	11.17(11)	11.67(11)	13.63(12)	14.17(10)
7. Decision making	10.63(12)	13.06(10)	13.88(11)	14.93(7)
8. Performance	12.00 (9)	13.11(9)	14.25(10)	14.73(9)
9. Managing problems	12.19(8)	14.22(7)	14.38(9)	16.53(1)
10. Team work	15.72(4)	15.83(5)	16.25(6)	13.93(12)
11. Structure	16.13(3)	16.61(3)	18.00(3)	15.80(4)
12. Identity	15.11(5)	16.61(3)	17.25(4)	15.67(6)

Maximum possible score = 25; Minimum possible score = 5

Ranking on the twelve dimensions is given in paranthesis.

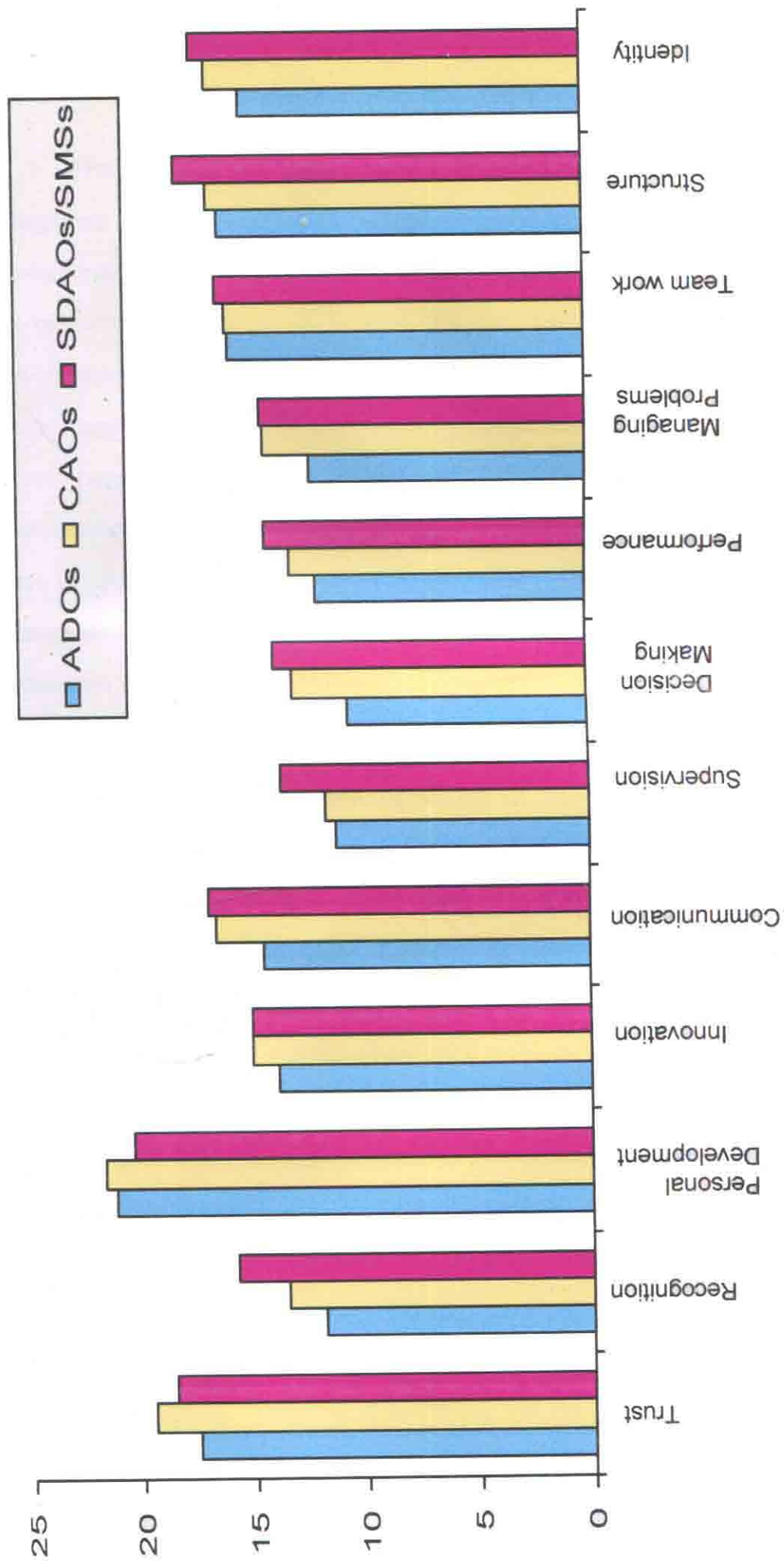


Fig. 8 : Perceptions of different extension personnel of State Department toward existing Organisational Climate

The rating of the organisational climate dimensions for the different categories of extension personnel can be seen in Table 4.21. The study revealed that ADOs rated majority of the organisational climate dimensions as below average to poor barring the dimensions like 'trust', 'personal development' which were rated as 'average', and 'above average' respectively, respectively. Both CAOs and SDAOs/SMSs were very much similar in their perception as they perceived 'trust', 'personal development', 'communication', 'structure' and 'identity' as average or above average. The rest of the dimensions were rated as below average or poor. All the dimensions were found to be at 'below average' or 'average' level for the extension personnel of NGOs.

The overall picture of existing organisational climate reveals that a majority (70%) of extension personnel of State Department perceived the climate as below average. In contrast, about 63 per cent of extension personnel of NGOs have rated their organisational climate as above average. In case of State Department extension officials only one dimension, namely, Personal development was rated as above average. The dimensions like Trust and Structure were rated as average while Innovation, Communication and Identity were rated as below average. It is important to note that five dimensions namely, Recognition, Supervision, Decision making, Performance and Managing problems were rated as poor. For NGOs most of the dimension of organisational climate were rated as average or below average.

The organisational climate of State Department of Agriculture as revealed in the study shows the need for improvement. In this context, an improvement in performance appraisal climate will make an impact on overall climate of organisation.

Table 4.21 Rating of the twelve organisational climate dimensions as perceived by different categories of extension personnel in actual situation

Different categories of extension personnel	Rating of the twelve dimensions of organisational climate			
	Above average (18.68 & above)	Average (16.28-18.68)	Below average (16.28-13.88)	Poor (13.88 & less)
ADOs (village level)	Personal development	Trust	Communication Team work, Structure, Identity	Recognition Innovation, Supervision, Decision making Performance, Managing problems
CAOs (circle level)	Trust, Personal development	Communication Structure, Identity	Innovation Managing problems, Team work	Recognition, Supervision, Decision making, Performance
SDAOs/SMSs Personal (Sub-division level)	Trust, development	Recognition Communication Structure, Identity	Supervision, Innovation Performance, Managing problems Team work	Decision making
Extension Personnel of NGOs	—	Innovation, Communication Managing problems	Trust, Recognition Personal Development Supervision, Decision making, Team work, Structure, Identity	—

4.4.3 Comparison of different extension personnel on existing organisational climate

Analysis of variance (ANOVA) for the each dimension was worked out taking into account the scores of four categories extension personnel, viz. ADOs, CAOs, SDAOs/SMSs, extension personnel of NGOs. Critical Difference (CD) values also were worked out for all possible pairs of different categories extension personnel. The purpose was to see whether there were any significant differences in perception of organisational climate dimensions amongst different extension personnel.

Table 4.22 shows the 'F-values' of dimensions of organisational climate for different categories of extension personnel. As evident from the Table 4.22, F-value of each dimension was significant. Therefore, CD values were calculated and the results are given in Table 4.23. The study revealed that there were significant differences for the dimension Trust among different extension personnel with the exception between ADOs and SDAOs/SMSs as well as between CAOs and SDAOs/SMSs. Only SDAOs/SMSs and extension personnel of NGOs did not differ significantly with each other for the dimension Recognition, while others differed significantly with regard to it. There was no significant differences among the ADOs, CAOs, SDAOs/SMSs in perception of the dimensions namely, Personal development and Team spirit. The extension personnel differed significantly in their perception towards the dimensions Innovation and Managing problems, exception was between CAOs and SDAOs/SMSs. Only ADOs differed significantly with all others with respect to dimension Communication. There was no significant difference between ADOs and CAOs, as well as between SDAOs/SMSs and extension personnel of NGOs

Table 4.22 'F-values' based on analysis of variance (ANOVA) of existing organisational climate dimensions between different categories of extension personnel

Dimensions of organisational climate	'F' values
1. Trust	23.65**
2. Recognition	26.51**
3. Personal development	88.50**
4. Innovation	15.70**
5. Communication	9.48**
6. Supervision	16.33**
7. Decision making	38.14**
8. Performance	14.93**
9. Managing problems	32.02**
10. Team spirit	6.77**
11. Structure	2.78*
12. Identity	3.13*

** significant at 0.01 level

* significant at 0.05 level

for the dimension Supervision. Rest of the pairs of extension personnel differed significantly with respect to it. The perception towards Decision making and Performance were not significantly different between CAOs and SDAOs/SMSs as well as between SDAOs/SMSs and extension personnel of NGOs. However, rest of the pairs differed significantly. There was no significant differences in perception of Structure by majority of the different pairs of extension personnel with the exception between

Table 4.23 Significant differences in perceptions of different categories of extension personnel with respect to existing organisational climate dimensions (Based on ANOVA, CD values)

Dimensions of organisational climate	Mean scores of different categories of extension personnel			
	ADOs	CAOs	SDAOs/ SMSs	NGO's extn. personnel
1. Trust	17.50 ^b	19.44 ^c	18.50 ^{bc}	14.80 ^a
2. Recognition	11.85	13.50 ^a	15.75 ^b	15.73 ^b
3. Personal Development	21.04	21.55	20.25	14.00 ^a
4. Innovation	13.80	14.94 ^a	15.00 ^a	16.33 ^b
5. Communication	14.44 ^a	16.50	16.88	16.47
6. Supervision	11.17 ^a	11.67 ^a	13.63	14.17
7. Decision making	10.63	13.06 ^a	13.88 ^{ab}	14.93 ^b
8. Performance	12.00	13.11 ^a	14.25 ^{ab}	14.73 ^b
9. Managing Problems	12.19	14.22 ^a	14.38 ^a	16.53 ^b
10. Team spirit	15.72	15.83	16.25	13.93 ^a
11. Structure	16.13 ^a	16.61 ^{ab}	18.00 ^b	15.80 ^a
12. Identity	15.11 ^a	16.61 ^b	17.25 ^b	15.67 ^{ab}

Mean scores with at least one super script common (or with no super script) are not significantly different with each other.

ADOs and SDAOs/SMSs, as well as between SDAOs/SMSs and extension personnel of NGOs. Extension personnel of NGOs did not show any significant differences in perception of Identity with all others. The ADOs differed significantly with both CAOs and SDAOs/SMSs in respect of it.

Study revealed that circle level (CAOs) and sub-division level (SDAOs/SMSs) extension personnel did not differ significantly with each other for most of the organisational climate dimensions while village level extension personnel (ADOs) differed significantly with both of them. Extension personnel of NGOs had shown significant differences with both ADOs and CAOs for most of the dimensions and with SDAOs/SMSs for half of the twelve organisational climate dimensions.

4.4.4 Desirable organisational climate as perceived by different extension personnel

Expectation of work group about the organisational climate is an important data that could indicate the organisation's readiness to change. In the present investigation, the data on organisational members expectations of the organisational climate were collected to gain an understanding of the organisational climate dimensions that need to be improved.

The desired levels of the organisational climate dimensions for different extension personnel are reported in the Table 4.24.

The desired score in case of extension personnel of State Department as a whole shows a high preference for Personal development followed by Trust, Identity, Performance, Structure, Team work, Communication, Managing problems, Recognition, Innovation, Decision

Table 4.24 Desired organisational climate as perceived by different categories of extension personnel

Dimensions of organisational climate	Extension personnel of State Dept of Agriculture				Extension personnel of NGOs (n=30)
	Village level ADOs (n=54)	Circle level CAOs (n=18)	Sub-divisional level SDAOs/SMSs (n=8)	Overall (n=80)	
1. Trust	22.09(2)	22.06(2)	20.75(4)	21.95(2)	20.77(2)
2. Recognition	20.33(9)	20.22(9)	19.75(7)	20.25(9)	19.33(9)
3. Personal development	22.30(1)	22.56(1)	21.38(2)	22.62(1)	20.40(5)
4. Innovation	19.52(10)	19.83(10)	18.38(8)	19.47(10)	19.80(7)
5. Communication	20.69(7)	20.39(8)	20.50(5)	20.60(7)	20.47(4)
6. Supervision	18.04(12)	18.33(12)	18.25(9)	18.12(12)	18.27(10)
7. Decision making	18.74(11)	18.72(11)	18.38(8)	18.70(11)	17.80(11)
8. Performance	21.52(4)	20.89(5)	20.50(5)	21.27(4)	20.63(3)
9. Managing problems	20.48(8)	20.72(6)	20.38(6)	20.52(8)	20.43(4)
10. Team work	21.26(5)	20.67(7)	21.13(3)	21.11(6)	19.63(8)
11. Structure	21.11(6)	21.39(4)	21.13(3)	21.18(5)	19.93(6)
12. Identity	21.67(3)	21.89(3)	21.75(1)	21.73(3)	21.10(1)

Figures in parentheses indicate rank.

making and Supervision. In case of extension personnel of NGOs, maximum desired score was for Identity, followed by Trust and Performance, Managing problems, Communication, Personal development, Structure, Innovation, Team work, Recognition, Supervision and Decision making. In case of NGOs maximum desired score was obtained by Identity followed by Trust, Performance, Managing problems, Communication, Personal development, Structure, Innovation, Team work, Recognition, Supervision and Decision making. It was observed that the range of the lowest and highest score desired on the dimensions was relatively narrow as compared to the range of score on existing situation. It was also noticed

that the desired levels were much higher for all the dimensions as compared to the score on existing situation.

It is interesting to note in case of State Department that the dimensions, Personal development, Recognition Trust and Managing problems maintained the same rank in both actual and desired situations. Similarly Supervision and Decision making remained as low ranking dimensions in both the situation. The tenth ranked dimension on the actual situation i.e. Performance ranked fourth under the desired situation. In case of NGOs, Identity and Trust ranked first and second in desired situation but both of them ranked lower in actual situation.

It is worth mentioning here that the levels desired by different extension personnel were mostly what they considered possible and not something that can never be reached.

Study revealed that both ADOs and CAOs had maximum desire for Personal development followed by Trust and Identity while SDAOs/ SMSs desired most for Identity followed by personal development, Team work and structure. All the categories of extension personnel had shown minimum desire for the dimension like Supervision, Recognition and Decision making. It might be due to the rigidity of organisational policies regarding the organisational structure, line of command and delegation of power that the personnel did not expect any kind of improvement on those fronts resulting the low level of desired scores.

4.4.5 Gap in the desired and actual scores of organisational environment dimensions

The gaps were evaluated on the basis of comparative values, using the range of highest gap and lowest gap as the basis of inter-dimension

comparison. The range of values (1.19 to 8.80) were divided into four quartiles i.e. 8.80 to 6.90, 6.90 to 5.00, 5.00 to 3.10, 3.10 to 1.19 and were considered as very high gap, high gap, medium gap and low gap, respectively. On the basis of above mentioned criteria, evaluation was done and results are reported in Table 4.25 (Figure 4.9).

Table 4.25 Gap in the desired and actual scores of organisational climate dimensions

Dimensions of organisational climate	Extension personnel of State Dept. of Agriculture (n=80)		Extension personnel of NGO's (n=30)	
	Gap	Evaluation	Gap	Evaluation
1. Trust	3.91(11)	Medium gap	5.97(2)	High gap
2. Recognition	7.63(3)	Very high gap	3.60(10)	Medium gap
3. Personal development	1.19(12)	Low gap	6.40(1)	High gap
4. Innovation	5.30(9)	High gap	3.33(11)	Medium gap
5. Communication	5.45(7)	High gap	4.00 (8)	Medium gap
6. Supervision	6.60(5)	High gap	4.10(7)	Medium gap
7. Decision making	7.20(4)	Very high gap	2.87(12)	Low gap
8. Performance	8.80(1)	Very high gap	5.90(3)	High gap
9. Managing problems	7.66(2)	Very high gap	3.90(9)	Medium gap
10. Team work	5.31(8)	High gap	5.70(4)	High gap
11. Structure	4.75(10)	Medium gap	4.13(6)	Medium gap
12. Identity	6.06(6)	High gap	5.43(5)	High gap

Figures in parantheses indicate ranks

The data show that extension personnel of the State Department had the highest gap of 8.80 for the dimension Performance and least gap was observed on the dimension Personal development. Contrastingly, in case of extension personnel of NGOs highest gap was found on the dimension Personal development while least gap was for the dimension

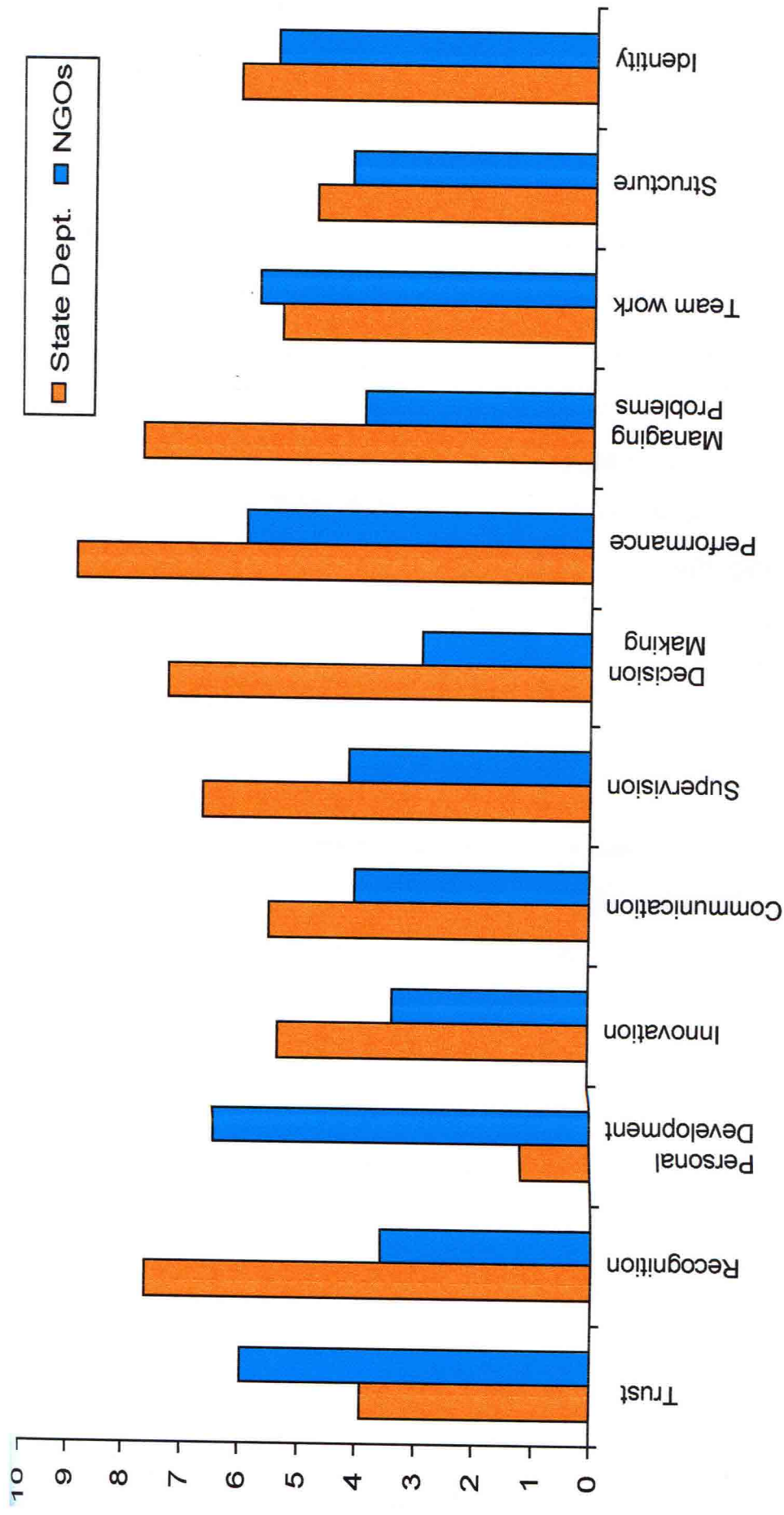


Fig. 9 : Gap in the actual and desired scores of the twelve organisational climate dimensions for the extension personnel of State Department & NGOs

Decision making, Recognition, Decision making, Managing problems and Performance were rated as very high gap dimensions while Innovation, Communication, Supervision, Identity and Team work were observed as high gap dimensions in the State Department. Trust and structure were having medium gap and only Personal development was having low gap in the State Department. Extension personnel of NGOs perceived six of the twelve organisational climate dimensions as medium gap dimensions as evident from the Table 4.25 while Trust, Personal development, Team work, Performance and Identity were found to be high gap dimensions for them leaving Decision making as only low gap dimension.

The level of gap between the existing and desired organisational climate dimension for different extension personnel may be seen from Table 4.26 (Figure 4.10). It is evident from the Table 4.26 that ADOs were having most of the dimensions at the level of high gap or very high gap except the dimensions like Trust, Structure, Personal development. The CAOs were having half of the dimensions as high gap or very high gap dimensions but SDAOs/SMSs were having most of the dimensions at the level of medium to low gap barring the dimensions performance and Managing problems. In the NGOs, half of the organisational climate dimensions were having high gap while rest of them were at a level of medium gap to low gap.

Paired 't' - test was done separately for each dimension to see if the difference in the two situation is real or only by chance. The results of tests had shown in the Table 4.27.

Table 4.26 Categorisation of organisational climate dimensions based on the gap in desired and actual scores for different extension personnel

Different types of extension personnel	Evaluatory rating of the twelve dimensions			
	Very high gap (6.90 & more)	High gap (6.90 to 5.00)	Medium gap (5.00 to 3.10)	Low gap (3.10 & less)
ADOs (village level)	Recognition, Decision making, Performance, Managing problems	Innovation Communication Supervision, Team work, Identity	Trust Structure	Personal development
CAOs (circle level)	Performance	Recognition, Supervision, Decision making Managing problems Identity	Innovation, Communication Team work Structure	Trust, Personal development
SDAOs/SMSs— (Sub-Division level)	Performance,	Recognition Managing problems	Trust, Personal Innovation, Communication, Supervision, Decision making, Team work, Structure Identity	development
Extension personnel of NGOs	—	Trust, Personal development, Team work, Identity	Recognition, Innovation, Communication, Supervision, Managing problems Structure	Decision making

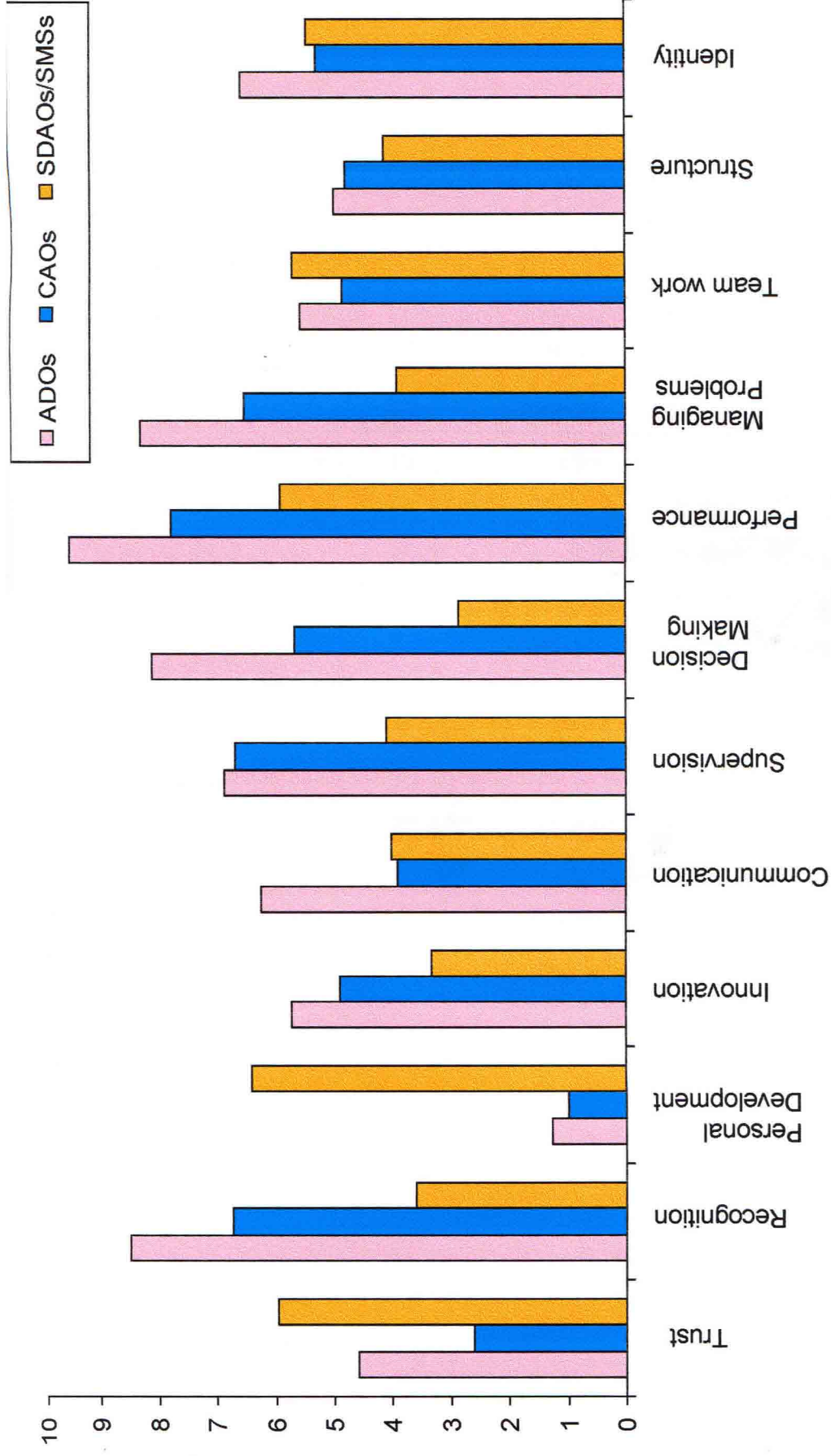


Fig. 10 : Gap in the actual and desired scores of the twelve organisational climate dimensions for different categories of extension personnel of State Department

Table 4.27 The table of 't' values based on 't'-statistic between the actual and desired organisational climate dimensions for different categories of extension personnel

Dimensions of organisational climate	Extension personnel of State Dptt. of Agril.			Extension Personnel of NGOs (n=30)
	Village level ADOs (n=54)	Circle level CAOs (n=18)	Sub-divisi- onal level SDAOs/ SMSs(n=8)	
1. Trust	17.12**	6.43**	3.63**	12.87**
2. Recognition	25.22**	12.02**	5.28**	9.04**
3. Personal development	8.82**	3.92**	3.85**	10.81**
4. Innovation	24.58**	10.53**	5.65**	10.92**
5. Communication	22.81**	8.37**	7.89**	9.91**
6. Supervision	21.39**	9.86**	5.79**	9.98**
7. Decision making	27.33**	12.02**	4.02**	11.99**
8. Performance	22.20**	12.17**	7.85**	17.85**
9. Managing problems	27.59**	11.93**	7.93**	10.31**
10. Team work	16.02**	8.09**	7.62**	11.03**
11. Structure	17.02**	9.17**	5.71**	14.40**
12. Identity	19.91**	10.76**	9.02**	10.43**

** Significant at 0.01 level

* Significant at 0.05 level.

It was observed that for all most all the dimensions the gap was highly significant even at 0.01 level of probability. Thus, it can be concluded that in case of all the four categories of extension personnel all the organisational climate dimensions as existing were significantly differed from the desired level.

4.4.6 Relationship between organisational climate and performance appraisal climate (PAC)

An attempt was made to delineate the PAC dimensions which were having significant relationship with overall organisational climate. The data were subjected to correlation as well as step wise multiple regression analysis to find out the dimensions of PAC which were significantly related to overall organisational climate. The results are reported in Table 4.28 and 4.29.

The results presented in the Table 4.28 show that out of twelve PAC dimensions, nine dimensions were found to be significantly related to overall organisational climate of State Department while seven dimensions were significantly related to overall organisational climate of the NGOs. The dimensions which did show significant association with State Department's organisational climate were Participation, Feed back, Employee acceptance, Clarity of performance objectives, Criteria relevance, Developmental uses, Reward & Support System, Performance standard, Superior-subordinate relationship. The NGO's organisational climate had the significant relationship with the dimensions namely, Feed back, Employee acceptance, Clarity of performance objectives, Developmental uses, Reward & support system, Performance standard, Superior-subordinate relationship. The overall PAC and organisational climate were highly correlated with each other.

To find out the intensity of relationship of each PAC dimension (independent variable) with the overall organisational climate (dependent variable), stepwise multiple regression analysis were worked out. The results are furnished in the Table 4.29.

Table 4.28 Correlation between different dimensions of PAC and overall organisational climate

Dimensions of PAC	Extension personnel of State Deptt. of Agriculture (n=80) 'r' value	Extension personnel of NGOs (n=30) 'r' value
1. Participation	0.600**	-0.042
2. Feed back	0.512*	0.398*
3. Employee acceptance	0.335**	0.690**
4. Awareness of PAS objectives	0.058	-0.100
5. Clarity of performance objectives	0.263*	0.382*
6. Criteria relevance	0.553**	0.064
7. Performance appraisal and salary	0.122	0.088
8. Administrative uses	0.214	0.262
9. Developmental uses	0.286*	0.499**
10. Reward and support system	0.380**	0.558**
11. Performance standard	0.474**	0.749**
12. Superior-subordinate relationship	0.261*	0.579**
Overall PAC	0.658**	0.750**

** Significant at 0.01 level

* Significant at 0.05 level.

Table 4.29 Step-wise multiple regression between dimensions of PAC (independent variables) and organisational climate (dependent variable)

Variables	'b'-value	't'-value	'F'-value	% variation explained (R ²)
Step I				
Performance standard	5.35	7.62	58.10	34.98
Step II				
Performance standard	4.38	6.44	44.90	45.64
Employee acceptance	2.05	4.58		
Step III				
Performance standard	3.60	5.25	37.03	51.18
Superior-subordinate relationship	2.40	3.47		
Employee acceptance	2.06	4.83		
Step IV				
Participation	0.89	2.48	30.65	53.87
Performance standard	3.19	4.65		
Superior-subordinate relationship	2.23	3.30		
Employee acceptance	1.89	4.48		

The results of regression indicate that the highest variation in overall organisational climate was explained by the variable Performance standard. The two dimensions of PAC, namely, Performance standard and Employee acceptance explained 45.64 per cent variation where as three dimensions, namely, Performance standard, Superior-subordinate relationship and Employee acceptance explained 51.18 per cent variation in overall organisational climate. The PAC dimensions namely, Participation, Performance standard, Superior-subordinate relationship and Employee

acceptance together explained 53.87 per cent of total variation with the F-value being significant. Based on this analysis it appeared that the overall organisational climate had a significant relationship with the above mentioned four PAC dimensions and these four PAC dimensions should get special attention to improve existing organisational climate.

The organisational climate of State Department of Agriculture as revealed in the study shows the need for improvement. In this context, an improvement in PAC with special consideration of above mentioned PAC dimensions will make an impact on overall climate of organisation.

4.5 RELATIONSHIP BETWEEN JOB SATISFACTION OF EXTENSION PERSONNEL AND ORGANISATIONAL CLIMATE

It is necessary for the organisation to create a favourable attitude of its employees towards their job. Employees satisfaction and performance are significantly determined by work environment (Albert. 1985). The present study also tried to delineate the organisational climate dimensions which were significantly related to overall job satisfaction of extension personnel. For this purpose the data were subjected to correlation as well as stepwise multiple regression analyses considering overall job satisfaction as dependent variable and twelve organisational climate dimensions as independent variables. The results are indicated in Table 4.30.

It is revealing from the Table 4.30 that out of twelve organisational climate dimensions, seven were found to be significantly related to overall job satisfaction of State Department's extension personnel. These dimensions were namely, Recognition, Innovation, Decision making, Performance, Managing problems, Structure and Identity. On the other hand, six organisational climate dimensions, namely, Recognition, Personal development, Performance, Managing problems, Team work and Structure were found to be significantly associated with overall job satisfaction of extension personnel of NGOs. It was also noticeable that overall organisational climate was significantly related to overall job satisfaction of personnel.

It is evident from the Table 4.31 that three organisational climate dimensions, Identity, Performance and Managing Problems were together explained 39.93 per cent variation in overall job satisfaction. Managing

Table 4.30 Correlation between different dimensions of organisational climate and job satisfaction

Dimensions of organisational climate	Extension personnel of State Dept of Agriculture (n=80) 'r' value	Extension personnel of NGOs (n=30) 'r' value
1. Trust	0.207	0.070
2. Recognition	0.368**	0.388*
3. Personal Development	0.120	0.487**
4. Innovation	0.327**	0.130
5. Communication	0.208	0.223
6. Supervision	0.220	0.138
7. Decision making	0.379**	0.086
8. Performance	0.389**	0.355**
9. Managing problems	0.339**	0.358*
10. Team work	0.147	0.587**
11. Structure	0.329**	0.580**
12. Identity	0.456**	0.108
Overall organisational climate	0.579**	0.453*

** Significant at 0.01 level

* Significant at 0.05 level.

problems alone explained 27.46 per cent variation while Performance and Managing problems explained 36.79 per cent variation.

It can be concluded that the above mentioned three organisational climate dimensions not only had significant relationship with job satisfaction but also explained nearly forty per cent variation in it. Therefore, these variables need special attention as far as job satisfaction of extension personnel was concerned. In this context, it is worth mentioning that Hejazi (1988) found that psychological needs were best met by giving

Table 4.31 Step-wise multiple regression between dimensions of organisational climate (independent variables) and job satisfaction (dependent variable)

Variables	'b'-value	't'-value	'F'-value	% variation explained (R ²)
Step I				
Managing problems	3.95	6.39	40.88	27.46
Step II				
Performance standard	3.16	3.97	31.13	36.79
Managing problems	2.76	4.23		
Step III				
Identity	1.56	2.36	23.49	39.93
Performance	3.36	4.30		
Managing problems	2.22	3.27		

extension workers credit for better performance and attaching value to their achievement and by offering them opportunities for further development through managing the logistic problems faced by them. He also mentioned that meeting psychological needs had highest priority followed by social and physical needs for the job satisfaction. Kelser (1989) also found performance as one of the important factors for higher level satisfaction with the job. Many researchers reported that job satisfaction of agricultural extension workers very much dealt with the working conditions. Relatively low level satisfaction with job environment factors reflected a need to reconsider the work conditions (Belhaj, 1990; Sundarswamy and Perumal, 1992; Dakhore and Bhilgaonkar, 1997; Keregero and Mthuppa, 1997).

4.6 DESIGNING OF AN ALTERNATIVE DEVELOPMENT ORIENTED PERFORMANCE APPRAISAL SYSTEM (PAS)

A critical look to the preceding discussions revealed the fact that there was a significant relationship between performance appraisal climate (PAC), organisational climate and job satisfaction of extension personnel. As a matter of fact, four of the twelve PAC dimensions explained about sixty per cent of total variation both in job satisfaction and organisational climate. Majority of the PAC dimensions were also significantly associated with both overall job satisfaction and organisational climate. It was evident that majority of the extension personnel, specially in the State Department of Agriculture, perceived existing PAC and organisational climate as below average while they were moderately satisfied with their job. They desired for an improvement in the existing situation. There was a great degree of dissatisfaction and unhappiness with present performance appraisal and a strong need for change was expressed by most of the sample respondents. Both the overall organisational climate and job satisfaction had a direct bearing on the present utility of performance appraisal in the organisation, as stated earlier. Hence, provision was made in the study to design an alternative development oriented performance appraisal system (PAS) for the extension personnel.

The present study has revealed that the existing PAS has been designed essentially for the need of controlling employees behaviour and has been framed from 'management' point of view rather than 'employee' point of view. It lacks development orientation. The insights received from the present study as well as recent developments in the field of human resource management (HRM) showed that the PAS should have the following objectives :

- (i) To help each employee to understand more and more about his role and become clear about his functions on the basis of which his performance will be evaluated.
- (ii) To be an instrument in helping each employee to understand his own strengths and weaknesses with respect to his present job.
- (iii) To identify the developmental needs of each employee with respect of his job.
- (iv) To increase mutuality between each employee and his supervising officer with the creation of positive and healthy climate in the organisation.
- (v) To increase communication between the personnel and supervising officers so that each employee gets to know the expectations of his supervising officer.
- (vi) To provide an opportunity for the employee for self-reflection.
- (vii) To identify the factors that will facilitate and hinder performance.
- (viii) To provide reward to employee on meritorious work or significant contribution.

In order to achieve these purposes or objectives the development oriented PAS has been designed with the following components in it :

- A. Key Performance Areas (KPA's)
- B. Target setting
- C. Behavioural Dimensions/Attributes required for the Job
- D. Self-Appraisal by the Appraisee
- E. Performance Analysis

- F. Performance Discussion
- G. Identifying Developmental Needs and Action plan
- H. Final Assessment.

Rao (1992) mentioned the above mentioned components as mandatory for a development oriented PAS. The present study revealed that the following dimensions of PAC have to be strengthened : 'participation', 'feed back', 'criteria relevance', 'employee acceptance' and 'reward & support system'. The proposed development oriented PAS with above mentioned components with help in improving the overall PAC.

A. Key Performance Areas (KPA's)

Every job has a set of tasks to be performed by its holder. Analysis of job for its Key Performance Areas (KPA's) is very much necessary for performance appraisal. Performance appraisal has to be done against certain functions on which a person performs. Therefore, the identification of KPA's is an essential component of PAS.

The KPA's of different extension personnel were identified for different categories of extension personnel on the basis of job analysis (level of performance as well as frequency of performance). The identified Key Performance Areas (KPA's) are furnished in the Table 4.32, Table 4.33, Table 4.34, Table 4.35 respectively for the village level extension personnel (ADO's/VEW's), circle level extension personnel (CAO's), sub-division level extension personnel (SDAO's/SMS's) and extension personnel of NGOs.

Table 4.32 Key performance areas for village level (ADOs) extension personnel

Key performance Areas	According to frequency of performance		According to level of performance		Overall	
	Mean score	Rank	Mean score	Rank	Mean score	Rank
1. Identification of problems and needs of farmers	4.20	V	4.07	II	8.27	III
2. Communication of identified problems and needs to superiors	3.89	VII	3.59	IV	7.48	VI
3. Visit to field to supervise field trials, to arrange, special extension activities etc.	3.33	IX	3.43	V	6.76	VIII
4. Visit to group of farmers to communicate technical know how and attending their different problems and queries	4.39	IV	4.44	I	8.83	I
5. Attending training conducted by subject matter specialists (SMS), superiors	4.04	VI	3.69	III	7.73	V
6. Collection of data, different information and maintain different records related to activities	4.59	III	2.19	VIII	6.78	VII
7. Preparing reports concerning the activities	3.50	VIII	2.26	VII	5.76	IX
8. Giving talk to group of farmers	4.61	II	3.59	IV	8.20	IV
9. Conducting demonstrations to the farmers fields	2.30	X	2.37	VI	4.67	X
10. Inspiring and motivating the farmers	4.72	I	3.59	IV	8.31	II

Table 4.33 Key performance areas for circle level (CAOs) extension personnel

Key performance Areas	According to frequency of performance		According to level of performance		Overall	
	Mean score	Rank	Mean score	Rank	Mean score	Rank
1. Identification of problems and needs of farmers	3.11	IX	3.67	VI	6.78	IX
2. Communication of identified problems and needs to superiors	3.61	VII	3.39	VII	7.00	VII
3. Visit to field to supervise field trials. to arrange. special extension activities etc.	3.17	VIII	3.17	VIII	6.34	X
4. Visit to group of farmers to communicate technical know how and attending their different problems and queries	3.78	VI	4.11	III	7.89	IV
5. Attending training conducted by SMS and superiors	3.61	VII	3.89	IV	7.50	VI
6. Collection of data. different information and maintain different records	4.06	V	2.78	IX	6.84	VIII
7. Giving talk to group of people (farmers/subordinates)	4.11	IV	3.67	VI	7.78	V
8. Inspiring and motivating people (farmers/subordinates)	4.39	II	3.83	V	8.22	III
9. Providing technical support to subordinates	4.22	III	4.22	II	8.44	II
10. Supervision and constant professional advice to subordinates to assisting them in getting the message accross to the farmers	4.67	I	4.56	I	4.23	I

Table 4.34 Key performance areas for sub-divisional level (SDAOs/ SMSs) extension personnel

Key performance Areas	According to frequency of performance		According to level of performance		Overall	
	Mean score	Rank	Mean score	Rank	Mean score	Rank
1. Visits to field to supervise field trials, to arrange special extension activities etc.	3.13	VIII	3.38	VI	6.51	VIII
2. Visits to farmers to communicate technical know how and attending their different queries	3.25	VII	3.63	IV	6.88	VII
3. Attending training programmes conducted by superiors, SAUs, etc.	3.13	VIII	3.25	VII	6.38	IX
4. Organising meetings, trainings, seminars, etc.	3.75	III	3.75	III	7.50	III
5. Giving talk to group of people (farmers/subordinates)	3.63	V	3.38	VI	7.01	VI
6. Inspiring and motivating people (farmers/subordinates)	3.75	III	3.50	V	7.25	IV
7. Conducting training to subordinates to accomplish their tasks and to improve their work performance	4.00	II	3.50	V	7.50	III
8. Providing technical support to subordinates	4.25	I	4.63	II	8.88	I
9. Supervision and constant professional advice to subordinates to assisting them in getting the message across to the farmers	3.65	IV	3.38	VI	7.03	V
10. Seeking information from books, journals and other literature	3.50	VI	4.88	I	8.38	II

Table 4.41 Key performance areas for NGO's extension personnel

Key performance Areas	According to frequency of performance		According to level of performance		Overall	
	Mean score	Rank	Mean score	Rank	Mean score	Rank
1. Identification of problems and needs of farmers	3.70	III	3.43	I	7.13	II
2. Communication of identified problems and needs to superiors	3.13	VII	3.13	II	6.26	VI
3. Visit to field to supervision and arrange different extension activities	3.23	V	3.43	I	6.66	IV
4. Visit to group of farmers to communicate technical know how and attending their different problems and queries	3.76	II	3.43	I	7.19	I
5. Attending training conducted by experts	2.86	IX	3.13	II	5.99	VIII
6. Collection of data, different information and maintain records	3.20	VI	2.73	IV	5.93	IX
7. Organising farmers meeting, trainings, seminars etc.	3.90	I	3.13	II	7.03	III
8. Giving talk to group of people	3.67	IV	2.83	V	6.50	V
9. Inspiring and motivating people	3.13	VII	3.10	III	6.23	VII
10. Keeping regular contacts with local agricultural research stations	3.05	VIII	2.55	VI	5.55	X

It is evident from the data present in above mentioned Tables that KPSs and their priority or importance (as indicated by rank ordering) are different for different categories of extension personnel. Experience has shown that identification of KPAs also leads to an understanding of difference of one role from another in the organisation. It helps to remove the existence of role-ambiguity in different jobs leading to poor performance. Superiors realise that their KPAs have to be qualitatively different, indicating higher responsibility, from those of their subordinates. They are forced to think of delegating to the subordinates, what they can do (Pareek and Rao, 1992). Thus, the specification of KPAs for different extension personnel not only serves the basis of their performance evaluation, but also for a general development of them in the organisation.

The identified KPAs are to be included in the performance appraisal format of development oriented PAS.

B. Target setting

It is not fair to assess the performance of any employee on tasks and targets that have not been made clear to him and that do not take into consideration of mutual consultations and discussions (Rao, 1992). Therefore, in addition to the identification of KPAs, it is useful to set targets for the period of appraisal. These targets should deal with the tasks expected to be accomplished by the appraisee with respect to their KPAs. The targets should have to be set at the beginning of the year.

The responses were taken from the different categories of extension personnel with respect to the targets set for them for the year. The different targets for different categories of extension personnel as agreed

by them can be seen from the Table 4.36. The study showed that the targets for extension personnel usually set at the state level and district level with little/no consultations of the lower level extension personnel. The existing PAS do not take into consideration the targets set forth and their achievement by the extension personnel.

Table 4.36 Targets to be achieved in present job by different categories of extension personnel

Different extension personnel	Target	Frequency
ADOs at the village level	1. Field visits	Eight to ten days/Fortnight
	2. Attending training programme given by SDAOs/SMSs	Two/Month
	3. Minikit trials (1/3 acre/crop)	Two/Year
	4. Conducting Demonstration (1-2½ acre/crop)	Two/Year
	5. Fertiliser trials	Two/Year
	6. Under national programme scheme	
	(a) Bio-gas plant implementation	Three-Four/Year
CAOs at the circle level	(b) Small saving	Rs. 5-7 lakh/Year
	1. Conducting training sessions for ADOs	Two/Fortnight
	2. Visits to field to supervise ADOs and assisting them in getting the message accross the farmers	Eight days/Fortnight

... Contd.

Table 4.43 contd.

Different extension personnel	Target	Frequency
SDAOs/ SMSs at sub-division level	3. Attending training given by SDAOs/SMSs	Two/Month
	4. Farm trials	Four/Year
	5. Minikit trials (1/3 acre/crop)	Four/Year
	6. Conducting Demonstrations (1-2½ acre/crop)	Four/Year
	7. Under national programme	
	(a) Bio-gas plant implementation	Three-Four/Year
	(b) Small savings	Rs. 25-40 lakh/Year
	8. Preparing different reports	Monthly, Quarterly, Annually
	1. Providing training to field staff	24 fortnightly training/year 9 monthly trg/year 2 yearly training
	2. Receiving training from SAUs and others	14 training/Year
Extension personnel of NGO's	3. Targets on areas and production of different crops	—
	4. Under national programme	
	(a) Bio-gas plant implementation	205 plants/Year
	(b) Small saving	Rs. 2-3 crore/Year
	5. Preparing reports	Monthly, Quarterly, Annually
Extension personnel of NGO's	1. Farmers' training	Fifteen/Year
	2. Vocational training	Five/Year
	3. Conducting demonstrations	Seven/Year
	4. Vaccination and artificial insemination of cattle	Cattle of three villages/Year
	5. Organisation of camps/farm advisory services	Fourteen/Year
	6. Preparing reports	Monthly, Quarterly, Annually

The development oriented PAS should include the different targets and their achievements by different categories of extension personnel.

C. Behavioural Dimensions/Attributes required for the Job

Another important aspect of employee performance is the extent to which each employee exhibits the qualities desired for his job. Organisation should identify a list of such qualities desired to be shown by different personnel and include these in performance appraisal (Rao, 1992). Appraising the behavioural attributes of employee periodically will enable the employees to strive for these of developing such attributes in those people who undertake the responsibility of that role. This will help in improving the effectiveness of the role occupants. The critical attributes required for different categories of extension personnel was studied and the results are reported in Table 4.37. The development oriented PAS should make provision of evaluating extension personnel on the critical attributes needed for their effective performance.

D. Self-Appraisal by the Appraisee

At the end of the year or the appraisal period the appraisal process will begin with self-appraisal by each extension personnel. To appraise one's ownself on KPAs, targets and qualities, the appraisee would go through a process of reflection and review. Provision has to be in the development oriented performance appraisal form to include self-rating of appraisee on KPAs, targets and behavioural attributes as mentioned in the model of appraisal given at the end.

Behavioural scientists have established beyond doubt that change is faster when it is self-initiated. Besides, when one reviews one's own

Table 4.37 Critical attributes required by different categories of extension personnel

Critical attributes	Extension personnel of State Dptt. of Agril.			NGO's Extension Personnel (n=30) Mean criticality score
	ADOs (n=54) Mean Criticality score	CAOs (n=18) Mean criticality score	SDAO/SMSs (n=8) Mean criticality score	
1. Basic knowledge of local agricultural situation	8.39(1)	8.50(1)	8.38(2)	7.30(2)
2. Knowledge of modern farm practices	7.78(2)	7.56(2)	7.88(3)	7.60(1)
3. Communication abilities (verbal, written)	7.30(6)	7.28(4)	7.13(9)	7.16(4)
4. Skills in conducting demonstrations, campaign meeting, etc.	7.22(7)	7.00(6)	7.88(4)	6.43(5)
5. Showing genuine interest in helping farmers	7.57(3)	7.50(3)	6.88(11)	6.43(6)
6. Motivation to influence others	7.04(8)	6.83(7)	7.38(7)	6.00(12)
7. Planning ability	6.50(13)	6.61(11)	7.38(8)	6.03(11)
8. Organising ability	6.70(12)	6.64(10)	7.88(5)	5.75(13)
9. Problem solving ability	7.48(4)	7.17(5)	8.50(1)	7.16(3)
10. Team spirit	7.02(9)	6.28(12)	6.13(15)	6.37(7)
11. Persuasiveness	6.70(11)	6.17(14)	6.63(13)	5.35(15)
12. Initiative	6.48(14)	6.22(13)	6.38(14)	5.70(14)
13. Flexibility and openness	5.83(15)	5.72(15)	6.75(12)	6.23(9)
14. Decision making ability	7.35(5)	6.67(9)	7.50(6)	6.20(10)
15. Willingness to learn from others	7.00(10)	6.78(8)	6.88(10)	6.37(8)

Figures in parentheses indicate ranks

performance, we also gets an opportunity become more aware of his own strengths and weaknesses (Rao, 1992). Verma (1991) has also reported the need for introducing self-appraisal. For example, an extension personnel might say to himself that he has done well in conducting a demonstration, but failed to make the farmers understand the practice and to convince them about the benefits on its adoption. On the basis of self-appraisal he might discover his lack of convincing skills and interpersonal communication skills. Thus, self-assesment help extension personnel to discover their developmental needs and plan for development that also helps the organisation.

E. Performance Analysis

Performance appraisal climate of organisation should ensure the communication between appraisee and appraiser. The appraiser should know more and more about the situation under which his appraisee is working, the difficulties he is experiencing and the contribution he is making. The appraisee should also understand how he himself is responsible for some achievements or non-achievements. To meet these objectives newly developed PAS includes the Performance Analysis component in it. Under this performance analysis, extension officer reflects about his performance at the end of appraisal period and identifies factors that helped him in doing whatever he has done and factors that prevented him from doing better. The appraisee then gives his analysis to his superivising officer who may add to the list.

F. Performance Discussion

The performance discussion on a prefixed date is intended to understand each other more, increase mutuality and help each other. The form of self-appraisal and performance analysis is submitted by the extension officer to supervising officer serves as an initiation of discussions. Extension personnel may be able to share a lot of things in mutual discussions which they may not be able to write. The purpose of it for the extension officer is to know more about the perceptions, expectations and assessment of his supervisor and also to communicate the difficulties and ask for support. For the supervisor, it is an opportunity to understand his subordinate more, help him to understand his own strengths and weaknesses and help him to identify mechanisms for development and performance standard.

G. Identifying Developmental Needs and Action Plan

The performance analysis and performance discussion would generally lead to the identification of developmental needs. The poorly performed KPAs or targets not accomplished by the extension personnel may be indicators of inadequate understanding or lack of capabilities (Knowledge, skills, etc.). If it is lack of capabilities, development of capabilities through training, on the job coaching, etc. becomes the action plan. If poor performance is due to lack of motivation, it should be dealt with during the performance discussion session. Developmental needs flow directly from the assessment (self-assessment as well as assessment by the appraiser) of performance. The appraiser should therefore, indicate the developmental needs of the employee and suggest action. The suggestions

are to be attended by the personnel department of organisation and actions are to be initiated at the appropriate time.

H. Final Assessment

The final assessment will be given by the appraiser after completion of all the above mentioned components of PAS. By this stage appraiser would have a thorough understanding of his subordinates, their accomplishments, strengths and weaknesses, developmental needs, etc. He is expected to be in a good position to assess him on a rating scale. Since such ratings are required for administrative purposes, the supervising officer should have to complete the process for the period of appraisal by completing his final assessment. This final assessment should have to be communicated to the appraisee. In case of any strong difference the appraisee will be having scope for communicating his reaction to the higher authority.

The ratings thus assigned for the performance of KPAs, achievement of targets, behavioural attributes should be used to reward high performers. Besides, the development needs identified should get special attention leading to the implementation of action plan.

This development oriented PAS is expected more likely to produce positive and less likely to produce negative outcomes than the appraisals used only for control and administration. Bettenhausen and Fedor (1997) revealed that development oriented appraisals believed to produce more positive outcomes than traditional appraisals. Rao (1992) mentioned that key performance areas, self-appraisal, performance analysis, were the most important components of development oriented PAS.

Basic structure of a model format of development oriented PAS for the extension personnel is presented below. The KPAs, targets, behavioural dimensions in the appraisal form will be different for different categories of extension personnel as mentioned earlier. Therefore, different appraisal form will have to be developed for different categories of extension personnel considering respective KPAs, target, behavioural dimensions in the format.

DEVELOPMENT ORIENTED PERFORMANCE APPRAISAL SYSTEM FOR THE EXTENSION PERSONNEL

PROFORMA I

(Self-rating on Key Performance Areas, Achievement of Targets and
Critical Behavioural Attributes)

Every extension officer is expected to fill this proforma at the end of the year. The supervising officer is also expected to give his rating besides the self rating of officer.

Name of the extension officer _____ Designation _____

Name of the Supervisory officer _____ Designation _____

Part A

Listed below are the key performance areas which have been identified for your work and agreed by you in consultation with your supervising officer. We know that you are already doing your best to achieve the objectives. However, here is an opportunity to reflect upon the performance so that you can make improvements. Be honest. Rate your performance indicating to what extent you have achieved the goal on a five point scale (5=excellent; 4=good; 3=average; 2=poor; 1=very poor).

Key Performance Areas	Self- rating	Rating by supervising officer
KPA 1	1 2 3 4 5	1 2 3 4 5
KPA 2	1 2 3 4 5	1 2 3 4 5
KPA 3	1 2 3 4 5	1 2 3 4 5
KPA 4	1 2 3 4 5	1 2 3 4 5
KPA 5	1 2 3 4 5	1 2 3 4 5
...
...
...
KPA 10	1 2 3 4 5	1 2 3 4 5
Over all performance		

Note : The work of Rao and Pareek (1992) has been consulted and made use in developing this proforma.

Part B

The targets set for you are given below. Mention your achievement against each target. Also rate the achievement of target on the five point scale (5=excellent; 4=good; 3=average; 2=poor; 1=very poor).

Targets	Actual Achievement made	Self- rating	Rating by supervising officer
1.			
2.			
3.			
4.			
5.			
...			
...			
...			
10.			
Overall			

Have you made any significant professional achievements or significant contribution during the last year which is not covered under part B. Report it briefly in not more than 150 words.

Part C

Listed below are the different behavioural dimensions/attributes required for performing your tasks. Give your rating against each behavioural dimension on five point scale (5=excellent; 4=good; 3=average; 2=poor; 1=very poor).

Bheavioural dimensions/ attributes	Self-rating	Rating by supervising officer	Remarks by supervising officer
1.			
2.			
3.			
4.			
5.			
...			
...			
Overall			

Overall all rating of performance : Outstanding/very good/ good/ average/ poor/ very poor

Signature of the employee _____

Comments of the supervising officer : _____

Signature of the supervising officer

PROFORMA II

(Performance Analysis)

This form is to be filled first by the extension officer considering his overall performance and achievements in the last year.

Based upon your job experience during last year list out the factors which helped in your achievement of objectives. Also mention the factors that hindered achievement of goal.

Factors which promoted performance

(Briefly mention personal, environmental and organisational factors which facilitated your performance. Be specific. Give examples)

Factors which hindered performance

(Briefly mention personal environmental and organisational factors which hindered your performance. Be specific. Give examples)

Indicate your current and future areas of work of interest :

Current area of work of interest :
Future areas of work of interest :

Signature of the employee : _____

Comments of supervising officer : _____

Signature of the supervising officer

PROFORMA III
(Performance Discussion)

This form is to be filled up during the performance discussion by both extension officer and his/her supervising officer. The proforma I and proforma II will be serving as initiator of discussion

Points mentioned by the extension officer with respect to his/her performance during discussion

Points mentioned by the supervising officer with respect to the the performance of extension officer during discussion

Comments of extension officer : _____

Signature

Comments of supervising officer : _____

Signature

PROFORMA IV (Developmental Needs)

This form is to be filled by appraiser i.e. supervising officer at the end of Performance Discussion. He will mention the developmental needs of each extension officer and suggest action plan to fulfil the required developmental needs

Employee's name	Developmental needs	Proposal to meet their needs	Remarks

Overall potential of the extension officer :

Strong points of the officer
Weak points of the officer
Description of his/her potential for development
What improvement(s) would increase his potential

Rewards and/or Promotions suggested

1. Letter of appreciation
2. Promotion to next cadre
3. Monetary award
4. Non monetary award
5. Others

Signature of supervising officer:

Reviewing of Overall performance of
extension officer by reviewing authority

Remarks by the Reviewing Officer : _____

Signature of the Reviewing Officer

Designation :

Date :

4.7 OPINION OF PERSONNEL TOWARD NEWLY SUGGESTED PAS AND ANTICIPATED PROBLEMS IN ITS IMPLEMENTATION

Opinion of extension personnel were taken through group discussion. It was generally accepted that performance appraisal should be used not only for control and administrative purpose but also for the growth and development of personnel. The expressed opinion regarding development oriented PAS were as follows :

- (1) Majority of the respondents indicated that new system seems to have a logistic base of performance characteristics as far as possible.
- (2) The new PAS has higher level of objectivity.
- (3) It will ensure the participation of extension personnel in appraisal process.
- (4) Extension personnel will be able to get feed back on assessment of their performance.
- (5) Awareness and clarity of performance objectives will be ensured.
- (6) Developmental needs for each person can be identified.
- (7) The personnel felt that this development oriented PAS would be able to keep employees alert.
- (8) They strongly felt the requirement of training to handle the new system for its effective utilisation.
- (9) Vital factors to be ensured in the implementation of this PAS as expressed by the personnel were : training for appraisal, storage of information, followup procedures for making the personnel aware about its potential uses of PAS.

- (10) Unlike existing PAS, the new development oriented PAS was perceived as more relevant and exhaustive by the extension personnel. It may require more time investment and attention by all personnel in the organisation.

Each of the appraisal systems has both satisfactory and unsatisfactory features. The newly designed alternative development oriented PAS is not the exception of this fact. The following problems of the new system were anticipated by the extension personnel in case of its implementation in their organisation :

Firstly, personnel felt that there is lack of commitment for employee appraisal in the organisation which certainly will be acting as a barrier in implementation of such a vivid, time investing PAS.

Secondly, without proper training and understanding the objectives of development oriented performance appraisal, the entire exercise may not be useful and becomes ritualistic.

Thirdly, this PAS will not be able to fix clearly defined performance standard to rate an employee on things such as quality of work which is too vague to define clearly for the extension activities.

Fourthly, if supervising officer fails to set a healthy climate during performance discussion and does not attempt to listen to the feelings of subordinates, the outcome may be continued poor performance and increased tension between the two. It may also initiate the jealousy, rivalry among the personnel as their performance assessment and recognition will be no longer remain confidential.

Lastly, personnel felt that as the final assessment will be made ultimately by the supervising officer, therefore, his biasness cannot be avoided. Moreover, in case of any strong difference with appraiser regarding final rating the appraisee hardly gets any scope for communicating his reaction to the higher authority.

SUMMARY AND CONCLUSIONS

The strength of any organisation is its people as ultimately the variety of tasks in organisation have to be accomplished by the people. Unlike the physical resources, human resources have the capability of developing to an unlimited potential. In the entire process of individual development in an organisation, the performance appraisal plays a vital role. The performance appraisal has to be seen not as a 'post-mortem' exercise to pin point the faults of employees but an effective instrument for helping people to grow and develop in organisational setting. The development oriented performance appraisal system (PAS) will help an employee to create learning spaces for himself in an organisation. It can substantially contribute to the organisational health and facilitate managerial resources. Thus, the performance appraisal offers a greater scope to improve the human resources of agricultural extension organisations. The need to improve the human resources of agricultural extension organisations to face the emerging challenges arising out of present techno-economic scenario can be met through designing and implementation of development oriented PAS.

In the above context, the present study, entitled "Designing of Development Oriented Performance Appraisal System for the Extension Personnel", was undertaken with the following specific objectives :

1. To study the existing performance appraisal system for extension personnel in Government and Non-Government organisations.

2. To assess the performance appraisal climate as perceived by the extension personnel.
3. To explore the relationship between the performance appraisal climate, organisational climate and job satisfaction.
4. To design an alternative development oriented performance appraisal system for the extension personnel.
5. To find out the opinion of personnel toward new appraisal system and the anticipated problems in its implementation.

The study was conducted in the state of Haryana. State Department of Agriculture of Haryana was purposively selected as Government organisation under study. Two district units of State Department i.e., Karnal and Gurgaon district units were selected on the random sampling method. An exhaustive sample of eight sub-division level extension personnel and eighteen circle level extension personnel while a random sample of fifty four village level extension personnel (three personnel selected randomly from each of the eighteen circles) were chosen from above mentioned two district units. Thus, eighty extension personnel were selected from the State Department of Agriculture. Two Non-government Organisations (NGOs), namely, "Bhagwat Bhakti Ashram" at Rewari (Haryana) and "Haryana Rural Development Farmers' Association" at Rohtak (Haryana) were purposively selected and a total of thirty personnel (fifteen randomly from each of the two NGOs) were taken for the study.

Existing PAS for the extension personnel in the selected organisation was studied through existing documents and in-depth interview method with the help of semi structured questionnaire. The existing as well as

desirable performance appraisal climate was assessed using a standardised questionnaire developed for the study termed as performance appraisal climate questionnaire. Organisational climate was measured with the help of Chattopadhyay's (1982) organisational climate questionnaire. Job satisfaction/dissatisfaction of extension personnel worked out through a job satisfaction index developed by Vijayaragavan (1999). In order to design the development oriented PAS for the extension personnel, key performance areas, target setting and critical behavioural attributes were identified using an interview schedule developed for the purpose. Opinion of the respondents towards new appraisal system was studied through group discussion method.

Data were collected through personal interview method with the help of a schedule developed for the purpose. The statistical techniques such as frequency, mean, standard deviation, percentage analysis, correlation, multiple regression, ANOVA, F-test and paired t-test were employed in the analyses of data.

5.1 MAJOR FINDINGS OF THE STUDY

The salient findings of the study were :

1. The PAS of State Department of Agriculture originated from the need for controlling the behaviour of employees. The main objective of PAS was to control employees behaviour. The entire process of PAS was done through filling up of "Annual Confidential Report". The department had different format of confidential report suiting to each category of extension personnel. Under the existing system of PAS there was no provision for personal discussion or feed back.

The results of review were never communicated to the employees. The overall picture of PAS shows that PAS has been framed from the administration point of view rather than employee point of view. The PAS of the NGOs differed widely as in one case it was almost similar to that of State Department while in another case it includes the components of personal discussion and feed back.

2. Majority (56.25 %) of extension personnel in State Department perceived existing overall performance appraisal climate (PAC) as below average while as much as 53.3 per cent of extension personnel of NGOs perceived the same as above average. The village level and circle level extension personnel of State Department had rated most of the performance appraisal climate dimensions as poor or below average. These dimensions were : participation, feed back, employee acceptance, criteria relevance, performance appraisal and salary, reward and support system, administrative uses and developmental uses.

Gap in the actual and desired score for the dimensions of PAC was found to be high in case of extension personnel of State Department as compared to NGOs. The performance appraisal climate dimensions which needed improvements were : Participation, Feed back, Employee acceptance, Criteria relevance, Performance appraisal & salary, and Reward & support system for the extension personnel of State Department.

3. Most (90 %) of the extension personnel in State Department as well as in NGOs (93 %) were moderately satisfied with their overall job. The village level and circle level extension personnel of State

Department had shown their dissatisfaction toward working environment and professional rewards. However, all the extension personnel of State Department were satisfied with superiors, subordinates/co-workers and moderately satisfied with other management practices. The extension personnel of NGOs had shown moderate satisfaction with all the dimensions.

4. About 30 per cent of extension personnel of State Department perceived the organisational climate as below average while only about 37 per cent of extension personnel of NGOs fell into this category. The extension personnel of State Department perceived the following organisational climate dimensions as below average or poor : Communication, Structure, Identity, Innovation, Managing problems, Recognition, Supervision, Decision making, and Performance. None of the organisational climate dimensions was perceived as poor by the extension personnel of NGOs while most of the dimensions were perceived as below average. In case of State Department the high gap between actual and desired organisational climate dimension was found for Recognition, Innovation, Communication, Supervision, Decision making, Performance, Managing problems, Team work and Identity. In case of extension personnel of NGOs the high gap was in case of Trust, Personal development, Performance, Team work and Identity.
5. Performance appraisal climate (PAC) was found to be significantly related with job satisfaction of extension personnel. Nine of the twelve PAC dimensions showed significant relationship with the job satisfaction of extension personnel of State Department. These

were Participation, Feed back, Awareness of PAS objectives, Clarity of performance objective, Criteria relevance, Performance appraisal & salary, Developmental uses, Administrative uses and Reward & support system. Four of the twelve performance appraisal climate dimensions namely, Participation, Reward & support system, Performance standard and Criteria relevance explained 61.25 per cent variation in job satisfaction. Nine of the twelve PAC dimensions were found to be significantly related with overall organisational climate. These were Participation, Feed back, Employee acceptance, Clarify of performance objectives, Criteria relevance, Developmental uses, Reward & support system, Performance standard and Superior-subordinate relationship. The dimensions like Participation, Performance standard, Superior-subordinate relationship and Employee acceptance explained about 54 per cent variation in overall organisational climate.

6. Overall job satisfaction of extension personnel was significantly related with seven of the twelve organisational climate dimensions such as Recognition, Innovation, Decision making, Performance, Managing problems, Structure and Identity. Three dimensions namely, Identity, Performance and Managing problems explained about 40 per cent variation in overall job satisfaction of extension personnel.
7. In order to reduce the gaps in existing and desired PAC an alternative development oriented performance appraisal system was designed which comprised of the following components: identification of key performance areas for different extension personnel, target

setting, critical behavioural attributes required to perform the job by different categories of extension personnel, self-appraisal by the personnel at the end of appraisal period, performance analysis, performance discussion, identification of developmental needs and action planning, final assessment.

8. Different extension personnel opined that new system seems to have a logistic base of performance characteristics as far as possible. Vital factors to be ensured in the implementation of this type of PAS as felt by the personnel were : training for appraisal, storage of information, follow up action plan and creating awareness about its potential uses. The factors which could hinder the implementation of the PAS may be organisation's lack of commitment for employee performance appraisal, lack of training for appraisal and awareness of personnel about the potential use of PAS. Personnel had shown their doubt with respect to the ability of this system to rate an employee on quality of work which is too vague to define clearly for the extension activities.

The results of the study have conclusively proved that majority of the extension personnel in State Department rated existing overall performance appraisal climate and overall organisational climate as below average while they were moderately satisfied with their job. They desired for an improvement in the existing situation.

Organisational climate and job satisfaction of extension were influenced by the PAC in the organisation. There was a great degree of dissatisfaction and unhappiness with present performance appraisal and a strong need for change of this traditional appraisal system was expressed

by most of the extension personnel. The designing and implementation of development oriented performance appraisal system is expected to improve the overall PAC, job satisfaction and motivation. It would guide extension organisations in individual development and enhancing organisational effectiveness. ✓

5.2 IMPLICATIONS AND RECOMMENDATIONS

Findings of the present study have wide implications for extension managers and development administrators.

Perception of the extension personnel towards most of the performance appraisal climate dimensions was found to be as poor or below average level. This shows the need for making suitable changes in the present PAS. There is a need to improve the participation of personnel in appraisal process; provide feedback and support to improve future performance; ensure employee acceptance and criteria relevance of the appraisal process. The performance of extension personnel can be improved by implementing development oriented performance appraisal system designed as a part of the study which focuses on growth and development of individual in organisational setting.

The study has clearly showed that PAC was positively and significantly related with organisational climate and job satisfaction. Therefore, an improvement in PAC will have a direct and positive influence on improving the overall job satisfaction of employees as well as organisational climate. Thus, it is recommended that extension organisations should introduce development oriented PAS to improve the overall climate of organisation and performance of extension personnel.

The village level extension personnel perceived the organisational climate as below average while circle level and sub-division level extension personnel perceived the same as above average. Being village level extension workers, they are expected to face more problems as compared to other higher level personnel. Although they are 'fire line man' but they generally do not get much attention in the organisation resulting their poor perception of organisational climate. An improvement of PAC in the organisation will certainly help the lower level extension personnel to work smoothly and effectively resulting their favourable perception towards organisational climate.

The PAC dimensions which explained about 60 per cent variation in both job satisfaction of extension personnel and organisational climate were Participation, Reward & support system, Criteria relevance, Employee acceptance, Performance standard and Superior-subordinate relationship. The PAC has got profound impact on employee motivation, satisfaction and productivity. Hence, it is worth recommending that the PAC is to be improved with the special attention to the above mentioned dimensions and it will lead to an overall improvement of the organisational climate and job satisfaction of extension personnel.

Study has shown performance appraisal climate, organisational climate and job satisfaction to be significantly associated with each other. Hence, it is worth recommending that organisation should no longer run with the existing traditional performance appraisal process rather it should implement the development oriented performance appraisal system for improving the existing situation. Vital factors to be ensured in implementation of development oriented performance appraisal system are

: training of personnel for appraisal, organisation's commitment for employee performance appraisal, storage of information and follow up action planning and persuading personnel about its potential uses.

Majority (90 %) of the extension personnel of State Department as well as NGOs were moderately satisfied with their overall job. Extension performance of State Department had shown their dissatisfaction toward 'working environment' and 'professional rewards' which included availability of modern office equipments and facilities, timely resources or inputs for work, autonomy in decision making, pressure of work, facilities for conducting training and other extension activities, recognition of work, non-monetary awards, reward for meritorious work, etc. Hence, it could be recommended for planners and policy makers in the organisation not only to improve the infrastructure facilities but also to ensure the above mentioned requirements so that personnel may work smoothly and their job satisfaction is enhanced.

Dominance of unfavourable perception among the lower level extension personnel towards many organisational climate dimensions is an unhealthy sign as far as individual and organisational development is concerned. The dimensions needing special attention were Recognition, Supervision, Decision making, Performance, Managing problems, which clearly reflect poor management of the department in terms of the personnel policy. Hence, the intervention may be in term of persuading the planners and policy makers to improve organisational policies and work conditions so that they provide encouragement to the workers to do better and also help them to improve their abilities for better performance.

5.3 FUTURE RESEARCH SUGGESTIONS

No scientific study could be claimed perfectly close-ended. The present study is also not the exception of this. Some of the future research areas are suggested below :

- (i) Impact analysis of the development oriented performance appraisal system in different extension organisations through action research.
- (ii) Developing training module on performance appraisal for the extension personnel.
- (iii) Assessing the role and impact of development oriented performance appraisal system on job performance, individual growth, organisational effectiveness, etc.

BIBLIOGRAPHY

- Albert, Michael. (1985). Human Resources : The Top Strategic Priority.
In : Michael Albert (Ed.). Effective Management 2nd Edition.
Harper and Row, New York.
- Ali. T. (1992). An identification and validation of job performance competencies needed by agricultural extension field assistants.
Dissertation-Abstracts-International, Humanities and Social Science. Vol. 52 (9), p. 3158.
- Antonioni, D. (1994). The effects of feedback accountability on upward appraisal ratings. *Personnel Psychology*. Vol. 47. p. 349-356.
- Asiabaka, C.C. and Bamisile, A.I. (1991). An assesment of the performance of agricultural extension agents. A case study of Lagos state. *J. Rural Dev.*, Hyderabad. Vol. 10 (6). p 705-713.
- Basu, M.K. (1988). Managing Performance Appraisal in India. Vision Books, New Delhi.
- Belhaj, M. (1990). The management of rural development : The role of agricultural extension agents in the yemen Arab Republic.
Dissertation-Abstracts-International, Humanities and Social Science. Vol. 50 (9). p. 3041.
- Bettenhausen, K.L. and Fedor, D.B. (1997). Peer and upward appraisal. *Group and organisation management*. Vol. 22 (2). p 236-263.
- Bhatia, S.K. (1993). Designing performance appraisal - some issues.
Personnel Today : Jan - March, 1993. p. 3-9.
- Chattopadhyay, S. (1982). Feed back survey questionnaire organisation environment. Behavioral Science Centre (India), New Delhi.
- Clayton, Peter and Ayres, Helen. (1997). Performance appraisal or performance development : A tale of two schemes. *MIG*. Oct. 96/March 97. p. 231-248.

- Dakhore, K.M. and Bhilegaonkar, M.G. (1997). Levels of job satisfaction of veterinary extension personnel. *Ind. J. Extn. Edn.* Vol. 23 (1&2).
- Davis, William L. (1993). Performance appraisal : How extension agents view the system. *Journal of Extension*. Winter, Vol. 31(4). p. 15-17.
- Dunn, J.D. and Stephens, C.E. (1998). The management of human resources - employees productivity and satisfaction. McGraw - Hill Book Co. p. 119.
- Edwards, A.L. (1957). Techniques of Attitude Scale Construction. New York, Appleton-Century Crofts.
- Gani, A. (1998). Appraising the performance appraisal systems. *Ind. J. Trg. and Dev.* Vol. 28 (2) p. 60-70.
- Garrett, H.E. (1965). Statistics in Psychology and Education. Bombay, Vakils, Feffer and Simons.
- Giard, R. (1988). Assessment - Is there a need of performance appraisal. *Personnel Journal*. Vol. 67 (8) : August.
- Gomez, Mejia (1990). Increasing productivity : Performance appraisal and reward system. *Personnel Review*. Vol. 19 (2).
- Gouldner, Alvin W. (1954). Patterns of individual bureaucracy. Glencoe, Ill. The Free Press.
- Hejazi, Y. (1988). Extension agent's job attractions. *Iranian J. of Agril. Sc.* Vol. 18(3-4). p. 27-38.
- Inman, J.W. (1985). How to prevent organizational dry root. In : Michael Albert (Ed.) : Effective management : Reading, cases and experiences (second edition), Harper and Row Pub. New York
- Jabeen, Shagufta (1997). Satisfaction of performance appraisal in private and public organisation. *HRD News Letter*. July-Aug. 1997. p. 7-10.
- Jhamtani, Anita. (1986). Organizational analysis of the development department, Delhi. Ph.D. Thesis, IARI, New Delhi.

- Kathleen. Riggs. (1993). Job satisfaction in extension. *Journal of Extension*. Summer. Vol. 31 (2).
- Kerlinger, F.N. (1978). *Foundations of Behavioural Research*. New York. Harcourt Brace Jovanovich and Winstons.
- Kesler, K.C. (1989). Job satisfaction and perceived inservice needs of Iowa co-operative extension personnel. *Dissertation-Abstracts-International, Humanities and social sciences*. Vol. 50 (6), p. 1532.
- Keregero, K.J.B. and Mthuppa, P. (1997). Techniques for studying on the job behaviour of Extension workers : a case study. *AEE Discussion Papers*, Dept. of Agril. Edun. and Extn., Sokoine Univ. of Agril. No. 86. 3, p. 18.
- King, A. (1974). Expectation effects in organizational change. *Administrative service quarterly*. Vol. 19. p. 221-230.
- Krishnaraj, R. and Dubey, V.K. (1992). Organisational climate of milk producers' co-operative societies. *Ind. J. Dairy, Sc.* Vol. 45(4). P 168-170.
- Kulunder, G. and Delmon, J. (1993). Getting to the grass roots : HRD for agriculture in China. *J. Extn. System*. Vol. 9(20) p. 65-132.
- Kumar, Raj and Doop Manohari Sigamoni. (1993). *Performance Appraisal : A tool for staff development*. Rainbow Asian Christian Academy. Gurgaon (Haryana). p. 81.
- Madkwe, M.C. (1990). An analysis of selected conditions necessary for the effective performance of agricultural extension supervisors. *Bangladesh J. Extn. Edn.* Vol. 5 (1-2) p. 19-26.
- Mallilo, Anthony. (1990). Extension staff satisfaction. *Journal of Extension*. Summer. p 37.
- Mufeed, S. (1998). Evaluating employee performance : A successful instrument for HRD. *Ind. J. Trg. and Dev.* Vol. 28 (2). P 72-92.
- Muralidhar, S. (1993). Employee performance appraisal. *Excellence in supervision*. Vol. 9 (4). p. 146-150.

- Pareek. U. and Rao. T.V. (1992). Designing and managing human resource systems. Oxford and IBH Pub. Co. Pvt. Ltd. New Delhi. p. 408.
- Pareek. Uday; Rao, T.V. and Pestonjee, D.M. (1996). Behavioural Process in Organisations, Oxford and IBH Pub. Co. Pvt. Ltd., New Delhi. p. 525.
- Patterson, Thomas F. (1987). Refining performance appraisal. *Journal of Extension*. Winter. p. 165-18.
- Porras. J.I., Hargis, K., Patterson, K.J., Maxfield, D.G., Roberts, N. and Beis, R.J. (1982). Modeling based organizational development : a longitudinal assessment. *J. of Applied Behavioural Science*. Vol. 18. p. 433-446.
- Porter. L.W.; Lawler, E.E. and Hackman, J.R. (1975). "Behaviour in organisations". McGraw-Hill Book Co., New Delhi. p. 320.
- Raj Kamal, P.J. and Prabhakaran, T. (1985). Personnel and their perception of working environment. *Kerala J. of Veterinary science*. Vol. 16 (2). p. 33-40.
- Rao. T.V. (1990). Performance planning analysis and review skills work book. Prabandika Associates Pvt. Ltd. New Delhi.
- Rao. T.V. (1992). Appraising and development of managerial performance. *Academy of Human Resource Development - Ahmedabad*.
- Rao, T.V. (1999). Appraising and developing managerial performance. T.V. Rao Learning Systems Pvt. Ltd. Excel Books. New Delhi. p. 306.
- Roberts, Garry E. (1995). "Municipal Government Performance Appraisal Systems : Is the whole less than the sum of its parts ?" *Public Personnel Management*, Vo. 24 (2). p. 199-221.
- Savile, J. and Higgins, M. (1990). Supervision in Australia. 2nd ed. Mcmillan. Melbourne.
- Schuler, R.S. (1992). Human resource management in Australia. Harper Educational Artarmon.

- Singh, D.P.N. and Singh, Ashok Kumar. (1990). Employee's performance appraisal - where it can lead to? *Paribandh*. Oct. 1990 - Mar. 1991. p. 10-15.
- Singh, Madan and Prasad, R.B. (1997). Quality of working life in KVKs of Bihar. *Ind. J. Extn. Edn.* Vol. 33 (3&4).
- Singh, M.P., Singh, K.P. and Mishra, A.S. (1977). Differential job satisfaction of three block level extension functionaries of Bihar. *Ind. J. of Extn. Edn.* Vol. XIII (13). p. 122.
- Srinivassan, Murli, S. (1994). Managers satisfaction with performance appraisal system - a empirical study. *FPM Project Report*. IIM. Ahmedabad.
- Sundarswamy, B. and Perumal, G. (1992). Variables influencing the job performance of assistant agricultural officers. *Karnataka J. of Agril. Sc.* Vol. 5 (3). p. 249-254.
- Verma, Pramila. (1991). Performance appraisal : Do we really appraise the performance? *Ind. J. Trg. Dev.* Jul-Aug., 1991. p 20-26.
- Vijayaragavan, K. (1999). Job satisfaction scale for the extension personnel (mimeograph). Division of Agricultural Extension, IARI, New Delhi.
- Waldman, D.A. and Kennett, R.S. (1990). Improve performance by appraisal. *Human Resource Magazine*. Vol. 35(7).
- Wang, K.A. (1932). Suggested Criteria for Writing Attitude Statements. *J. Soc. psychol.* Vol. 3. p. 367-373.
- Westermarck, H. (1985). Monitoring and evaluation of programs. *J. Extn. System.* Vol. 1 (1). p. 29-40.

APPENDIX - I

INTERVIEW SCHEDULE

PART- I

1. Name :
2. Age as on 1/10/99 :
3. Sex :
4. Educational Qualifications :
5. Pay Scale :
6. Total salary per month :
7. Present designation :
8. Number of years of experience in the present post :
9. Total years of professional experience :
10. Present nature of work :
11. Have you undergone any training during the past ten years? If yes, give details :

Name of the programme	Year	Duration	Place of training
-----------------------	------	----------	-------------------

-
12. Number of promotions you have received, give details :

Sl. No.	From post	To post	Time taken for promotion
---------	-----------	---------	--------------------------

PART- II

Existing Performance Appraisal System

1. What are the major duties performed by you?
 - i)
 - ii)
 - iii)
 - iv)
2. What are the targets to be achieved by you? Give details.
 - i)
 - ii)
 - iii)
 - iv)
3. How your performance targets are fixed up?
 - i)
 - ii)
 - iii)
 - iv)
4. Is there any standard or quality of performance to be achieved by you?
If yes, who is responsible to fix this standard and how it is decided?
5. Number of supervisors under whom you work :
1 / 2 / 3 / 4 / 5 / >5
6. Extent of supervision you get :
A great deal / fair amount / very little / Nil
7. Number of people you supervise :
Nil / 1-5 / 6-10 / 10-15 / >15
8. Who is responsible for appraising your performance?
 - a) Yourself (self appraisal)
 - b) Superior /supervisor (superior appraisal)
Peer /clientle (peer appraisal)

9. How often your performance is appraised? :
Monthly / Quarterly / Half yearly / Anually
10. Please briefly tell the process of your performance evaluation :
11. Do you get any feed back after your performance appraisal is completed?
Yes / No. If yes, give details.
12. Do you feel satisfied with this existing process of performance evaluation?
Yes / No. Give details.
13. Do you involve in assessment of performance of your subordinates?
Yes / No. Give details.
14. Do you feel satisfied with the process of evaluating your subordinates' performance?
Yes / No. Give details.
15. Do you provide feedback to your subordinate about his performance based upon the evaluation?
- a) Yes, always
 - b) Yes, sometimes (specify the condition)
 - c) No, never
- If yes, how do you provide the feedback?
- a) Group discussion
 - b) Personal letter
 - c) Periodic meeting
 - d) Any other (specify)
16. Is there any link between your performance evaluation and salary administration?

Yes/No. If yes, state how it is related?

17. Is there any link between your performance evaluation and promotion?
Yes / No. If yes, state how it is related?

18. What are the administrative uses of the performance appraisal in your organisation?

- i)
- ii)
- iii)
- iv)

19. What are the developmental uses of the performance evaluation system of the employees in your organisation?

- i)
- ii)
- iii)
- iv)

20. Is there any system of providing reward (monetary or non-monetary) based on performance?

Yes / No. If yes, please give details.

21. What are the problems with this existing system of performance evaluation in your organization?

- i)
- ii)
- iii)
- iv)

22. Suggest measures to improve the present system of evaluation.

PART III

Performance Appraisal Climate

Give response to the following statements. Please note that you are required to give responses for 'Actual' and 'Desired' situations regarding the performance appraisal system in your organisation.

ACTUAL

DESIRED

1. How often do you feel that an employee actively participates in setting the goals to be achieved by him in the organisation?
 - A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

2. How often the results of assessment of your performance is communicated to you?
 - A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

3. How often do the employees in this organisation feel dissatisfied with the present system of their performance evaluation?
 - 0.
 - A. Almost always
 - B. Usually
 - C. Sometimes
 - D. Rarely
 - E. Almost never

4. To what extent do you know about different goals to be achieved in your present job against which your performance will be judged?
 - A. Not at all
 - B. To a little extent
 - C. To some extent

- D. To a considerable extent
 - E. To a great extent
5. To what extent do you think that your performance objectives are specific in term of quantity of your work?
- A. Not at all
 - B. To a little extent
 - C. To some extent
 - D. To considerable extent
 - E. To a very great extent
6. How much emphasis do you feel that the present system of performance evaluation places on judging ones character than the achievements of goals?
- A. Very much
 - B. Much
 - C. Some
 - D. Little
 - E. Not at all
7. "My salary is not dependent on my performance"
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
8. "The present performance evaluation is used for the purpose of transfer of employees who are not liked by the superiors". How often does it happen here?
- A. Yes, it is almost so
 - B. Yes, it is usually so
 - C. Yes, it is sometimes so
 - D. No, it is rarely so
 - E. No, it is almost never so
9. How often does your performance evaluation help you in identification of your weaknesses and takes corrective measures?
- A. Almost always
 - B. Usually
 - C. Sometimes

- D. Rarely
 - E. Almost never
10. Do you expect at least non-monetary rewards based upon your better performance?
- A. No, never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
11. "My superiors have no expectation related to quality of my performance"
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
12. How often do you get help, guidance and encouragement from your superior to achieve your target?
- A. Almost always
 - B. Usually
 - C. Sometimes
 - D. Rarely
 - E. Almost never
13. To what extent are you involved in setting the quality of performance to be achieved by you?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
14. "Only my weaknesses or shortcomings are communicated to me after the process of performance evaluation is over". To what extent do you agree with this statement?
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree

- D. Disagree
 - E. Strongly disagree
15. To what extent the existing system is effective in evaluating your performance?
- A. Not at all
 - B. To a little extent
 - C. To some extent
 - D. To a considerable extent
 - E. To a very great extent
16. "I am reminded often about the goals to be achieved?"
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
17. To what extent do you think that your performance objectives are specific in term of quality of your work?
- A. Not at all
 - B. To a little extent
 - C. To some extent
 - D. To a considerable extent
 - E. To a very great extent
18. Do you agree that the present system of your performance assessment emphasises more on the quantity rather than the quality of work?
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
19. "All the employees in the same level receive same salary irrespective of their performance differences? Is it true?"
- A. Very true
 - B. Quite true
 - C. Neither true nor false

- D. Quite false
 - E. Absolutely false
20. To what extent do you think that the present performance appraisal is a mechanism to secure submission of employees to the orders of superiors?
- A. To a great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
21. To what extent do you feel performance evaluation helps in motivating you to fully utilise your strength?
- A. Not at all
 - B. To a little extent
 - C. To some extent
 - D. To a considerable extent
 - E. To a great extent
22. "No one here can hope to get monetary reward (beyond normal salary) based upon one's better performance". How true is this statement in your organisation?
- A. Very true
 - B. Quite true
 - C. Neither true nor false
 - D. Quite false
 - E. Absolutely false
23. How often do you think that you and your supervisor have the same understanding of the performance standard?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
24. "Most of the employees in the organisation do not want others to perform better due to rivalry, jealousy, competition etc". How true this statement is?
- A. Very true
 - B. Quite true
 - C. Neither true nor false

- D. Quite false
 - E. Very false
25. "Open discussion with an employee is an essential feature of evaluation of performance in this organisation". Do you agree with this statement?
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
26. "My strengths and future potentials are never communicated to me". How much do you agree with this statement?
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
27. "The present performance appraisal system is highly subjective" Do you agree with this statement?
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
28. "Employees are evaluated against those goals about which they are not informed or informed very late". How often does it happen in your organisation?
- A. Almost always
 - B. Always
 - C. Sometimes
 - D. Rarely
 - E. Almost never
29. "I have no clear idea about goals to be achieved with a specific timeframe"
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree

- D. Disagree
 - E. Strongly disagree
30. "This existing system of performance appraisal has many irrelevant and hidden criteria such as superior's biaseness, leniency, etc." How true is this statement for your organisation?
- A. Very true
 - B. Quite true
 - C. Neither true nor false
 - D. Quite false
 - E. Absolutely false
31. To what extent do you agree that higher performance does not guarantee increase in salary?
- A. To a great extent
 - B. To a considerable extent
 - C. Neither more nor less
 - D. To little extent
 - E. Not at all
32. "The performance evaluation is used to stop or delay promotion of employees". Do you agree with this statement?
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
33. "Performance appraisal helps me in revealing my hidden potentials and prepare me to acquire new job skills and responsibility". Do you agree with this statement?
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
34. How often are the employees provided new facilities or sent for higher training based upon their performance evaluation?
- A. Almost never
 - B. Rarely
 - C. Sometimes

- D. Usually
 - E. Almost always
35. "Quality of performance to be achieved has never been communicated to me"
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
36. How frequently do superiors make efforts to promote team spirit among employees and to help in higher performance?
- A. Always
 - B. Very frequently
 - C. Sometimes
 - D. Quite rarely
 - E. Never

PART- IV

Job Satisfaction

We would like to assess your satisfaction with regard to various aspects of your job. Look at the ladder sketched below. It has a middle or neutral point with regard to job satisfaction or dissatisfaction. Above this point are five points i.e. +1, +2, +3, +4, +5 representing job satisfaction in series. Below the neutral point there are five points i.e. -1, -2, -3, -4, -5 representing job dissatisfaction in series. Keeping this in mind you are required to indicate how much satisfied or dissatisfied you are regarding different items related to job satisfaction given in this schedule. Please write the number (such as +2 or -3 etc.) of the ladder as you deem to be relevant to express the satisfaction/dissatisfaction in respect to the following items mentioned under each dimension or area of job satisfaction.

- +5 - Top (Maximum job satisfaction)
- +4
- +3
- +2
- +1
- 0 - Middle/Neutral point (Neither satisfied nor dissatisfied)
- 1
- 2
- 3
- 4
- 5 - Bottom (Maximum job dissatisfaction)

Ladder for extent of satisfaction/dissatisfaction

- **Satisfaction with your superiors**
 1. Fair treatment
 2. Interpersonal relationship
 3. Competency of supervision
 4. Concern for growth and welfare
 5. Fixation of targets and amount of work allotted to you
 6. Weightage given to your views in decision making by your officers
- **Satisfaction with your subordinates/fellow workers**
 7. The sense of belonging among subordinates
 8. Prevalence of team spirit
 9. Receiving help and encouragement
 10. Absence of unhealthy professional competition and jealousy

- **Satisfaction with working environment**
 11. Getting correct and timely resources and inputs for work
 12. Availability of modern office equipment and facilities
 13. Adequacy of room space, congenial physical environment
 14. Opportunity to participate in professional get-togethers
 15. Maintenance of cleanliness in working places
 16. Independence and autonomy in decision making
 17. Pressure of work
 18. No external influence
 19. Facilities for conducting training programmes
- **Satisfaction with professional rewards**
 20. Adequacy of salary with work
 21. Adequacy of salary in comparison to pay of other comparable professionals
 22. Availability of better promotional avenues
 23. Provision for reward on meritorious work
 24. Availability of non-monetary awards
 25. Recognition by the farmers
 26. Importance or value of your work to farmers' welfare and development
- **Satisfaction with personal growth and welfare**
 27. Opportunities to learn new ideas, skills, etc.
 28. Opportunities to try your creative ideas
 29. Opportunities to higher education and training
- **Satisfaction with other management practices**
 30. Participation in decision making
 31. Method of evaluation of your work
 32. Handling grievances
 33. Security of job
 34. Fairness in awarding rewards
 35. Efficiency and co-operation of administrative staffs
 36. Policy regarding transfer, promotion, etc
 37. Efficiency of communication of information in the department
 38. Effectiveness of rules, procedures for planning and implementation of programmes
 39. Co-ordination among different units
 40. Your overall job satisfaction
 41. Your overall satisfaction with life

PART-V

Organisational Climate

Give the responses to the following statements. Please note that you are required to give responses for ACTUAL and DESIRED situation.

ACTUAL

DESIRED

1. How often do you feel that an employee sees a threat to his career in this organisation?
 - A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
2. " Serious discrepancies does not exist in the way benefits are awarded to persons in the organisation"
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
3. To what extent do you feel that people here have a sense of defeatism, and have to be pushed every now and then?
 - A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
4. How often are your ideas for change given a good hearing?
 - A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

5. To what extent do you receive correct information about your work duties, etc.?
 - A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
6. To what extent do you feel that people here are required to check with their superiors even the minute details of a task at every state?
 - A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
7. How are tasks executed here ?
 - A. Instructions are issued with no opportunity to raise the questions or give comments
 - B. Instructions are issued and explained and then opportunity is given to ask questions
 - C. Instructions are drawn up, but are discussed with subordinates and sometimes modified before being used
 - D. Specific alternative objectives are drawn up and subordinates are asked to discuss and choose the one they prefer
 - E. Problems are presented to those persons who are involved and objectives are then set up by the subordinates and the superiors jointly by group discussion.
8. "People here take pride in the fact that no one really find fault with what they have done- the standards they maintain for themselves are so high"
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
9. "There is a general feeling here that grievances of the employees are handled properly"
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

10. To what extent do people in your department encourage one another at work?
 - A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
11. To what extent do you agree that an employee here is aware of what is expected of him by different people in the organisation?
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
12. To what extent do you agree with the statement that this organisation is better than other similar organisation?
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
13. Is there a general feeling of insecurity amongst employees at your level regarding their position in the organisation?
 - A. Most employees people feel insecure
 - B. Many employees feel insecure
 - C. Some employees feel insecure
 - D. Quite a few employees feel insecure
 - E. Only a few employees feel insecure
14. How often is a piece of good work, even if not rewarded financially, is recognised and appreciated in the organisation?
 - A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

15. In your opinion how many people show keen interest to improve upon their knowledge and skills?
 - A. Almost none
 - B. A few people
 - C. Some of the people
 - D. Most of the people
 - E. Almost all the people
16. "People are apprehensive of doing any thing that does not have any established precedence." To what extent do you think that this statement applies to this organisation?
 - A. Yes, in very few cases
 - B. Yes, in some cases
 - C. Yes, in many cases
 - D. Yes, In most of the cases
 - E. Yes, in all most all the cases
17. How adequate the amount of information you get about what is going on in other departments and the units of the organisation?
 - A. Very inadequate
 - B. Inadequate
 - C. Neither adequate nor inadequate
 - D. Adequate
 - E. Very adequate
18. To what extent do superiors here show their faith in the capability of their subordinates?
 - A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
19. How often do you feel that the tendency here is to pass the job of taking important decision on to somebody else?
 - A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

20. "In order to meet the targets within prescribed deadlines the tendency here is to somehow get the job over without adequate concern of quality" How often does it happen here?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
21. "The general feeling here is that people do not get a fair hearing from those who are higher up" How much do you agree with it?
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
22. "Whatever the level of performance groups of people here often lose sight of larger considerations" To what extent do you agree with this statement?
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
23. Do you agree that almost every one here knows who is working under whom in this organisation?
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
24. "If they have an alternative choice the employees in this organisation in general feel happy to leave the organisation" To what extent do you think that this is true of employees here?
- A. All of them would feel happy to leave this organisation
 - B. Most of them would feel happy to leave this organisation
 - C. Some of them would feel happy to leave this organisation
 - D. Very few of them would feel happy to leave this organisation
 - E. None of them would feel happy to leave this organisation

25. Do people share their concerns with others freely and openly?
- A. No, they are very cautious
 - B. Quite cautious
 - C. Slightly cautious
 - D. Quite free and open
 - E. Very free and open
26. If one of your colleagues does his job in a better way than it is usually done, does he get proper recognition for it?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
27. In your observation how often do the employees in this organisation feel bored and stagnant?
- A. Not at all
 - B. On very few occasions
 - C. On some occasions
 - D. On most occasions
 - E. On all occasions
28. "It does not matter much whether you do a good job or not, the important thing is not to make a mistake" To what extent do you feel that people here think this way?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
29. To what extent is the information passed from one person to another in this organisation distorted?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all

30. How often are people here told to carry out tasks without knowing why and for what?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
31. How often are your ideas sought about the work that you are to do?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
32. To what extent is it true that remaining busy is not enough in this organisation?
- A. Yes, it is true to a very great extent
 - B. Yes, it is true to a considerable extent
 - C. Well, it is true to a negligible extent
 - D. No, it is not quite true
 - E. No, it is not true at all
33. Five different ways of handling problems between people and departments are described below, while one of these five is most often used in this organisation?
- A. A little is done about these problems; they continue to exist.
 - B. Little is done about these problems; they work themselves out with time
 - C. The problems are appealed to a higher authority in the organisation but often are still not handled.
 - D. The problems are appealed to a higher authority in the organisation and are usually tackled there.
 - E. The problems are worked out at the level where they appeared, though mutual efforts and understanding.
34. How often do you think that professional jealousies obstruct the performance of duties in this organisation?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

35. To what extent do you feel that the way people are grouped in this organisation has proved to be dysfunctional ?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
36. To what extent do you think that the contribution that your organisation makes to society is not so outstanding ?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
37. To what extent do you have confidence in the people you work with ?
- A. Not at all
 - B. To a little extent
 - C. To some extent
 - D. To a considerable
 - E. To a very great extent
38. To what extent do people have a sense of pride in the contribution they make to this organisation?
- A. Yes, to a very great extent
 - B. Yes, to a considerable extent
 - C. Yes, to some extent
 - D. To a little extent
 - E. Not at all
39. Are the things around your working environment (people, policies, conditions) that discourage you from working here?
- A. Yes, practically every thing around here discourages me from working here
 - B. Yes, a great many things round here discourages me from working here, only a few do not discourage me.
 - C. About as many things discourage me as encourage me to work here.
 - D. Not most things around here encourage me to work here.
 - E. No, practically every thing around here encourages me to work here

40. "Whenever people here are bogged down with a problem, any attempt to take a fresh look at it, meets with a lot of resistance"
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
41. To what extent do you feel that people here approach others directly for the information rather than writing memos to them?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
42. "One can not simply go ahead and do a thing unless one has discussed it with one's superior before"
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
43. How much influence do you think your colleagues have in deciding what should be done in this organisation?
- A. Very much
 - B. Much
 - C. Some
 - D. Little
 - E. Not at all
44. "Wasting one's time and energy is a common thing here"
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
45. "Grievances normally are not settled unless they are taken jointly"
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always

46. Do the employees here work with a team spirit?
- A. Team spirit does not exist at all
 - B. Team spirit exists in a few members
 - C. Team spirit exists in most of the members
 - D. Team spirit exists in all most all the members
 - E. Team spirit exists in all members
47. To what extent do you think that the way policies, rules and procedures are practiced here obstructs the smooth functioning of the organisation?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
48. To what extent do you think that your organisation has real interest in the welfare of the employees?
- A. They are not at all interested
 - B. They are not very much interested
 - C. Only in certain ways they are interested
 - D. They are quite interested
 - E. They are very much interested
49. How often do employees here rely on one another?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
50. "Significant contribution may arouse jealousy amongst co-workers"
- A. Almost always
 - B. Usually
 - C. Sometimes
 - D. Rarely
 - E. Almost never
51. "This organization facilitates the self improvement of its employees"
- A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

52. How often do you feel employees' ideas for changing the way things are done given a good hearing?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
53. To what extent is there a free exchange of information among and between different levels of employees in this organisation?
- A. To a very great extent
 - B. To a considerable extent
 - C. To some extent
 - D. To a little extent
 - E. Not at all
54. "Some superiors are always tough, some are soft, some change depending upon the situations" How often do superiors here change their way of handling tasks and people depending upon the situations?
- A. Almost always
 - B. Usually
 - C. Sometimes
 - D. Rarely
 - E. Almost never
55. Considering the pressure here how often do you feel that people resort to taking ad hoc decision rather than analysing the situation?
- A. Almost always
 - B. Usually
 - C. Sometimes
 - D. Rarely
 - E. Almost never
56. "In order to stay here, one can not just perform some how , work has to be done well"
- A. Strongly disagree
 - B. Disagree
 - C. Neither disagree nor agree
 - D. Agree
 - E. Strongly agree

57. "Inter-personal problems are not avoided, attempts are made to explore and get to the root of the problem" How often does it happen here?
- A. Almost always
 - B. Usually
 - C. Sometimes
 - D. Rarely
 - E. Almost never
58. "Considering the busy schedule and work load here the employees seldom find time to share their concerns with each other"
- A. Strongly disagree
 - B. Disagree
 - C. Neither disagree nor agree
 - D. Agree
 - E. Strongly agree
59. At some places, any body can go to any body else to discuss any problem he faces. In your opinion how often does it happen here?
- A. Almost never
 - B. Rarely
 - C. Sometimes
 - D. Usually
 - E. Almost always
60. How important do you feel in this organisation?
- A. Not at all
 - B. Some what
 - C. Not quite
 - D. Quite
 - E. Very much

PART VI

Key Performance Areas

1. In your present official position you might be expected to handle different tasks or activities.

Please indicate the following :

- i) Task, you perform by mentioning yes or no against each of the following task
- ii) Frequency of performance of each task by you
- iii) Level of importance of each task as perceived by you in relation to your job

	Frequency of performance*	Level of performance**	
1.	1 2 3 4 5	1 2 3 4 5	Y/N
2.	1 2 3 4 5	1 2 3 4 5	Y/N
3.	1 2 3 4 5	1 2 3 4 5	Y/N
4.	1 2 3 4 5	1 2 3 4 5	Y/N
5.	1 2 3 4 5	1 2 3 4 5	Y/N

* 1. Seldom, 2. Occasional, 3. Monthly, 4. Fortnightly/weekly, 5. Daily

** 1. Very low, 2. Low, 3. Medium, 4. High, 5. Very high

- | | | | |
|-----|---|-----------|-----|
| 6. | Supply of inputs (seeds, fertilisers, etc) and monitoring their use and maintain different records relating to the activities | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 8. | Preparing reports concerning your activities | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 9. | Organising meetings, trainings, seminars, etc. | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 10. | Conducting demonstrations in the farmers field | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 11. | Giving talk to group of people | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 12. | Inspiring and motivating people | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 13. | Preparing objectives, plan of action, etc. of different extension programme | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 14. | Monitoring and evaluation of extension programmes | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 15. | Allocation of man-power to different units | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 16. | Preparation of budget and securing fund for different activities | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |
| 17. | Conducting training of subordinates to accomplish their tasks and to improve their work performance | | |
| | 1 2 3 4 5 | 1 2 3 4 5 | Y/N |

* 1. Seldom, 2. Occasional, 3. Monthly, 4. Fortnightly/weekly, 5. Daily

** 1. Very low, 2. Low, 3. Medium, 4. High, 5. Very high

- | | |
|--|-----------|
| 18. Providing technical support to subordinates | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |
| 19. Supervision and constant professional advice to subordinates to assist them in getting the message across to the farmers | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |
| 20. Solving the grievances of subordinates and ensuring proper facilities, amenities to them | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |
| 21. Monitoring and evaluating the work of subordinates | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |
| 23. Keeping regular contacts with local agricultural research stations to know the latest technologies or research findings | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |
| 24. Seeking information from books, journals and other literature to improve job performance | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |
| 25. Participating in T.V. programme, radio talk and writing of technical articles | Y/N |
| 1 2 3 4 5 | 1 2 3 4 5 |

* 1. Seldom, 2. Occasional, 3. Monthly, 4. Fortnightly/weekly, 5. Daily

1. Very low, 2. Low, 3. Medium, 4. High, 5. Very high

2. What are your targets to be achieved in your present job ?
- A. Quarterly:
- B. Half yearly:
- C. Annually:

3. In your present job certain qualities might be required to handle different tasks or activities. Please indicate the following :
- The quality which is applicable by making '√' mark against it
 - Your rating for the criticality of indicated quality (1 to 9 i.e. least critical to very critical)

1. Basic knowledge of local agrl. situation	1	2	3	4	5	6	7	8	9
2. Understanding of farmers' needs & problems	1	2	3	4	5	6	7	8	9
3. Knowledge of modern farm practices	1	2	3	4	5	6	7	8	9
4. Practical skills in farming	1	2	3	4	5	6	7	8	9
5. Communication abilities (verbal, written)	1	2	3	4	5	6	7	8	9
6. Skills in conducting demonstrations, campaign, meeting etc.	1	2	3	4	5	6	7	8	9
7. Concern for whole farming community	1	2	3	4	5	6	7	8	9
8. Genuine interests in helping farmers	1	2	3	4	5	6	7	8	9
9. Faith in farmers	1	2	3	4	5	6 ^{te}	7	8	9
10. Willingness to learn from others	1	2	3	4	5	6	7	8	9
11. Motivation to influence others	1	2	3	4	5	6	7	8	9
12. Planning ability	1	2	3	4	5	6	7	8	9
13. Organising ability	1	2	3	4	5	6	7	8	9
14. Problem solving ability	1	2	3	4	5	6	7	8	9

15. Decision making ability

1 2 3 4 5 6 7 8 9

16. Team spirit

1 2 3 4 5 6 7 8 9

17. Persuasiveness

1 2 3 4 5 6 7 8 9

18. Initiative

1 2 3 4 5 6 7 8 9

19. Optimism

1 2 3 4 5 6 7 8 9

20. Sociability

1 2 3 4 5 6 7 8 9

21. Endurance

1 2 3 4 5 6 7 8 9

22. Perseverance

1 2 3 4 5 6 7 8 9

23. Task orientation

1 2 3 4 5 6 7 8 9

24. Honesty

1 2 3 4 5 6 7 8 9

25. Drive and determination

1 2 3 4 5 6 7 8 9

26. Dependability

1 2 3 4 5 6 7 8 9

27. Flexibility and openness

1 2 3 4 5 6 7 8 9

28. Predictive ability and perceptiveness

1 2 3 4 5 6 7 8 9

29. Empathy

1 2 3 4 5 6 7 8 9

4. Apart from appraisal by superior do you want self-appraisal of performance by the employees? Yes/No
5. Do you think that an in-depth analysis of factors which have contributed to the better performance has to be included as a part of performance appraisal system? Yes/No
6. Do you think that an in-depth analysis of factors which have contributed to hinder the performance has to be included as a part of performance appraisal system? Yes/No
7. Do you feel that a discussion with superior about his perception, expectation and assessment is essential? Yes/No
8. Do you think that a discussion with superior is essential to know your strengths and weaknesses as well as to receive counsels for better performance? Yes/No
9. Do you think that performance review should lead to identification of training or developmental needs in order to increase productivity of employees? Yes/No
10. Do you agree in tying reward to better performance? Yes/No

If yes, what kind of rewards do you think to be given to employees who perform better after the appraisal process?

- i) Salary enhancement
 - ii) Extra remuneration
 - iii) Promotion
 - iv) Placement for other (higher level) job
 - v) Any other (please specify)
11. How can the level of motivation in employees to perform better be improved in your organisation?
 - i) Providing reward
 - ii) Identifying difficulties and providing support to overcome weaknesses
 - iii) Recognising and appreciating new ideas
 - iv) Helping to utilise the strength of employees
 - v) Any other (please specify)
 12. What are the main problems can you anticipate in implementation of new performance appraisal system ("self assessment - performance analysis-discussion -identification of developmental needs-final assessment")?

Appendix II

State Department of Agriculture, Haryana

Form of Annual Confidential Report for the Officials in HAS II

1. Name of officer :
2. Father's name :
3. Date of birth :
4. Dated of appointment in HAS II
(Adhoc/Regular) :
5. Designation and place of posting :
6. Period spent on post :
7. Comments :

8. After office hours and during
holidays whether officer remains
present at HQ or not :
9. Honesty :
10. Attitude of the officer towards
others castes and communities :
11. Performance in respect of relief
and rehabilitation work :
12. Defect, if any :

- Categorisation : Out standing / Very good
 / Good / Average /
 Below average

Dated :

Signature of the Reporting
Officer (with stamp)

Comments of the Deputy Director of Agriculture :

Dated : Signature

Comments of the Sub Divisional Officer (Civil) :

1. Honesty :
2. Relation with the public :
3. Works regarding Development
scheme and implementation
of Government policies :

Dated : Signature

Comments of Director of Agriculture, Haryana :

Dated : Signature

State Department of Agriculture, Haryana

Form of Annual Confidential Report

Designation :
Office/Branch/Section :
Period under report :

Part I

1. Name of the employee :
2. Father's name :
3. Designation of the post held :

Reporting Authority _____	Reviewing Authority _____	Accepting Authority _____
------------------------------	------------------------------	------------------------------

Part II

Important notes :

1. Before writing the annual confidential report the reporting/reviewing/accepting authority should read carefully the instruction given
 2. Unless otherwise specified to the contrary the reporting authority should make use of one of the gradings, i.e., outstanding/ very good/ good average/ below average in the box provided against each column
-
1. Brief of the duties assigned :
 2. State of health :
 3. Conduct and character :
 4. Punctuality and regularity :
 5. Ability to get along with and behaviour with :
 - a) Superior officers
 - b) Colleagues
 - c) Public

6. Amenability to discipline :
7. Devoting to duty and hard working :
8. General intelligence and keenness to learn :
9. Fitness to the assigned task :
10. Proficiency in using the state language/ Hindi in his day to day office work :
11. Whether employee stays in the head quarter after closing of office and during holidays (yes/no) :
12. Promptness and accuracy in disposal of work :
13. Knowledge of rules, regulations and instructions in general and with particular reference to the work allotted to him :
14. Quality of work performed by him :
15. Organisation of work :
16. Assessment of integrity : Has anything come to your notice which reflect adversely on the officials' integrity in his ability to honestly execute his duties ?
17. Whether there are any adverse remarks on the work and conduct of the employee :
18. Has the official done any outstanding/ meritorious work?
19. Suitability for promotion or higher scale of pay:
20. Overall grading based on the assessment made from Sr. No. 2 to 19 above :

Signature of the reporting authority
Name in block letters
Designation

Remarks of the Reviewing Authority

- a) I endorse the above remarks
- b) I agree with the above views subject to the following observations :
 - (i)
 - (ii)
 - (iii)
- c) I do not agree with the above remarks in columns :

Signature of the Reviewing authority
Name in block letters
Designation

Date :

Remarks if any, or counter signatures of accepting authority

Signature
Name in block letters
Designation

Date :

Appendix III

Bhagwat Bhakti Ashram, Rewari (Haryana)

Annual Assesment Report for Technical Personnel

Part I

(Particulars to be filled by the Administrative Branch)

1. Name :
2. Date of birth :
3. Designation :
4. Scale of pay :
5. Qualifications :
 (i) Academic
 (ii) Professional
6. Date of entry into services :
7. Period of continuous appointment to the present post and grade :
8. Date of posting to the present unit :
9. Period of reporting with effect from :
10. Period of absence from duty on leave training, health etc. during the period under report :

Part II

(To be filled by the officer reported upon)

Give a resume of your performance for the period under report in not more than 100 words in the areas of tasks assigned to you

Any difficulty in terms of facilities etc. experienced by the official

Date :

Signature

Part III

Assessment of the Reporting officer (To be done by the Head of Division/ Section)

1. What are the tasks assigned to the officer during the period under report?
2. What is your assessment of the officer's performance of the tasks assigned to him, and his technical competence?
3. Has he an adequate sense of responsibility?
4. Is he fit to be placed in charge of members of the staff?
5. Has he made any significant contributions during the year?
6. Has he shown an professional/ supervisory ability/ organising capacity?
7. General Assessment : Outstanding / Very good / Average / Below average
 - i) Initiative :
 - ii) Industry and Conscientiousness :
 - iii) Physical capacity for duty :
 - iv) Promptness in disposal of work :
 - v) Punctuality and Regularity :
 - vi) Amenability to discipline :
 - vii) Relations with
 - a. Subordinates :
 - b. Colleagues :
 - c. Public :
 - viii) Co-operative and Team spirit at work :

8. Has the officer been reprimanded for indifferent work or for other reason during the period under review? If so, please give brief particulars.
9. Integrity :

Signature of the Reporting Officer
Name in block letters
Designation

