

**ORGANISATIONAL CLIMATE AND JOB PERFORMANCE OF  
HORTICULTURE OFFICERS OF THE STATE DEPARTMENT OF  
HORTICULTURE (A.P.)**

BY

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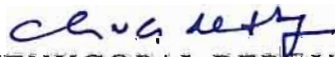
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## CERTIFICATE

Mr. T. SRINIVASA RAO, has satisfactorily prosecuted the course of research and that the thesis entitled "ORGANISATIONAL CLIMATE AND JOB PERFORMANCE OF HORTICULTURE OFFICERS OF THE STATE DEPARTMENT OF HORTICULTURE (A.P)" submitted is the result of original research work and is of sufficiently high standard to warrant its presentation to the examination. I also certify that the thesis or part thereof has not been previously submitted by him for a degree of any university.

Date: 07-05-2002  
Place: Hyderabad


  
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Major Advisor



## CERTIFICATE


This is to certify that the thesis entitled "ORGANISATIONAL CLIMATE AND JOB PERFORMANCE OF HORTICULTURE OFFICERS OF THE STATE DEPARTMENT OF HORTICULTURE (A.P)" submitted in partial fulfilment of the requirements for the degree of MASTER OF SCIENCE IN AGRICULTURE of the Acharya N.G. Ranga Agricultural University, Hyderabad is a record of the bonafide research work carried out by Mr. T. SRINIVASA RAO under my guidance and supervision. The subject of the thesis has been approved by the Student's Advisory Committee.

No part of the thesis has been submitted for any other degree or diploma. The published part has been fully acknowledged. All assistance and help received during the course of investigation have been duly acknowledged by the author of the thesis.


  
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Thesis approved by the student's advisory committee

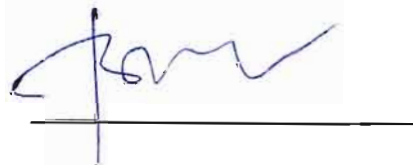
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*T. Srinivasa Rao*  
**(T. SRINIVASA RAO)**

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## LIST OF ABBREVIATIONS

AA	:	Agriculture Assistant
AB	:	Andhra Bank
ADA	:	Assistant Director of Agriculture
ADH	:	Assistant Director of Horticulture
AEO	:	Agriculture Extension Officer
ANGRAU	:	Acharya N G Ranga Agricultural University
AO's	:	Agriculture Officers
APAU	:	Andhra Pradesh Agricultural University
HO's	:	Horticulture Officers
SMSs	:	Subject Matter Specialists
SSC	:	Secondary School Certificate
VA	:	Village Assistant
VEO's	:	Village Extension Officers



## DECLARATION

I, T. SRINIVASA RAO, hereby declare that the thesis entitled "ORGANISATIONAL CLIMATE AND JOB PERFORMANCE OF HORTICULTURE OFFICERS OF THE STATE DEPARTMENT OF HORTICULTURE (A.P)" submitted to Acharya N.G. Ranga Agricultural University for the degree of MASTER OF SCIENCE IN AGRICULTURE is a result of original research work done by me. I also declare that the thesis or part thereof has not been published earlier elsewhere in any manner.

Date: 07-05-2002

  
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## ABSTRACT

Agriculture Production in India since independence has undergone a tremendous change. Foodgrain and oilseed production increased by three fold. We have also made spectacular progress in horticulture production. However, in recent years we are confronted with many challenges. Our population has crossed hundred crore mark and as such malnutrition, growing unemployment, food quality, ecological security, unsustainable production etc. are the most important issues which need to be addressed in the right perspective with this challenge going on one hand and globalization of agriculture on other. We have to go away with our traditional farming and have to concentrate more on economically viable and export oriented agriculture. The State Department of Horticulture is working in a planned way by creating a situation for changing the knowledge, skills, attitude and understanding of farmers in a desirable direction and motivate them to adopt new technology. In particular the economically profitable and cost saving technologies are recommended to the farmers in the form of package of practices. The adoption of which shall bring them higher return from the enterprises.

The organisational climate and job performance are two important dimensions that contribute for effective functioning of personnel in organisation. Keeping this in view, the present study entitled "Organisational climate and job performance of Horticulture Officers of the State Department of Horticulture (A.P)" was planned and conducted in State Department of Horticulture (A.P).



The ex-post-facto research design was followed in the study. State Department of Horticulture (A.P) was purposively selected for the study as no investigation was carried out in this area of research. All the Horticulture Extension Officers working in the State Department of Horticulture (A.P) have been selected for study. Initially structured questionnaire was sent to all 125 Horticulture Extension Officers, out of which only 63 respondents returned the mailed questionnaire. On the other hand, it was found that three questionnaires were filled incompletely. Thus 60 responses were taken into consideration for the present investigation. Scale developed by Srivastava (1985) with suitable modifications was used for assessing organisational climate and questionnaire has been developed for studying the selected characteristics and job performance of horticulture officers.

Majority of the horticulture officers belonged to middle age group followed by young age and most of them are having B.Sc.(Hort.) degree followed by M.Sc.(Ag.), M.Sc. (Hort.) and B.Sc.(Ag.). Sixty per cent of the respondents had low experience followed by medium and high experience. Majority of the respondents are getting the salary of Rs.9,000 to 11,000 followed by Rs.6,000 to 8,000, Rs.12,000 to 14,000 and Rs.18,000 to 20,000. About sixty eight per cent of respondents had undergone very low level of training followed by low, average and equal number (1.67%) of respondents undergone high level and very high level of training. More than half of the respondents had expressed medium level of scope for recognition and rewards followed by low and high level. Nearly half of the respondents had perceived the workload as average followed by heavy and low. Eighty per cent of respondents had medium level of empathy followed by high and low empathy. About sixty eight per cent of the respondents expressed the level of job satisfaction as average followed by good and poor. Majority of respondents had low present level of aspirations followed by medium and high present level of aspirations. Fourty seven per cent of respondents had medium future level of aspirations followed by low and high future level of aspirations.

About 48 per cent of the respondents perceived the organisational climate as good followed by average and poor. With regard to organisational climate, the items namely; assence of belongingness to the organisation, work related information is freely shared in order to accomplish the assignment, the job involves considerable amount of discretion in handling the work, workers are proud to belong to the organisation and superior reserve considerable decision making power were ranked I, II, III, IV and V respectively based on the obtained scores of respondents.

Nearly half (48.33%) of respondents perceived that their job performance was average followed by good and poor. The items of job performance such as visits the area (20 days/month) and maintains tour dairy, helping farmers in identifying and selection of drip agencies for mulching and drip irrigation, keep upto date information with regard to progress made, motivate farmers to adopt drip irrigation and sending all reports to ADH promptly and forecasting crop prospects were ranked I, II, III, IV and V respectively based on the total obtained responses.

The independent variables namely; scope for recognition and rewards, job satisfaction and future level of aspiration had shown positive and



significant correlation with perceived organisational climate. On the other hand, variables namely; age, training undergone, empathy and job satisfaction had shown positive and significant correlation with job performance of Horticulture Officers. All other selected independent variables had shown non significant relationship with organisational climate and job performance of Horticulture Officers.

Major problems perceived by Horticulture Officers include less number of Sub-Assistants, lack of sufficient office facilities and transport facilities, less travelling allowances, large area under jurisdiction etc. The important suggestions given by Horticulture Officers were providing more field staff, good office and transport facilities, more travelling allowance and recruiting sufficient number of Horticulture Officers to cover the area.

# *Introduction*



## CHAPTER I

### INTRODUCTION

Agriculture is the main stay of India's economy and 75 per cent of India's population who live on Agriculture, account for half of the national income. Most of the farmers make out an existence through subsistence farming. Therefore, transformation of Indian Agriculture from a subsistence level to a modern scientific farming is a must and an efficient extension system capable of timely dissemination of need based farm technology among farming community is of paramount importance for achieving rapid strides in agricultural development. Development of agriculture is an integral part of economic development. The development of agriculture sector is, therefore, not just an end in itself; it also has direct and beneficial effect on overall economic development.

In horticulture production, we have made spectacular progress. However, in recent years we are confronted with many challenges. Our population has crossed 100 crore mark and as such ecological security, malnutrition, growing unemployment, food quality consciousness, unsustainable production etc. are the most important issues which need to be addressed in the right perspective. With this challenges going on one hand and globalisation of agriculture on the other we have to away with our traditional farming (or) subsistence farming and we have to concentrate more on employment generation, economically viable and export oriented agriculture. Hence, Horticulture production assumes paramount importance in Indian economy. This was well realised by the Government and special trust was



given on horticulture development in agriculture policy resolution. This yielded desirable results and the area and production of horticultural crops showed significant progress presently. These crops cover over 14 million hectares accounting for roughly 7% of the gross cropped area and contribute about 115 million tonnes to the agriculture production of the country which accounts for roughly 20% of the gross value of agriculture output.

India has a wide variety of climate and soil on which a large range of horticulture crops such as fruits, vegetables, potato and other tropical tuber crops; ornamental, medicinal and aromatic plants; plantation crop species; cashew and cocoa are grown. After attaining independence in 1947, major emphasis was laid on achieving self sufficiency in food production. Development of high yielding wheat varieties and high production technologies and their adoption in areas of assured irrigation paved the way towards food security ushering in green revolution in the sixties. It, however gradually became clear that horticultural crops for which the Indian topography and agro climates are well suited and ideal method of achieving sustainability of small holdings, increasing employment, improving environment, providing an enormous export potential and above all achieving nutritional security. As a result, due emphasis on diversification to horticultural crops was given only during the last two decades.

Andhra Pradesh has good natural resource base, an adequate R & D infrastructure and excellence in several areas. As a result, the horticulture scenario of state has been changing fast. Both production and productivity of several crops has increased manifold and Andhra Pradesh can boost itself as a leading



horticultural state in India. It was evident from a fruit boom which is going to soon catch in the state. The government is launching schemes for the integrated development of fruits and vegetables. Nature has placed Andhra Pradesh in a state of advantage and now it is an extension horticulturists to work towards ushering in a golden revolution in years to come to A.P. and India.

### 1.1 STATEMENT OF THE PROBLEM

The psychological atmosphere of an organisation is generally referred to as organisational climate. It is stated as "set of characteristics or attributes that describes an organisation, distinguishes it from other organisations are relatively enduring over a period of time and influence the behaviour of people in it". For the individual member within the organisational climate, takes the form of a set of attitudes and expectancies which describe the organisation in terms of both static characteristics and behaviour outcome and outcome contingencies. Each organisation has its own culture, traditions and methods of action, which in their totality constitute its climate for people.

Organisational climate is most adequately conceptualised as a summary perception which people have of (or about) an organisation. It is then, a global impression of what the organisation is the global nature of organisational climate in no way suggest that the concept is unidimensional. Many different classes of events or organisational practices and procedures may contribute to the global (or) summary perception of people have of their organisation. Thus each individual perceives or conceptually sites his organisation in any number of ways, depending upon the context and set of information about the organisation which is

operative for the individual. He may perceive climate as favourable or good when it is work oriented and innovation oriented and supportive and had a unfavourable, if it occurs as a negative form.

The basic objective of having an organisation is to provide requisite opportunities and facilities to the individuals to perform their jobs efficiently. The success of an organisation, therefore can best be assessed in terms of the job performance of its members. Job in a simple term may be defined as assignment of task to a particular individual and performance implies the result of individuals response to a stimulus object that is the task. The term job performance therefore can be conceived as the level of success achieved by the individual in accomplishing the task assigned to him. Rizvi (1967) defined job performance as the manner and extent to which different jobs are performed in a practical situation.

The Effectiveness of an organisation is dependent on effective management of its employees as well as on acceptance and participation of farmers in its programmes. The existing set up of extension service has been structurally and functionally modified with the assumption of improving organisational efficiency to improve the technical base of extension functionaries. SMSs at subdivisional and district levels with systematic trainings of extension personnel to keep them upto date with latest technical knowledge. The geographical area and number of farm families have been reduced to manageable limits to facilitate intimate and frequent line of technical support and administrative control and to assume a close personnel guidance and supervision. The extension functionaries have exclusive horticulture extension work with specified job responsibilities. Thus developing a condusive

climate in organisation with motivated professional personnel to carryout the assigned responsibilities.

The organisational climate and job performance are two important factors that contribute for effective functioning of personnel in an organisation. Conducive organisational climate greatly influences the job performance of the employees in any organisation facilitates the overall progress of the organisation. Thus the success of any programme depends upon the favourable organisational climate, high job performance of the employees in any organisation. How well the various functionaries oriented toward their job and what is their level of job performance?, is it enough to raise horticulture production and what problem the functionaries face in carrying out their jobs? These are the questions often raised in an organisation. Keeping this in view an attempt has been made to assess the "Organisational climate and job performance of Horticulture Officers of the State Department of Horticulture (A.P)".

## 1.2 OBJECTIVES OF THE STUDY

1. To study the selected characteristics of Horticulture Officers.
2. To find out the perception of Horticulture Officers with regard to organisational climate.
3. To analyse the job performance of Horticulture Officers working in State Department of Horticulture (A.P)
4. To assess relationship if any between the selected characteristics of Horticulture Officers and their job performance and perceived organisational climate.
5. To identify the organisational problems as perceived by the Horticulture Officers and elicit the suggestions to overcome them.



### 1.3 SCOPE AND IMPORTANCE OF THE STUDY

Previous studies on the behaviour aspect of agricultural development organisations were mostly confined to government department of agriculture and animal husbandry. The study of this nature in Horticulture organisation in A.P. is perhaps a pioneering effort and as such it is presumed to provide some valuable results which may add to our knowledge in the field of horticulture organisations.

The present study on the concept of organisational climate and job performance of Horticulture Officers may lead to better understanding on how far the organisation serves a meaningful psychological environment for its members which results in increasing job performance. Such an understanding serves as a feedback to the administrators so as to streamline these efforts for effective management of work and personnel in organisation. Moreover, the concept of organisation climate serves as important criteria in evaluating the organisation.

### 1.4 LIMITATIONS OF THE STUDY

1. Being a post-graduate research, this investigation has limitation of time and resources.
2. The study was carried only on Horticulture Officers who are doing extension work.
3. The study was based on perceived opinion of the respondents which may not be totally free from bias inspite of all the precautions taken by investigator.

The report of the study is presented in five chapters. The first chapter deals with brief introduction including importance of study, objectives, scope and limitations of the study as presented above. After this chapter, a review of relevant literature has been presented in second chapter. The third chapter is devoted to the various aspects of research methodology followed in present study together with the statistical procedures used. The chapter four and five presents the results and discussion.

*Review of Literature*

10/1/19

## CHAPTER II

### REVIEW OF LITERATURE

A comprehensive review of literature is paramount importance to any research endeavour, as it not only gives an idea on the work done in the past and assist in delineation of problem area but also provides basis for interpretation and discussion of findings. Research studies on organisational climate and job performance of Horticulture Officers were very limited. However sincere efforts have been made to review the related literature of meaning for value which is having direct (or) indirect bearing on this study. The collected literature is presented under the following headings.

- 2.1 Selected characteristics of Horticulture Officers
- 2.2 Perception of Horticulture Officers about organisational climate.
- 2.3 Job performance of Horticulture Officers working in State Department of Horticulture
- 2.4 Relationship between the selected characteristics of Horticulture Officers and their job performance and perceived organisational climate.
- 2.5 Organisational problems as perceived by the Horticulture Officers and suggestions to overcome them.

#### 2.1 **SELECTED CHARACTERISTICS OF HORTICULTURE OFFICERS**

##### 2.1.1 **Age**

Ramachandra (1985) found that all the Subject Matter Specialists belonged to the middle age group.

Rao (1988) reported that majority (85.71%) of the professors of Agriculture belonged to middle age group followed by old (14.29%) and none in young group.

Purushotham (1989) concluded that majority of the Village Extension Officers (VEOs) were middle aged (31-44 years).

Khan (1990) revealed that majority of the managers (56.67%) of A.P. Dairy Development Co-operative Federation were in the age group of 33-44 years followed by 25 per cent had more than 44 years and 18.33 per cent had less than 33 years of life.

Venkaiah (1991) found that majority (52.50%) of Agriculture Officers were in young age, whereas 47.44 per cent were in old age group.

Prabha (1994) expressed in her study that majority (51.50%) of the scientists of ANGRAU belonged to medium aged group followed by old (29.50%) and young (17.00%).

### **2.1.2 Educational qualifications**

Jayaraj (1986) reported that 90.77 per cent of respondents were graduates in Agriculture, 6.15 per cent were post-graduates and remaining 8.08 per cent were S.S.C. holders.

Khan (1990) in his study found that 11.67 per cent of the managers were diploma holders. Majority (58.33%) were graduates and about 30.00 per cent were post-graduates. Whereas small number of the supervisors (23.30%) passed



high school and about 42.50 per cent graduates and 34.17 per cent were technical diploma holders.

Prabha (1994) revealed in her study that, majority (59.5%) of the scientists of ANGRAU had doctoral degree followed by post graduation (34%) and post doctorates (6.5%).

### 2.1.3 Experience

Rao (1985) reported that majority of Agricultural Officers (AOs) and Village Extension Officers (VEOs) have put the 10 years of experience.

Obaiah (1987) concluded that majority (72.00%) of NAEP Supervisors were belonged to medium group in their experience followed by less experience group (21.00%) and high experience group (7%).

Rao (1987) reported that majority of the Andhra Pradesh Agricultural University teachers had average total experience.

Mishra (1991) revealed that majority (54.00%) of the Agricultural Extension Officers (AEOs) had medium experience followed by 26.00 per cent and 20.00 per cent had high and low experience respectively.

Prakash (1991) observed that majority (68.75%) of AOs had less experience followed by medium experience (25.00%) and more experience (6.25%).

Venkaiah (1991) indicated that majority of the Agricultural Officers were having less experience in State Department of Agriculture.

Ravindra (1994) revealed in his study that about thirty four per cent of the rural development officers of Andhra Bank (34.56%) were less experienced.

#### 2.1.4 Salary

Venkaiah (1991) reported that majority (53.00%) of the Agricultural Officers had received high salary whereas 47.00 per cent had received low salary.

#### 2.1.5 Training undergone

Mishra (1991) found that majority (88.00%) of the AEOs had undergone trainings in more than one subject and for more than one week period. Eight per cent had undergone training in one subject for one week period and above only 4.00 per cent of them were without any training.

Reddy (1993) observed that majority (61.29%) of Subject Matter Specialists (SMSs) had undergone short duration trainings followed by medium duration trainings (21.58%) and long duration trainings (16.13%).

Venkaiah (1991) reported that majority (70%) of Agricultural Officers had undergone low level of training followed by high (30%).

Kumar (1993) found that majority (72.50%) of Agricultural Officers (AOs) belonged to medium duration of group in trainings received while, 12.5 per cent to long duration and 15.00 per cent to short duration group.

Bharati (1994) revealed that 45.73 per cent of the teachers had medium training followed by 34.67 and 20.00 per cent had high training and no training respectively.

### 2.1.6 Scope for recognition and rewards

Vijayalakshmi (1992) reported that majority (86.67%) of the respondents perceived medium scope for recognition and rewards and 13.33% perceived a low scope for recognition and rewards. None of the respondents had felt that there was high scope for recognition and rewards.

### 2.1.7 Work load

Rani (1985) found that most of the scientists of Andhra Pradesh Agricultural University (50.5%) perceived their work load as average followed by 42.00 per cent as heavy and 6.5 per cent as too heavy.

Khan (1990) found in his study that fifty per cent of the Managers of A.P. Dairy Development Co-operative Federation had the low perception of workload followed by medium (45%) and high (5%).

Venkaiah (1991) concluded that 53.85 per cent of Agricultural Officers stated their workload as average, 41.03 as heavy workload and 5.12 as very heavy workload.

Bharati (1994) expressed in her study that majority (53.33%) of the teachers of ANGRAU had higher perception of workload followed by average (46.67%).

Ravindra (1994) revealed in his study that majority (59.09%) of Rural Development Officers of Andhra Bank had a high perception of workload followed by average (30%), very high (9.09%) and low (1.82%).

Reddy (1995) indicated that 70.00 per cent of the Professors perceived their workload as heavy, whereas 53.19 per cent of Associate Professors, 65.85 per cent of Assistant Professors and 55.10 per cent of total sample perceived it as average.

#### **2.1.8 Empathy**

Khan (1990) in his study revealed that majority (75%) of the Managers of A.P. Dairy Development Co-Operative Federation had average empathy followed by high (15%) and low (10%).

Gupta and Ogale (1991) ascertained that majority (54.29%) of Indian home makers were high in empathic ability.

Rao (1994) in his study expressed that majority (57.5%) of Extension personnel of Department of Agriculture had high empathy followed by low (42.5%). He also revealed that majority of extension personnel of ANGRAU (72.5%) also had high empathy followed by low (27.5%).

Ravindra (1994) in his study found that about thirty eight per cent of the rural development officers of Andhra Bank had average empathy.

#### **2.1.9 Job satisfaction**

Rao (1987) found that majority of Assistant Directors of Agriculture (ADA's) possessed higher levels of job satisfaction.

Amtul Waris (1989) indicated that majority of the Anganwadi workers had average satisfaction with their present job.

Venkata Subramaniam and Ramchand (1992) found that majority of Village Assistants (69%) were partially satisfied whereas, 17 per cent were satisfied with their job, only 14 per cent were dissatisfied within their job.

Reddy (1993) concluded that majority (63.75%) of the respondents had medium job satisfaction. Percentage of farm scientists who had high job satisfaction and low job satisfaction were 21.25 per cent and 15.00 per cent respectively.

Prakash (1997) revealed that majority (71.25%) of Agricultural Assistants had medium job satisfaction. Percentage of Agricultural Assistants who had low job satisfaction and high job satisfaction were 15 and 13.15 per cent respectively.

#### 2.1.10 Aspirations

Khan (1990) expressed in his study that majority (78.33%) of the Managers of A.P. Dairy Development Co-operative Federation had average level of aspiration followed by high (13.33%) and low (8.34%).

Venkaiah (1991) revealed that majority (59.00%) of the AOs had low level of aspiration.

Bharati (1994) found in her study that about forty five per cent of the teachers of ANGRAU had average level of aspiration followed by high and low.

Reddy (1995) revealed that 70.00 per cent of Professors, 72.30 per cent of Associate Professors, 80.48 per cent of Assistant Professors and 75.51 per

cent of the total sample of ANGRAU had average level of aspirations. While 80.00 per cent of Professors, 55.31 per cent of Associate Professors, 78.04 per cent of Assistant Professors and 67.34 per cent of the total sample of ANGRAU had average future level of aspirations.

## 2.2 PERCEPTION OF HORTICULTURE OFFICERS ABOUT ORGANISATIONAL CLIMATE

Jhansirani (1985) revealed that about thirty seven per cent of ANGRAU Scientists fell in the category of medium group with respect to perception about organisational climate, about 33.5 per cent of the sample fell under high group, whereas 29.00 per cent of respondents fell under the low group.

Reddy (1986) observed that majority of village extension officers in three selected districts of Andhra Pradesh perceived organisational climate as facilitating. The variations in perception of organisational climate is mainly due to the fact that it depends on one's personality.

Reddy (1988) reported that majority (65.72%) of respondents fell under the category of medium group and 20.00 per cent of sample respondents fell under the category of high group whereas, only 14.28 per cent of respondents fell under low group regarding the perception of organisational climate.

Khan (1990) concluded that majority of respondents had perceived their organisational climate as average.

cent of the total sample of ANGRAU had average level of aspirations. While 80.00 per cent of Professors, 55.31 per cent of Associate Professors, 78.04 per cent of Assistant Professors and 67.34 per cent of the total sample of ANGRAU had average future level of aspirations.

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Venkaiah (1991) revealed that majority (56%) of the Agricultural Officers perceived organisational climate as high, while 44 per cent of them perceived as low.

Rajiv (1992) identified that among the ranked dimensions of the organisational climate, the respondents attached the highest perception scores to the dimension of problem solving.

Bharati (1994) revealed that about forty one per cent of the teachers of ANGRAU had perceived the organisational climate as average followed by high (33.33%) and low (25.33%).

Prabha (1994) expressed that 63.5 per cent of the teachers of ANGRAU had perceived the organisational climate as average followed by high (20%) and low (14.5%).

Pussi (1994) found that 69.73 per cent of respondents perceived organisational climate as average and 18.42 per cent of them perceived as poor while, 11.85 per cent of the respondents perceived the organisational climate as good.

Ravindra (1994) observed that 43.64 per cent of respondents perceived the organisational climate as medium and 30.90 per cent of them as high while 25.46 per cent of the respondents perceived organisational climate as low.

Rani (1996) identified that 75 per cent of supervisors working in urban projects, 62.5 per cent of supervisors working in rural projects, 52.4 per cent of supervisors working in tribal projects perceived the organisational climate as

average and 45.8 per cent of supervisors working in tribal projects, 6.2 per cent of supervisors working in rural projects perceived the organisational climate as low, whereas none of the supervisors working in urban projects perceived the organisational climate as high.

Souvik Ghosh and Vijayaragavan (2000) revealed that performance appraisal climate of extension organisations was not satisfactory.

### **2.3 JOB PERFORMANCE OF HORTICULTURE OFFICERS WORKING IN STATE DEPARTMENT OF HORTICULTURE**

Ram Kumar and Dubey (1985) reported that the VASs showed medium level of performance of all the five roles. He further stated that about 90 per cent of the VASs were in medium and high category of performance of the role of cattle breeding improvement and the miscellaneous.

Jayaraj (1986) observed that majority of the AO's were high in role performance.

Dakhore and Bhilgaonkar (1987) in their study on job performance of Veterinary Extension personnel reported that majority(69.17%) of respondents belonged to medium level of job performance.

Siddiramaiah and Shivaranga Gowda (1987) revealed that majority of extension guides belonged to high job performance category.

Balasubramaniam and Perumal (1991) in their study concluded that more number of short duration integrated and need oriented training programmes with extension courses shall have to be organised to strength the job performance of the fisheries extension service.

Radhakrishna (1991) in his study emperically established that management of time is a key to effective managerial job performance.

Venkatesh Prasad and Hanumanthappa (1992) in their study revealed that majority of the seed farm managers (54%) were in low job performance category and there were 46 per cent of them in high job performance category.

Ziaul Karim and Mahboob (1992) revealed that job performance of the SMSs increased with their better academic achievement, more technical education, more sub-block visit, more inservice training intensity, longer service tenure as SMSs. More Agricultural problem awareness again the job performance of the SMSs decreased with their old age, longer total service tenure, more family responsibility, larger family size, more personnel time use.

Premlata Singh and Singh (1993) concluded that majority of scientists rated their performance as very good and good. Research took the lead as the most preferred job followed in descending order by teaching administration and extension. On the whole, the women scientists were just satisfied with their jobs.

Agarwal (1998) in his study indicated that 53.84 per cent of supervisory agriculture extension personnel fell in good, while 19.23 per cent in excellent, 15.28 per cent in average, 11.53 per cent in poor job performance.

Eswarappa (1998) revealed that the mean score on and job performance of link workers was 74.45 and majority of them had medium role performance.

Halakatti (1998) in his study revealed that most of the agriculture assistants (71.85% and 74.27%) were in medium job performance category and job attitude category.

Joshi (1998) in his study conducted in Lahar sub-division of Bhand district, Madhya Pradesh, India revealed that the majority of RAEOs had a medium to low level of job performance.

**2.4 RELATIONSHIP BETWEEN THE SELECTED CHARACTERISTICS OF HORTICULTURE OFFICERS AND THEIR JOB PERFORMANCE AND PERCEIVED ORGANISATIONAL CLIMATE**

**2.4.1 Relationship between selected characteristics of Horticulture Officers and their perceived organisational climate**

Khan (1990) identified that age, experience, education, empathy, work load and aspiration had shown no significant relationship with the perception of organisational climate.

Venkaiah (1991) found that there was no relationship between empathy, level of aspiration with perception of organisational climate.



Rajiv (1992) stated that age, education, experience, salary was found to be non significant with the perceived organisational climate.

Rajiv (1992) found that perception of work load showed a significant negative correlation with the perception of organisational climate of teachers of Kerala Agricultural University.

Rao (1996) found that aspirations have no significant relationship with organisational climate.

#### **2.4.2 Relationship between selected characteristics of Horticulture Officers and their job performance**

Rani (1985) expressed that there is a significant relationship between age of a scientist of APAU experience and training received with his/her teaching productivity.

Jayaraj (1986) reported a negative and non-significant relationship between salary and role performance of agricultural officers.

Reddy (1986) found no significant relationship between total experience and level of productivity of Agricultural Extension Officers.

Loharia and Talukdar (1987) reported that level of aspiration had no significant relationship with the productivity of ADA's.

Sharma *et al.* (1988) reported that role performance was significantly and positively related with educational qualifications of workers.

Desai and Reddy (1989) unearthed that training as such did not seem to influence the task performance.

A negative association between age and job performance of Agricultural Assistants was reported by Hegde and Chennagowda (1989).

Khan (1990) found that there was no significant relationship between duration of training and job performance of supervisors.

Khan (1990) observed that education, level of aspiration had little influence on job performance of managers and supervisors.

Waris-A (1990) indicated that education, achievement motivation was found to be significantly correlated with the job performance.

Waris-A *et al.* (1990) observed that age had no significant relationship with job performance of AWWs.

Das (1991) revealed a negative association between age and task performance of AEOs.

Das (1991) observed a non-significant relationship between education, training, scope for recognition and rewards, aspirations and job performances of AEO's.

Venkaiah (1991) revealed that workload was positively and significantly related with job performance.

Reddy *et al.* (1992) revealed that age had significant but negative correlation with job performance of AEOs.

Reddy *et al.* (1992) revealed that duration of training had significant relationship with job performance of AEO's.

Debaraj Mohanty (1997) observed that workload, education was positively and significantly related with job performance.

## 2.5 ORGANISATIONAL PROBLEMS AS PERCEIVED BY THE HORTICULTURE OFFICERS AND SUGGESTIONS TO OVERCOME THEM

### 2.5.1 Problems as perceived by the Horticulture Officers

Jhansirani (1985) reported that majority of Scientists of ANGRAU perceived more student-teacher ratio, lack of adequate library facilities, inadequate equipment, more of administrative work coupled with clerical work, more workload, non availability of conducive atmosphere for teaching etc., as the major problems contributing for their lesser teaching productivity.

Jayaraj (1986) reported that the problems as perceived by the Agricultural Officers viz., number of incremental posts were kept vacant,

accommodation and infrastructural facilities were not provided to agricultural Officers, village extension officers were deviating the field visit schedule due to some other reasons and agriculture officers were not in a position to get the village extension officers at the field level on the scheduled day of visits.

Reddy (1987) noticed the problems as perceived by the village extension officers. They were the lack of transport facilities, lack of input supply at appropriate time, lack of plant protection equipment and lack of teaching aids for educational use were perceived by village extension officers as the major problems in that order in their effective functioning.

Srinath (1987) revealed the major problems like lack of technical staff with full knowledge, lack of trainings for field staff, lack of upto date information on research results etc.

Dutt (1988) listed out the problems expressed by the extension managers at different levels. They were vacant positions of staff, want of sufficient training in administration, lack of timely mobility and want of sufficient training in handling new agricultural implements and plant protection equipment and want of sufficient audio-visual equipment for skill teaching etc.

Reddy (1988) identified some of the important dimensions faced by the technical officers such as heavy workload, lot of non-professional work, loan disbursements, lack of sufficient clerical staff, lack of proper transport and residential facilities and political interference in work.

Reddy (1990) reported the problems encountered by AOs were lack of qualified VEOs, lack of inputs in time, political interference and additional charge of other posts in that order in terms of intensity.

Pankajaree (1995) noticed the problems faced by the Department of Agriculture staff personnel (ADA, JDA, AOs) like lack of supervision, lack of minimum physical facilities, heavy workload etc.

Reddy (2000) found that lack of feedback mechanism, lack of proper regular training to the teachers, lack of transparency in key decisions, supply of insufficient audio-visual equipment, inadequate lab facilities, lack of adequate transport facilities were the obstacles to improve organisational climate.

#### **2.5.2 Suggestions to overcome the problems in organisation**

According to Jhansirani (1985) increased promotional avenues, better salaries, training, provision and adequate budget, deputation for higher education, provision of congenial atmosphere for work, provision of residential accommodation etc. were the suggestions given by scientists of Andhra Pradesh Agricultural University for improving the job productivity.

Reddy (1987) found the suggestions given by the village extension officers were providing proper transport facilities, providing sufficient funds at appropriate time, plant protection equipment should be provided at appropriate time and providing teaching aids for educational use as the major suggestions in their effective functioning.

Dutt (1988) listed out the following suggestions expressed by the Managers at different levels such as filling up vacant posts, providing adequate budget, providing regular training courses in administration, use of video technology for teaching skills, providing separate vehicle for teaching skills, providing separate vehicle for subject matter specialists for organising demonstrations and imparting training in handling modern agricultural implements and plant protection equipment.

Bharati (1994) reported the suggestions like reduction of non-technical and clerical works, provision of adequate physical facilities to all classroom and laboratories, provision of latest publications, current periodicals and journals to regional libraries, filling up of vacant posts, provision of training facilities and promotions based on merit and sincerity etc. to increase the teaching efficiency of the teachers.

Ravindra (1994) reported the suggestions as perceived by the rural development officers (Agriculture) like avoidance of political interference, provision of more transport facilities, reducing non-professional work, provision of adequate clerical staff, provision of training to the RDO's for updating the technical knowledge to achieve higher job productivity.

# *Materials and Methods*

## CHAPTER III

### MATERIALS AND METHODS

In this chapter, the type of research design, the procedure followed in sampling, empirical measurement of variables, collection of data and statistical methods used in analysis of data are described. This chapter is divided into following five headings.

- 3.1 Research design
- 3.2 Sampling procedure
- 3.3 Variables and their empirical measurement
- 3.4 Tools for data collection
- 3.5 Statistical procedure used in analysis of the data

#### 3.1 RESEARCH DESIGN

Ex post-facto research design was adopted for the study. Ex post-facto research is a systematic empirical inquiry in which the scientists does not have direct control of independent variables because their manifestations have already occurred (or) because they are inherently not manipulable. Inferences about relations among variables are made without direct intervention, from concomitant variation of independent and dependent variables.

#### 3.2 SAMPLING PROCEDURE

##### 3.2.1 Locale of the study

The state of Andhra Pradesh was chosen purposively for the study as the investigator belongs to the same state and no research was conducted in this area in the department.

### 3.2.2 Selection of respondents

All the Horticulture Extension Officers (125) working in State Department of Horticulture, A.P. constitute the population. Initially structured questionnaire was sent to all Horticulture Extension Officers, out of which only 63 respondents had returned the mailed questionnaire. On the other hand, it was found that three questionnaires were filled incompletely, thus responses of 60 horticulture officers were taken into consideration for the present investigation.

### 3.3 VARIABLES AND THEIR EMPERICAL MEASUREMENT

Based on review of literature and opinion of experts in the field of agricultural extension the following variables are selected for the study.

Table 1: The variables and their emperical measurement

S.No.	Variable	Emperical measurement
<b>I</b>	<b>Dependent variables</b>	
1.	Organisational climate	Scale developed by Srivastava (1967) with suitable modifications Questionnaire was developed.
2.	Job performance	
<b>II.</b>	<b>Independent variables</b>	
1.	Age	Questionnaire was developed
2.	Educational qualifications	-do-
3.	Experience	-do-
4.	Salary	-do-
5.	Training undergone	-do-
6.	Scope for recognition and rewards	-do-
7.	Work load	-do-
8.	Empathy	-do-
9.	Job satisfaction	-do-
10.	Aspirations	-do-

### 3.3.1 Dependent variables

#### 3.3.1.1 Organisational climate

It was operationalised as the degree to which a set of attributes specific to Horticulture department that may be inferred from the way that organisation deals with its workers and its environment.

This variable was measured with the help of equal appearing interval scale developed by Srivastava (1967) with slight modifications. The scale consists of 20 statements and out of which 13 statements were positive and 7 statements were negative on a five point continuum as strongly agree, agree, undecided, disagree and strongly disagree with weights of 5, 4, 3, 2 and 1 respectively for positive statements. The scoring pattern was reversed for negative statements. Horticulture Officers were asked to respond to each one of the statements in terms of degree of their true opinion by checking tick (✓) mark in the proper columns. After getting the responses, the total score for each individual was worked out by summing up the weights of responses for all the statements. The format of scale has been presented in the appendix-I.

The respondents are categorised into following three groups based on class interval method.

S.No.	Category	Score range
1.	Poor organisational climate	41-52
2.	Average organisational climate	53-64
3.	Good organisational climate	65-76

### 3.3.1.2 Job performance

The job performance can be defined as “the assignment of a task to a particular individual and performance implies the result of individual response to a stimulus object”, that is the task (Horman, 1973), the term job performance therefore can be conceived as the level of success achieved by the individual in accomplishing the task assigned to him/her.

For the purpose of study, the job performance is operationalised as the manner in which Horticulture Officer carries out (or) actually performs his/her job tasks assigned to him/her under the system in the State Department of Horticulture.

In this study the job performance is measured by the actual behaviour of the Horticulture Officers which is relevant to the pursuance of his/her job. In general, two questions were asked to measure the “Job performance”. The first question is “What is actually expected from Horticulture Officer? And second question being “However is the Horticulture Officer doing what is expected of him/her? The first question throw light on the concept of job task assigned and second on the concept of performance of the assigned task. A questionnaire was developed to measure the job performance of Horticulture Officers working with State Department of Horticulture. Questionnaire consists of well defined 21 job task statements with five point continuum namely, very outstanding, good, satisfactory, not satisfactory and unsatisfactory with weights of 5, 4, 3, 2 and 1 respectively.

The range of total score on questionnaire was thus from 21 to 105. This format of questionnaire was administered to the respondents and were asked to

make tick (✓) marks in the proper columns shown against each of the statements. After getting the responses, the total score for each individual was worked out by the statements. The format of questionnaire has been presented in the Appendix-I. The respondents were grouped into following three categories based on class interval method.

S.No.	Category	Score range
1.	Poor job performance	48-59
2.	Average job performance	60-71
3.	Good job performance	72-83

### 3.3.2 Independent variables

#### 3.3.2.1 Age

Age was operationalised as the number of years completed by the respondents at the time of enquiry. A weightage of one was given to each year completed to work out age scores. The respondents were later categorised into following three groups.

S.No.	Category	Score range
1.	Young age	0-30 years
2.	Middle age	31-55 years
3.	Old age	Above 55 years

#### 3.3.2.2 Education

Education was operationalised as the different qualifications through certificates, one obtained from the school, colleges and university. Weightage of each educational qualification was given as under.

S.No.	Category	Score
1.	B.Sc. (Hort.)	1
2.	B.Sc. (Ag.)	1
3.	M.Sc. (Hort.)	2
4.	M.Sc. (Ag.)	2
5.	Ph.D	3

### 3.3.2.3 Experience

Experience was operationalised as the total number of years of service of Horticulture Officer in the State Department of Horticulture irrespective of temporary or permanent service. In other words the total number of years of service was taken into account. A weightage of one was given to each year of service to compute the experience score. The respondents were categorised into following three groups based on class interval method.

S.No.	Category	Score range
1.	Low experience	2-8 years
2.	Medium experience	9-15 years
3.	High experience	16-22 years

### 3.3.2.4 Salary

This variable was operationalised as the total emoluments received in rupees per month as their salary by the Horticulture Officers. A score of one was given to each rupee of salary. The respondents were categorised into following five categories based on class interval method.

S.No.	Category	Salary range (Rs.)
1.	Very low	Upto 8000
2.	Low	8001-11000
3.	Average	11001-14000
4.	High	14001-17000
5.	Very high	Above 17000

### 3.3.2.5 Training undergone

The variable "training undergone" was operationalised as number of days of training received by the Horticulture Officers from the time of initial recruitment as Horticulture Officer in the State Department of Horticulture. A score of one was assigned to each day of training. The respondents were categorised into five groups based on class interval method.

S.No.	Category	Score range
1.	Very low	2-37
2.	Low	38-73
3.	Average	74-109
4.	High	110-145
5.	Very high	146-181

### 3.3.2.6 Scope for recognition and rewards

It was operationalised as the degree to which the respondent perceived the extrinsic awards such as commendation from higher authorities and pride in being associated with a job well done.

The measuring instrument consists of 2 positive and 2 negative statements rated on a 3 point continuum i.e., always true, sometimes true and never true with 3, 2 and 1 scores respectively for positive statements. The scores were reversed in case of negative statements. Summation of scores of the responses of

overall the statements gave the total score for the respondent. The respondents were divided into three categories based on class interval method.

S.No.	Category	Score range
1.	Low scope for recognition	6-8
2.	Medium scope for recognition	9-11
3.	High scope for recognition	12-14

**3.3.2.7 Work load**

This variable was operationalised as the feeling of the Horticulture Officers towards the work load in their jobs as rated by themselves. The perception of work load of the job was categorised and weighed as follows.

S.No.	Category	Score
1.	Very light	1
2.	Light	2
3.	Average	3
4.	Heavy	4
5.	Too heavy	5

**3.3.2.8 Empathy**

Empathy is otherwise known as interpersonal sensitivity. This involves the realisation and understanding of another persons feelings, needs and sufferings. It is a self conscious effort to share and comprehend accurately the presumed consciousness of another person. This variable was measured with a questionnaire developed for the study based on the summated rating technique. It consists of five statements with a five point continuum namely; strongly agree, agree, undecided, disagree, and strongly disagree, the weights given to these responses were 5, 4, 3, 2 and 1 respectively. The possible scores varied from 5 to 25. The total score of each individual worked out by summing up the responses of

all the statements. The respondents were later categorised into following three groups by using class interval method.

S.No.	Category	Score range
1.	Low empathy	15-18
2.	Medium empathy	19-22
3.	High empathy	23-26

**3.3.2.9 Job satisfaction**

It is operationally defined as the degree to which Horticulture Officers feel happy in their job. The degree of job satisfaction was obtained on a 5 point continuum with the help of 4 positive and 3 negative statements. The five points on the continuum were strongly agree, agree, undecided, disagree and strongly disagree with weights of 5, 4, 3, 2 and 1 respectively for positive statements and with weights of 1, 2, 3, 4 and 5 respectively for negative statements. Total score for respondent was worked out by summing up the scores on all statements. The minimum and maximum scores of respondents ranged from 7 to 35. The respondents were classified into following three groups based on class interval method.

S.No.	Category	Score range
1.	Poor job satisfaction	12-18
2.	Average job satisfaction	19-25
3.	Good job satisfaction	26-32

**3.3.2.10 Aspirations**

Level of aspiration can be operationally defined as individual goal statement concerning level of attainment in future. This variable was measured

through control pictorial self anchoring ladder scale technique adopted by Kilpatrick and Lentil (1960). The original scale provides anchoring points from 0 to 10 for self rating with reference to past, present and future. In the present study it was limited with present and future dimension only. The respondents were asked to mention the step numbering of the ladder where they could expect to be in terms of material and professional aspects.

The level of aspiration score was worked out by taking average score and making it to a round figure. After obtaining the responses from the respondents on this variable, depending upon the scores obtained on ladder, they were divided into three categories for both present level of aspiration and future level of aspiration.

Distribution of respondents according to present level of aspirations

S.No.	Category	Score range
1.	Low level of present aspirations	2-7
2.	Medium level of present aspirations	8-13
3.	High level of present aspirations	14-19

Distribution of respondents according to future level of aspirations

S.No.	Category	Score range
1.	Low level of future aspirations	4-8
2.	Medium level of future aspirations	9-13
3.	High level of future aspirations	14-18

**3.4 TOOLS FOR DATA COLLECTION**

Based on the relevant literature, discussions with researchers, extension specialists and field extension personnel, a questionnaire was prepared to collect the data from the respondents. The questionnaire used for collection of the



data for this investigation was divided into four parts. Part-I was earmarked for the collection of data to measure the independent variables, Part-II, Part-III for dependent variables and Part-IV was meant for collecting problems faced by the Horticulture Officers and suggestions made by them to overcome the problems.

All the questionnaires were given code numbers for identification to keep the respondents name anonymous and questionnaires were sent to all the Horticulture Officers through mail and got the responses through return mails. For some Horticulture Officers who are near were given hand to hand. The respondents were requested to write all the responses in the appropriate space provided against each item in the questionnaire. The questionnaire was checked for missing responses and the concerned was requested to complete them immediately.

### **3.5 STATISTICAL PROCEDURE USED IN ANALYSIS OF DATA**

The data thus collected was coded and analysed with the help of the following statistical methods.

#### **3.5.1 Class interval**

The difference between the minimum and the maximum scores is known as the range. The range is divided into some convenient divisions of uniform width known as class intervals.

#### **3.5.2 Arithmetic mean (X)**

The arithmetic mean is the quotient that results when sum of all items in the series is divided by the number of items. The formula is

$$\bar{X} = \frac{\sum X}{n}$$

Where,

$\bar{X}$  = Arithmetic mean

$\sum X$  = sum of the scores

$n$  = number of the respondents

### 3.5.3 Standard Deviation (SD)

Standard deviation is the square root of the mean of the squares of the deviations from the means of the distribution which is calculated with the formula given below.

$$SD = \sqrt{1/n \left( \sum X^2 - \frac{(\sum X)^2}{n} \right)}$$

Where,

$n$  = Number of observations.

$\sum X^2$  = Sum of squares of observations (X)

$\sum X$  = Sum of the observations (X)

### 3.5.4 Frequency and percentage

Some of the data was subjected to analysis and interpreted in terms of frequencies and percentages.

### 3.5.5 Pearson correlation co-efficient (r)

This was used to find out the extent of relationship between the scores on independent variables and the scores on dependent variables of Horticulture Officers. The formula was

$$r = \frac{\sum XY - \frac{(\sum X)(\sum Y)}{N}}{\sqrt{\left[ \left( \sum X^2 - \frac{(\sum X)^2}{N} \right) \left( \sum Y^2 - \frac{(\sum Y)^2}{N} \right) \right]}}$$

Where,

$r$  = Coefficient of correlation between X and Y

$\sum X$  = Sum of the scores of variable X

$\sum Y$  = Sum of the scores of variable Y

$\sum X^2$  = Sum of the square of X variable

$\sum Y^2$  = Sum of the square of Y variable.

# *Results and Discussion*

## CHAPTER IV

### RESULTS AND DISCUSSION

The data collected on various variables through mailed questionnaire was subjected to appropriate statistical tests. The results obtained are presented under the following headings.

- 4.1 Profile of Horticulture Officers
- 4.2 Organisational climate of State Department of Horticulture (A.P)
- 4.3 Job performance of Horticulture Officers
- 4.4 Relationship between selected characteristics of Horticulture Officers and their job performance and perceived organisational climate
- 4.5 Identification of organisational problems as perceived by the Horticulture Officers and the suggestions to overcome them

For the purpose of clarity and continuity the discussion has also been presented immediately after the presentation of the results.

#### 4.1 PROFILE OF HORTICULTURE OFFICERS

In this section, the respondents were classified into groups on the basis of selected characteristics. The frequencies and percentages were calculated for the purpose of discussion.

#### 4.1.1 Age

Table 2: Distribution of respondents according to their age

S.No.	Age category	Frequency	Percentage
1.	Young age (0 to 30 years)	09	15.00
2.	Middle age (31 to 55 years)	51	85.00
3.	Old age (more than 55 years)	--	--
Total		60	100.00

The results in Table 2 show that majority (85%) of the respondents belonged to middle age group followed by young age group (15%).

#### 4.1.2 Education

Table 3: Distribution of respondents based on their educational qualifications

S.No.	Educational qualification	Frequency	Percentage
1.	B.Sc. (Horticulture)	37	61.67
2.	B.Sc.(Agriculture)	03	5.00
3.	M.Sc. (Horticulture)	04	6.67
4.	M.Sc.(Agriculture)	16	26.66
5.	Ph.D.	--	--
Total		60	100.00

The results in Table 3 indicate that majority (61.67%) of Horticulture Officers were graduates in B.Sc. (Horticulture) degree followed by M.Sc. (Agriculture) (26.66%), M.Sc. (Horticulture) (6.67%) and B.Sc. (Agriculture) (5.00%).

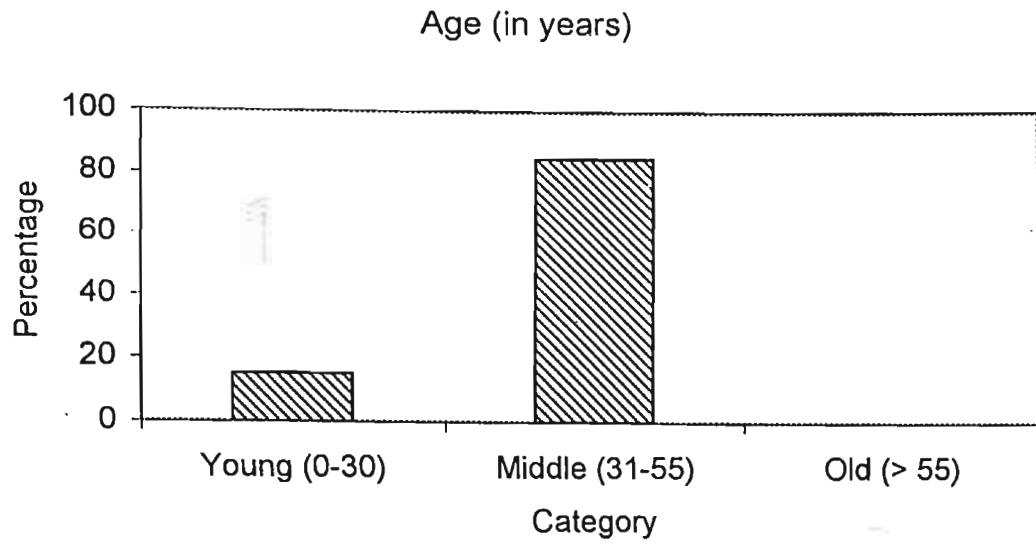


Fig. 1 : Distribution of respondents according to their Age

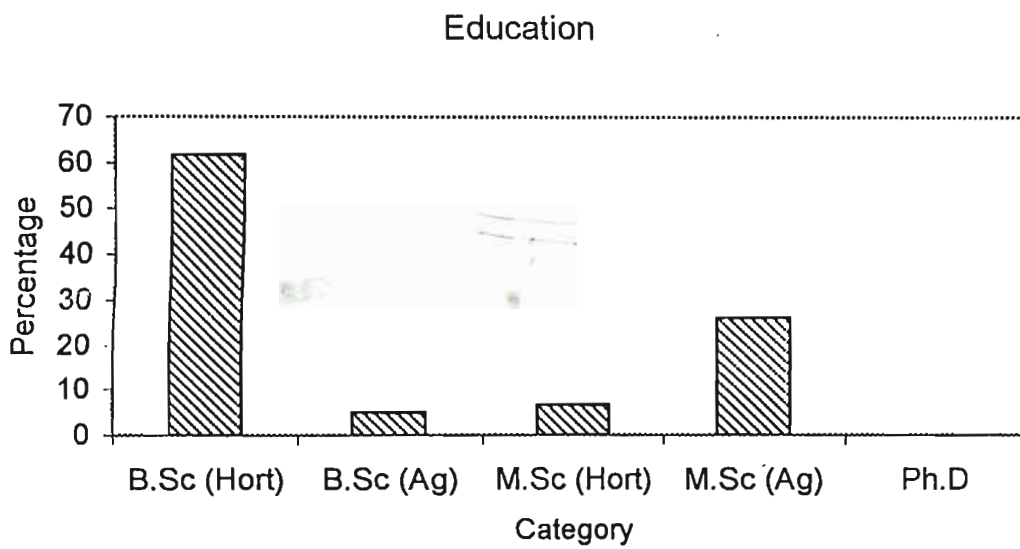


Fig. 2 : Distribution of respondents based on their Education

### 4.1.3 Experience

Table 4: Distribution of respondents based on their experience

S.No.	Experience category	Frequency	Percentage
1.	Low experience (2-8 years)	36	60.00
2.	Medium experience (9-15 years)	22	36.67
3.	High experience (16-22 years)	02	3.33
Total		60	100.00
		Mean	8.38
		S.D	4.32

An over view of the Table 4 revealed that majority (60.00%) of Horticulture Officers were having less experience in state department of horticulture followed by medium experience (36.67%) and high experience (3.33%).

### 4.1.4 Salary

Table 5: Distribution of respondents according to their salary per month

S.No.	Salary group	Frequency	Percentage
1.	Very low (upto 8000 Rs.)	13	21.67
2.	Low (Rs.8001-11000)	40	66.67
3.	Average (Rs.11001-14000)	--	--
4.	High (Rs.14001-17000)	06	10.00
5.	Very high (Above Rs.17000)	01	1.66
Total		60	100.00
		Mean	Rs.10083.71
		S.D	Rs.2183.70



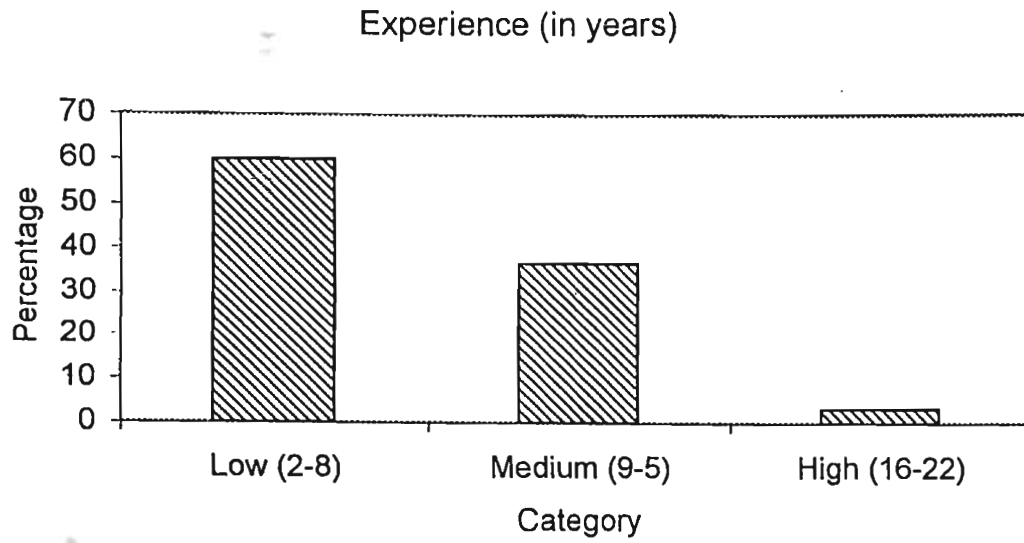


Fig. 3 : Distribution of respondents according to their Experience

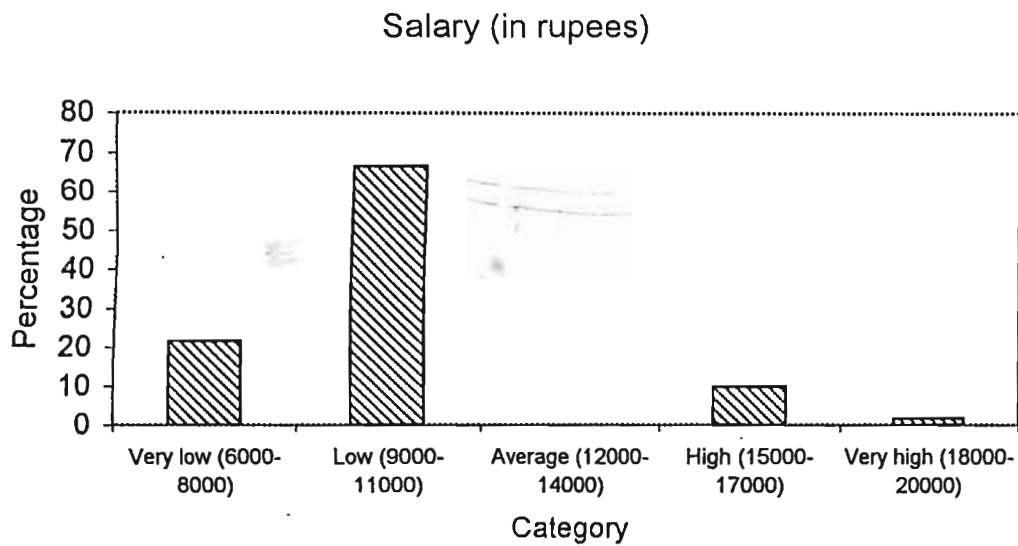


Fig. 4 : Distribution of respondents based on their Salary



From the Table 5, it can be inferred that majority (66.67%) of Horticulture Officers are getting the salary of Rs.8001 to 11000 followed by upto Rs. 8000 (21.67%), Rs. 14001 to 17000 (10%) and above Rs.17000 (1.66%).

#### 4.1.5 Training undergone

Table 6: Distribution of respondents based on the training received

S.No.	Category	Frequency	Percentage
1.	Very low (2-37 days)	41	68.33
2.	Low (38-73 days)	12	20.00
3.	Average (74-109 days)	05	8.33
4.	High (110-145 days)	01	1.67
5.	Very high (146-181 days)	01	1.67
Total		60	100.00

From the Table 6, it was concluded that 41 Horticulture Officers (68.33%) had undergone very low level of training followed by low 12 (20%), average (8.33%) level of training and equal percentage of respondents (1.67%) had undergone high and very high level of trainings.

#### 4.1.6 Scope for recognition and rewards

Table 7: Distribution of respondents based on their scope for recognition and rewards

S.No.	Category	Frequency	Percentage
1.	Low (6-8)	26	43.33
2.	Medium (9-11)	32	53.33
3.	High (12-14)	02	3.34
Total		60	100.00
		Mean	8.6
		S.D	1.52

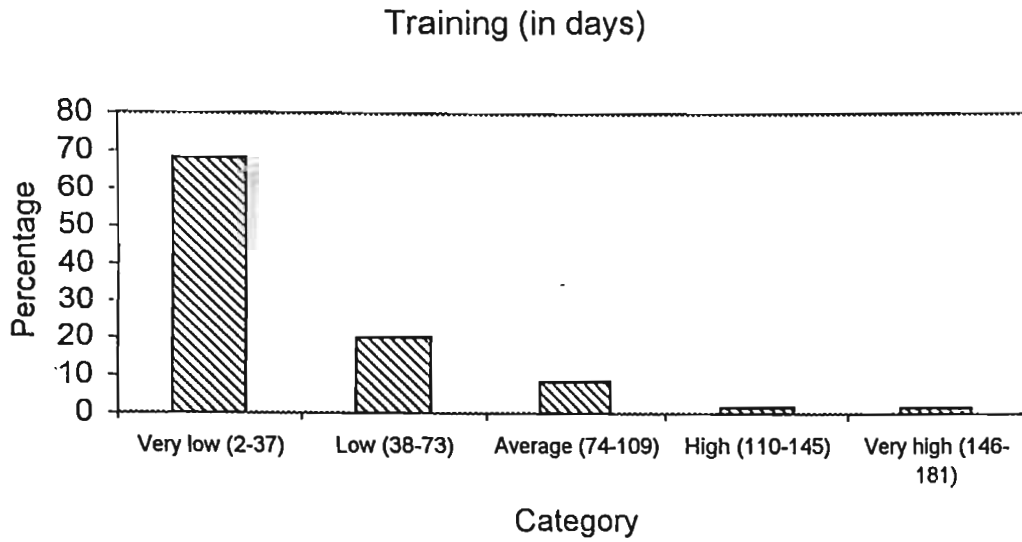


Fig. 5 : Distribution of respondents according to Training

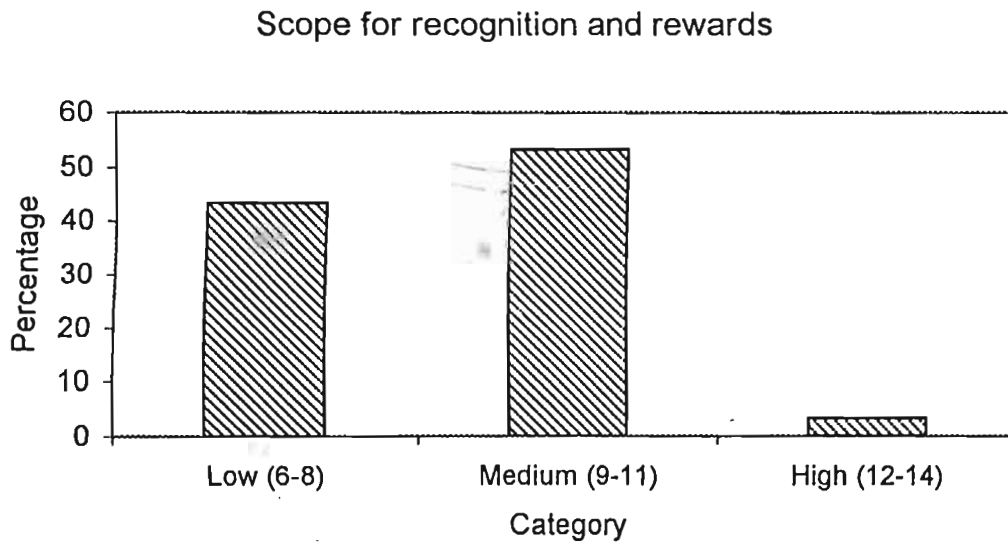


Fig.6 : Distribution of respondents based on the perceived scope for recognition and rewards



The results in the Table 7 indicate that more than half (53.33%) of respondents had expressed medium level of scope for recognition and rewards followed by low (43.33%) and high (3.34%) level of scope for recognition and rewards in the State Department of Horticulture.

#### 4.1.7 Work load

Table 8: Distribution of respondents based on their work load

S.No.	Work load category	Frequency	Percentage
1.	Very light	--	--
2.	Light	--	--
3.	Average	29	48.33
4.	Heavy	24	40.00
5.	Too heavy	07	11.67
	Total	60	100.00
		Mean	2.63
		S.D	0.68

The findings in the Table 8 revealed that 48.33 percentage of Horticulture Officers had an average work load, 40.00 per cent of them had perceived heavy work load and remaining 11.67 percentage of them had too heavy work load.

#### 4.1.8 Empathy

Table 9: Distribution of respondents according to their level of empathy

S.No.	Category	Frequency	Percentage
1.	Low category (15-18)	04	6.67
2.	Medium category (19-22)	48	80.00
3.	High category (23-26)	08	13.33
	Total	60	100.00
		Mean	20.43
		S.D	1.96

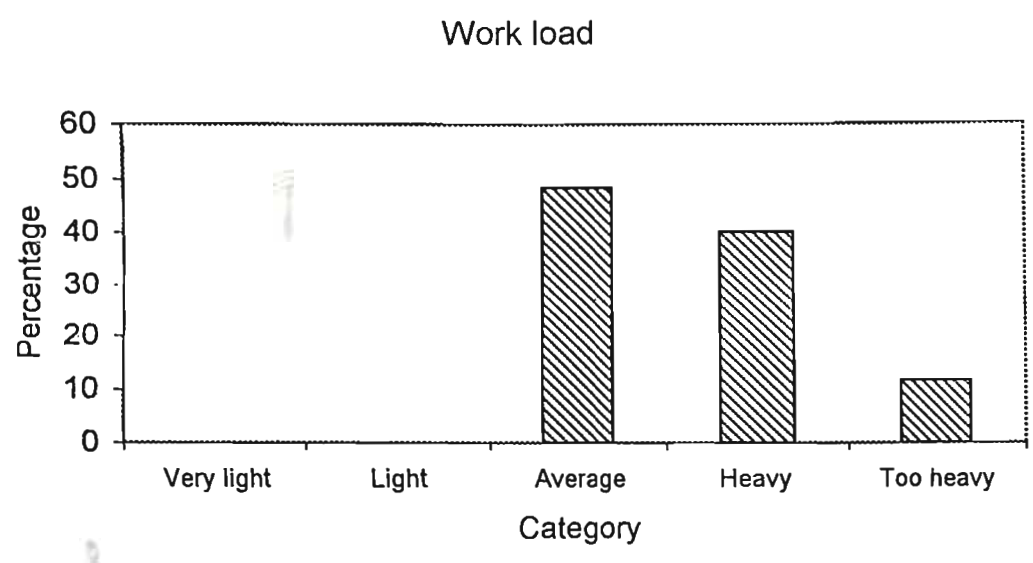


Fig. 7 : Distribution of respondents according to their work load

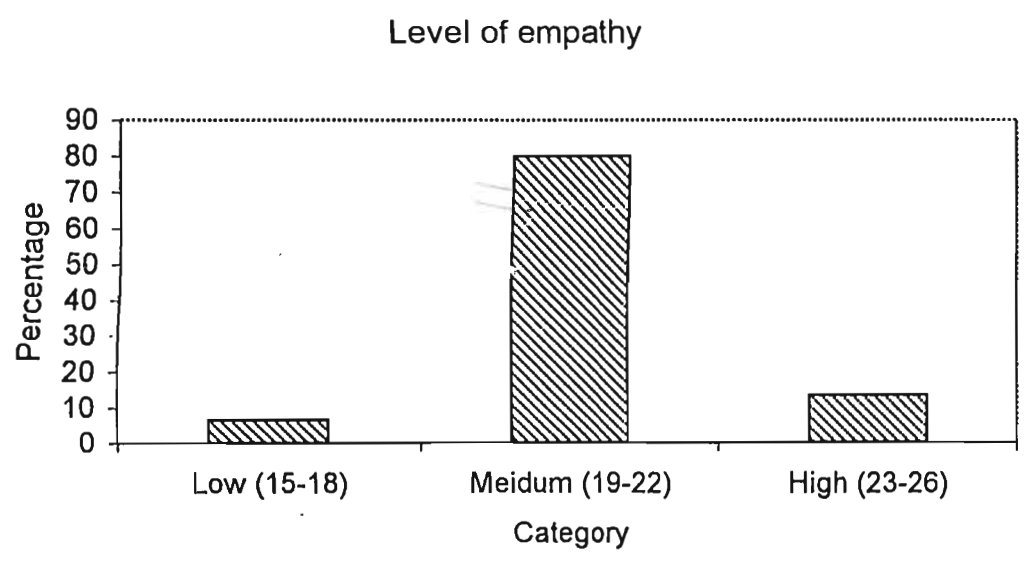


Fig. 8 : Distribution of respondents based on their level of empathy



From the Table 9, it was evident that eighty per cent of respondents had medium level of empathy followed by high (13.33%) and low level of empathy (6.67%).

#### 4.1.9 Job satisfaction

Table 10: Distribution of respondents based on their job satisfaction

S.No.	Job satisfaction category	Frequency	Percentage
1.	Poor job satisfaction (12-18)	03	5.00
2.	Average job satisfaction (19-25)	41	68.33
3.	Good job satisfaction (26-32)	16	26.67
	Total	60	100.00
		Mean	23.88
		S.D	3.67

From the Table 10, it was evident that about sixty nine per cent (68.33%) of respondents expressed the level of job satisfaction as average followed by good (26.67%) and poor level of job satisfaction (5%).

#### 4.1.10 Aspirations

Table 11: Distribution of respondents according to their present level of aspirations

S.No	Category	Frequency	Percentage
1.	Low level of present aspiration (2-7)	46	76.66
2.	Medium level of present aspiration (8-13)	10	16.67
3.	High level of present aspiration (14-19)	04	6.67
	Total	60	100.00
		Mean	6.05
		S.D	3.54

It is interesting to note from the Table 11 that 76.66 per cent of respondents had low level of present aspirations and 16.67 per cent of respondents had medium level and 6.67 percentage had high level of present level of aspirations.



Fig. 9: Distribution of respondents according to their Job satisfaction

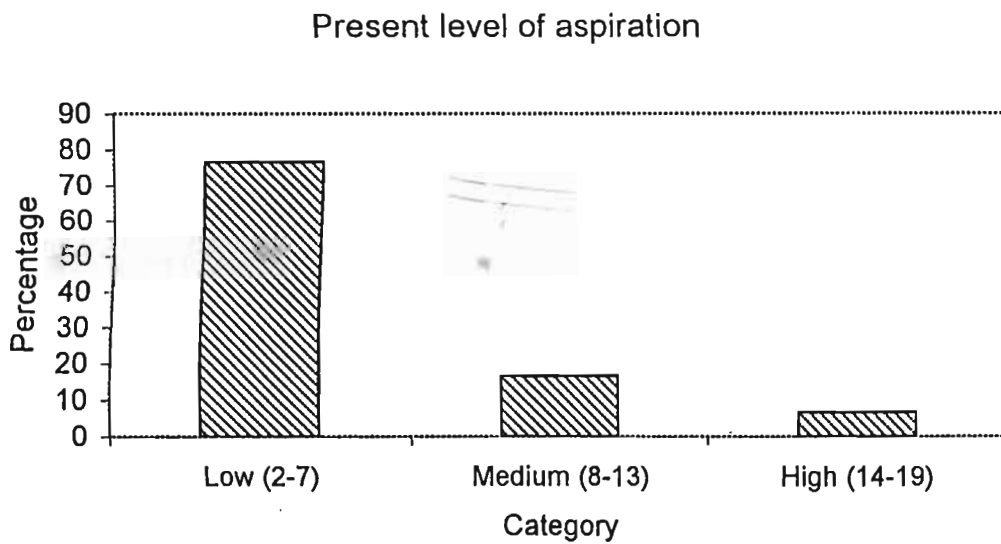


Fig.10 : Distribution of respondents based on their present level of aspirations



Table 12: Distribution of respondents according to their future level of aspirations

S.No.	Category	Frequency	Percentage
1.	Low level of future aspiration (4-8)	19	31.67
2.	Medium level of future aspiration (9-13)	28	46.67
3.	High level of future aspiration (14-18)	13	21.66
Total		60	100.00
		Mean	10.40
		S.D	3.22

The results from the Table 12 indicate that 46.67 percentage of respondents had medium future level of aspirations followed by 31.67 percentage of respondents had low future level of aspirations and 21.66 percentage of respondents had high future level of aspirations.

## DISCUSSION

The study revealed that majority of respondents belonged to middle age. These results were in confirmity with the reports of Rao (1987), Khan (1990), Prabha (1994) and Reddy (1995). The respondents experience and mental stature would have been in a position to perceive the totality of organisation and inturn as such led to the good organisational climate and average job performance.

Majority of Horticulture Officers were graduates in horticulture. The results of education were in agreement with the findings of Jayaraj (1986), Khan (1990) and Rao (1996). This profile clearly suggests the need for providing academic opportunities to Horticulture Officers for procuring higher degrees.

Table 12: Distribution of respondents according to their future level of aspirations

S.No.	Category	Frequency	Percentage
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2.	Medium level of future aspiration (9-13)	28	46.67
3.	High level of future aspiration (14-18)	13	21.66
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		Mean	10.40
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## DISCUSSION

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Majority of Horticulture Officers were graduates in horticulture. The results of education were in agreement with the findings of Jayaraj (1986), Khan (1990) and Rao (1996). This profile clearly suggests the need for providing academic opportunities to Horticulture Officers for procuring higher degrees.

Majority of the Horticulture Officers were having less experience. These findings of experience were similar to the reports of Venkaiah (1991) and Ravindra (1994).

Majority of the respondents were getting low salary. These findings were similar to the findings of Reddy (1995). The probable reason for this might be most of the respondents were with low experience in state department of horticulture and there is need to increase the salary in order to increase their motivational level.

Majority of the respondents undergone very low level of trainings. These results were found in confirmation of the findings of Venkaiah (1991). This profile clearly suggests the need for improving the professional competency of the staff by giving them opportunities by drafting them for relevant training programmes.

Majority of the respondents expressed medium level of scope for recognition and rewards in the department. These results were in agreement with the findings of Reddy (1995). This shows that superiors were not able to exercise the complete potential in getting the jobs done to their satisfaction. This could be due to lack of proper interpersonal relationship within the group.

The results of workload revealed that majority of respondents perceived the workload as average. These results were in agreement with the findings of Rani (1985), Venkaiah (1991), Sampath (1996). The probable cause for this result might be due to sufficient work in the department.

Majority of the respondents had medium level of empathy. These results were in confirmation with findings of Ravindra (1994). Empathetic attitude of employees is very important in any organisation, otherwise there is a danger of development of poor organisational climate finally hindering the job performance.

The results of job satisfaction revealed that majority of the respondents are having average job satisfaction. These were in confirmation with the findings of Usha Rani (1985). As the satisfaction of the employee towards the job increases simultaneously his performance will also increase. Hence, the state department of horticulture should try to improve their satisfaction as far as possible which will increase the out turn of employee.

The results of aspirations revealed that the respondents had low level of present aspirations and medium level of future aspirations. These results were in confirmation with the findings of Rao (1981), Khan (1990), Bharati (1994), Reddy (1996) and Sampath (1996). Aspiration is one of the important psychological attributes which motivates the individual for achievement of action. A medium level of aspiration indicates less efforts to ensure better job performance of horticulture officers. It can be stated that one should set realistic and moderate level of aspiration in one professional life.

## 4.2 ORGANISATIONAL CLIMATE OF STATE DEPARTMENT OF HORTICULTURE (A.P)

### 4.2.1 Distribution of Horticulture Officers based on their perceived organisational climate

Table 13: Distribution of respondents based on their perceived organisational climate

S.No.	Level of organisational climate	Frequency	Percentage
1.	Poor organisational climate (41-52)	7	11.67
2.	Average organisational climate (53-64)	24	40.00
3.	Good organisational climate (65-76)	29	48.33
Total		60	100.00
		Mean	63.26
		S.D	7.13

It can be seen from the Table 13 that 48.33 per cent of Horticulture Officers perceived the organisational climate as good, while 40.00 per cent of them perceived as average and 11.67 per cent of them perceived as poor organisational climate in the State Department of Horticulture.

### 4.2.2 Response analysis of organisational climate

In depth analysis of responses of organisational climate revealed that under the 'Not at all true' category, the item i.e., the sub-ordinates in the organisation are not ready to work received maximum response (18.33%) followed by personal problems of employees are taken care of adequately in the organisation (15.00), workers have freedom in the organisation (13.33%), superiors reserves considerable decision making power and the superiors are competent and courageous to help the sub-ordinates in their work (8.33%).

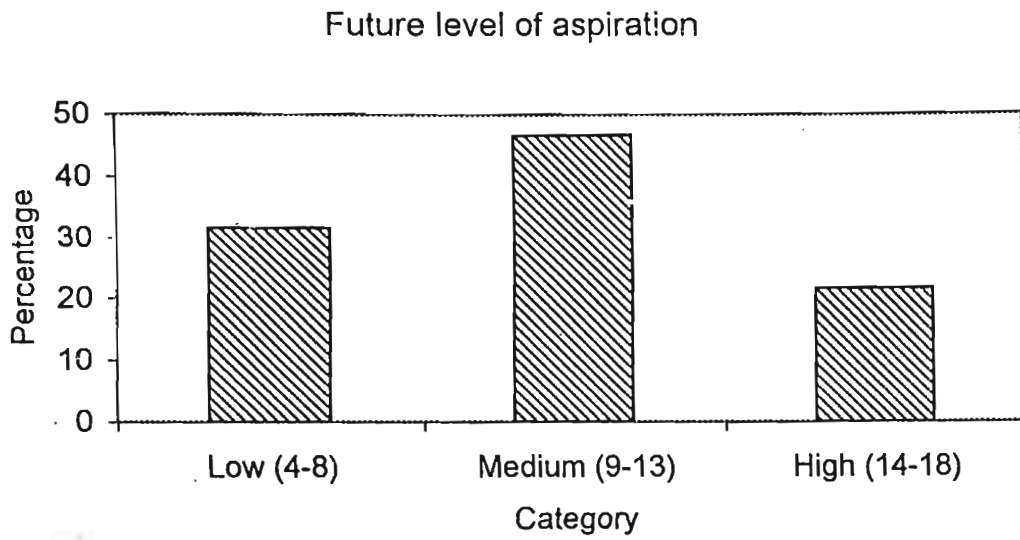


Fig.11 : Distribution of respondents according to future level of aspirations

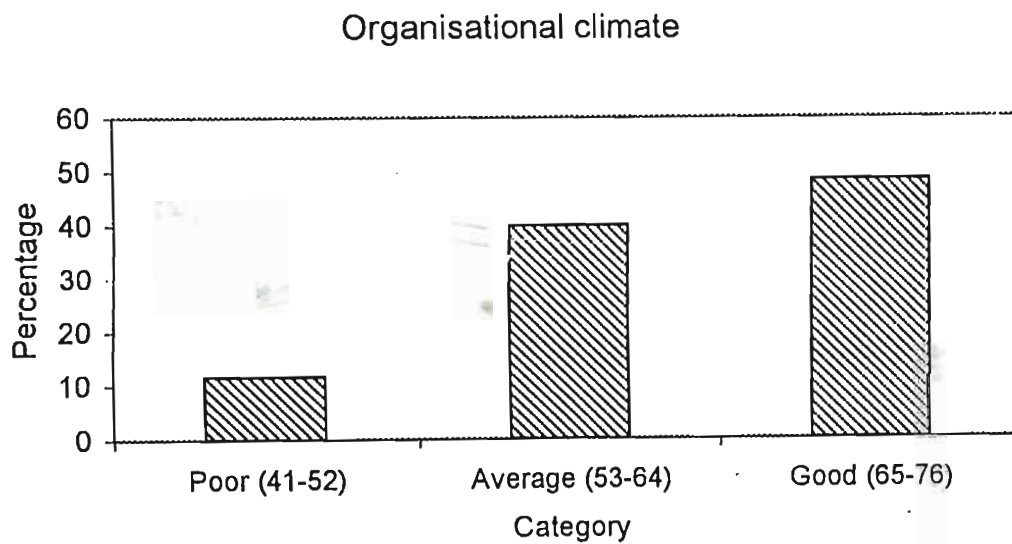


Fig.12 : Distribution of respondents based on their perceived organisational climate

Under the not true category the item, i.e., the job is clearly defined and logically related (36.66%) received maximum score followed by employees have a very little interest to work in the organisation (25.00%), the sub-ordinates in this organisation are not ready to work (21.66%), workers shall be punished even for small mistakes (18.33%) and the superiors are competent and courageous to help the sub-ordinates in their work (15.00%).

Under the some what true category, the item i.e., the superiors are competent and courageous to help the sub-ordinates in their work (50.00%) received maximum response followed by the sub-ordinates in the organisation are not ready to work (41.66%), this organisation expects that people solve their work related problems themselves (38.33%), a great deal of time is spent in the organisation in writing reports, workers shall be punished even for small mistakes (36.66%) and superiors offers an opportunity for exercising individual initiative in work (33.33%).

Under the true category, the item, i.e., the organisation is having clearly defined goals (63.33%) received maximum response followed by there are too many rules and regulations in the organisation (60.00%), workers are proud to belong to the organisation (60.00%), sense of belongingness to the organisation (51.66%), employees have very little interest to work in the organisation (48.33%) and organisation issues instructions after due consideration of what is expected from the workers (36.66%).

Under the very true category, the item i.e., work related information is freely shared in order to accomplish the assignment (41.66%) received maximum response followed by sense of belongingness to the organisation (38.33%), this job

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Table 14: Response analysis of organisational climate

S.No	Statements	Response categories												Total score	Overall rank
		Not at all True		Not true		Somewhat true		True		Very true					
		F	%	F	%	F	%	F	%	F	%				
1.	Sense of belongingness to the organization	02	3.33	03	5.00	01	1.66	31	51.66	23	38.33			250	I
2.	Work related information is freely shared in order to accomplish the assignment	03	5.00	06	10.00	11	18.33	15	25.00	25	41.66			233	II
3.	The job involves considerable amount of discretion in handling the work	03	5.00	06	10.00	08	13.33	22	36.66	21	35.00			232	III
4.	Workers are proud to belong to the organization	-	-	05	8.33	11	18.33	36	60.00	8	13.33			227	IV
5.	Superiors reserves considerable decision making power	05	8.33	04	6.66	09	15.00	27	45.00	15	25.00			223	V
6.	Superior is having professional ability to guide the staff	01	1.66	08	13.33	16	26.66	29	48.33	6	10.00			211	VI
7.	The organization is having clearly defined goals	01	1.66	06	10.00	15	25.00	38	63.33	-	-			210	VII
8.	Workers have freedom in the organization	08	13.33	08	13.33	08	13.33	22	36.66	14	23.33			206	VIII
9.	Organization issues instructions after due consideration of what is expected from the workers	04	6.66	07	11.66	16	26.66	29	48.33	4	6.66			202	IX
10.	The sub ordinates in this organization are not ready to work	11	18.33	13	21.66	25	41.66	5	8.33	6	10.00			198	X
11.	The job is clearly defined and logically related	-	-	22	36.66	8	13.3	24	40.000	6	1.0000			194	XI
12.	Superior offers an opportunity for exercising individuals initiative in work	03	5.00	13	21.66	20	33.33	18	30.000	6	10.00			191	XII
13.	The superiors are competent and courageous to help the sub ordinates in their work	05	8.33	09	15.00	30	50.00	12	20.00	4	6.66			181	XIII
14.	Employees have very little interest to work in the organization	02	3.33	15	25.00	12	20.00	29	48.33	2	3.33			166	XIV
15.	Personnel problems of employees are taken care of adequately in the organization	09	15.00	22	36.66	13	21.66	16	28.66	-	-			156	XV
16.	Workers shall be punished even for small mistakes	-	-	11	18.33	22	36.66	17	28.3	10	16.66			154	XVI
17.	There are too many rules and regulations in the organization	01	1.66	08	13.33	12	20.00	36	60.00	3	5.00			148	XVII
18.	The organization expects that people solve their work related problems themselves	-	-	08	13.33	23	38.33	10	16.66	19	31.66			140	XVIII
19.	A great deal of time is spent in my organization on writing reports	-	-	05	8.33	23	38.33	16	26.66	16	26.66			137	XIX
20.	This job involves working under constant pressure for deadlines	-	-	13	21.66	09	15.00	20	33.33	18	30.00			137	XIX

involves considerable amount of discretion in handling the work (35.00%), organisation expects that people solve their work related problems themselves (31.66%) and this job involves working under constant pressure for deadlines (30.00%).

The items like sense of belongingness to organisation, work related information is freely shared in order to accomplish the assignment, job involves considerable amount of discretion in handling the work, workers are proud to belong to the organisation, superiors reserves considerable decision making power, superior is having professional ability to guide staff, the organisation is having clearly defined goals, workers have freedom in this organisation, organisation issues instructions after due consideration of what is expected from the workers, the subordinates in the organisation are not ready to work, the job is clearly defined and logically related, superiors offers an opportunity for exercising individuals initiation in work, the superiors are competent and courageous to help the subordinates in their work, employees have very little interest to work in the organisation, personnel problems of employees are taken care of adequately in the organisation, Workers shall be punished even for small mistakes, there are too many rules and regulations in the organisations, This organisation expects that people solve their work related problems themselves, A great deal of time is spent in the organisation on writing reports and the job involves working under constant pressure for deadlines, were ranked I, II, III, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII, XIV, XV, XVI, XVII, XVIII, XIX and XX respectively.

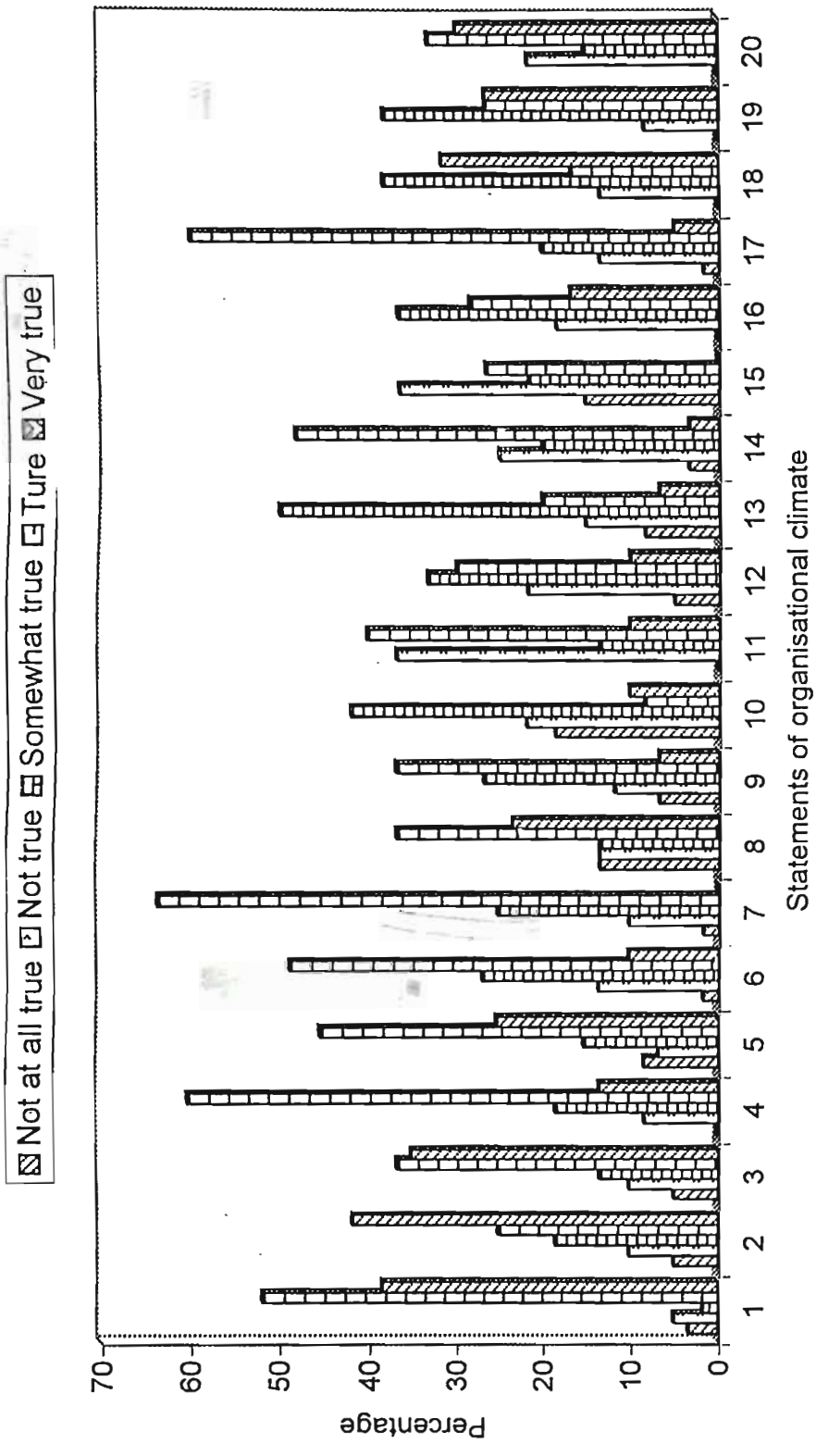


Fig. 13 : Response analysis of organisational climate

## DISCUSSION

It can be seen from the Table 13 that majority of horticulture officers perceived the organisational climate as good. Similar reports were reported by Rani (1985), Reddy (1988) and Nisar Ahmed Khan (1990). The data on organisational climate scale was further subjected to response analysis in terms of frequencies and percentages to find out the possible areas that are responsible for conducive organisational climate.

The items like sense of belongingness to the organisation, work related information is freely shared in order to accomplish the assignment, the job involves considerable amount of discretion in handling the work, workers are proud to belong to the organisation, superiors reserves considerable decision making power, superior is having professional ability to guide the staff, the organisation is having clearly defined goals, workers have freedom in the organisation, Organisation issues instructions after due consideration of what is expected from the workers, the job is clearly defined and logically related are the factors which are responsible for conducive organisational climate.

Whereas the items namely; superiors offers an opportunity for exercising individuals initiative in my work, the superiors are competent and courageous to help the sub-ordinates in their work, employees have very little interest to work in the organisation, personnel problems of employees are taken care of adequately in the organisation, Workers shall be punished even for small mistakes, there are too many rules and regulations in the organisation, the organisation expects that people solve their work related problems themselves, a

great deal of time is spent in my organisation on writing reports and the job involves working under constant pressure for dead lines are the factors which are responsible for non conducive organisational climate.

### 4.3 JOB PERFORMANCE OF HORTICULTURE OFFICERS

#### 4.3.1 Distribution of Horticulture Officers based on their job performance

Table 15: Distribution of Horticulture Officers based on their job performance

S.No.	Level of job performance	Frequency	Percentage
1.	Poor job performance (48-59)	09	15.0
2.	Average job performance (60-71)	26	43.30
3.	Good job performance (72-83)	25	41.67
	Total	60	100.00
		Mean	69.87
		S.D	8.59

It can be observed from the Table 15 that 43.30 percentage of Horticulture Officers had average level of job performance while, 41.67 percentage of them had good job performance followed by poor (15%) job performance.

#### 4.3.2 Response analysis of job performance

An analysis of responses of job performance revealed that under very outstanding, the item i.e., conducting field days / meetings (11.66%) received maximum response followed by helping farmers in identifying and selection of drip agencies for mulching / drip irrigation (25.00%), sending all reports to ADH promptly to forecasting crop prospectus (23.33%), motivate the farmers to adopt drip irrigation, plastic mulches / greenhouses / shadenets (18.33%) and visits the area (20 days/month) and maintains the tour dairy (11.88%).



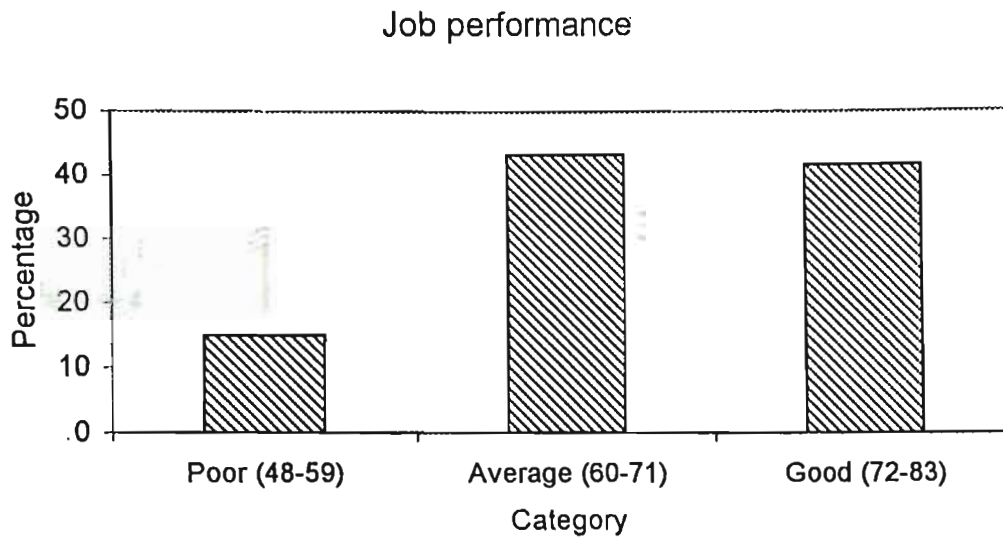


Fig.14: Distribution of respondents according to their job performance

Under good category, the item i.e., keep upto date information of circle with regard to progress made (66.66%) received maximum response followed by visits the area (20 days/month) and maintains the tour dairy (56.66%), identification of all private nurseries in his jurisdiction (51.66%), providing technical advice to farmers (46.66%) and technical advice to field staff (40.00%).

Under satisfactory category the item, i.e., attending office work at head quarters (63.33%) received maximum response followed by maintaining the register, map of area / statistical data maintenance (55.00%), organising training programmes about cultivation of horticulture crops (53.33%), preparation of crop estimation survey / fertiliser, pesticides and plant material for jurisdiction required (48.33%), conducting field days / meetings (48.33%), guiding the field staff (48.33%) and periodical evaluation of field staff work (46.66%).

Under not satisfactory category, the item i.e., submitting monthly hints for farmers to ADH for broadcasting the same on All India Radio (23.33%) received maximum responses followed by accessing credit requirements and helping farmers to secure loans (21.88%), technical advice to field staff (18.33%), maintaining the register, map of area (statistical data maintenance) (16.66%) and solving the problems of farmers (16.66%).

Under unsatisfactory category, the item i.e., periodical evaluation of field staff work (16.66%) received maximum response followed by technical advice to field staff (13.33%), guiding the field staff (11.66%), accessing credit requirements and helping farmers to secure loans (5.00%), and using communication aids to spread the aims, objectives and incentives or horticultural programmes (3.33%).

Table 16: Response analysis of Job performance

S.No	Statements	Response categories												Total score	Overall rank			
		Very satisfactory			Good			Satisfactory			Not yet satisfactory					Unsatisfactory		
		F		%	F		%	F		%	F		%			F		%
1.	Visits the area (20 days/month) and maintains the tour dairy	07	11.88	34	56.66	18	26.66	03	5.00	-	-	-	-	-	225	I		
2.	Helping farmers in identifying and selection of drip agencies for mulching/drip irrigation	15	25.00	17	28.33	26	43.33	02	33.33	-	-	-	-	-	225	I		
3.	Keep up to date information of circle with regard to progress made	03	5.00	40	46.66	14	23.33	03	5.00	-	-	-	-	-	223	III		
4.	Motivate the farmers to adopt drip irrigation plastic mulches [green houses] shadeness	11	18.33	22	36.66	24	40.00	02	3.33	01	1.66	-	-	-	220	IV		
5.	Sending all reports to ADH promptly to forecasting crop prospectors	14	23.33	19	31.66	19	31.66	07	11.66	01	1.86	-	-	-	218	V		
6.	Providing technical advice to farmers	08	13.33	28	46.66	20	33.33	02	3.33	02	3.33	-	-	-	218	V		
7.	Organising training programs about cultivation of Horticultural crops	08	10.00	19	31.66	32	53.33	03	5.00	-	-	-	-	-	208	VII		
8.	Preparation of crop estimation survey fertilisers, pesticides and plant material for jurisdiction required	07	11.66	19	31.66	29	48.33	03	5.00	02	3.33	-	-	-	206	VIII		
9.	Identification of all private nurseries in his jurisdiction	03	5.00	31	51.66	17	28.03	07	11.66	02	3.33	-	-	-	206	VIII		
10.	Solving the problems of farmers	06	10.00	23	38.33	20	33.33	10	16.66	01	1.66	-	-	-	203	X		
11.	Attending office work at head quarters	01	1.66	20	33.33	38	63.33	01	1.68	-	-	-	-	-	201	XI		
12.	Conducting field days/meetings	37	11.66	15	25.00	29	48.33	08	13.33	01	1.66	-	-	-	199	XII		
13.	Using communication aids to spread the aims, objective and incentives of Horti programme	-	-	23	38.33	30	50.00	05	8.33	02	3.33	-	-	-	194	XIII		
14.	Technical advice to field staff	-	-	24	40.00	17	28.33	11	18.33	08	13.33	-	-	-	186	XIV		
15.	Maintaining the register, map of area (statistical data maintenance)	-	-	17	28.33	33	55.00	10	16.66	-	-	-	-	-	187	XV		
16.	Assessing credit requirements and helping farmers to secure loans	08	13.33	09	15.00	27	45.00	13	21.88	03	5.00	-	-	-	186	XVI		
17.	Organising demonstrations	07	11.66	15	25.00	29	48.33	08	13.33	01	1.66	-	-	-	183	XVII		
18.	Guiding the field staff	-	-	15	25.00	29	48.33	09	15.0	07	11.65	-	-	-	181	XVIII		
19.	Submitting monthly hints for farmers to ADH for broad casting the same on All India Radio	-	-	12	20.00	33	55.00	14	23.33	01	1.66	-	-	-	176	XIX		
20.	Periodical evaluation on field staff work	-	-	18	30.00	28	46.66	04	6.68	10	15.66	-	-	-	174	XX		
21.	Attending monthly genera body meetings	10	16.66	22	36.68	21	35.00	07	11.66	-	-	-	-	-	171	XXI		

The items namely; visits the area (20 days / month) and maintains tour dairy, helping farmers in identifying and selection of drip agencies for mulching / drip irrigation, keep upto date information of circle with regard to progress made, motivate the farmers to adopt drip irrigation, plastic mulches /green houses, shadenets, sending all reports to ADH promptly to forecasting crop prospectus, providing technical advise to farmers, organising training programmes about cultivation of horticultural crops, preparation of crop estimation survey / fertilisers, pesticides and plant material for jurisdiction required, identification of all private nurseries in his jurisdiction, solving the problems of farmers, attending office work at head quarters, conducting field days / meetings, using communication aids to spread the aims, objectives and incentives of horticultural programmes, technical advice to field staff, maintaining the register, map of area (statistical data maintenance), accessing credit requirements and helping farmers to secure loans, organising demonstrations, guiding the field staff, submitting the monthly hints for farmers to ADH for broadcasting the same on All India Radio, periodical evaluation of field staff work and attending monthly / general body meetings were ranked I, II, III, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII, XIV, XV, XVI, XVII, XVIII, XIX, XX and XXI respectively.

## DISCUSSION

It is very interesting to observe from the Table 15 that majority of the respondents perceived the job performance as average. Similar reports were reported by Rao and Sohal (1985), Dakhore and Bhjilgaonkan (1987), Waris (1990) and Das (1991).

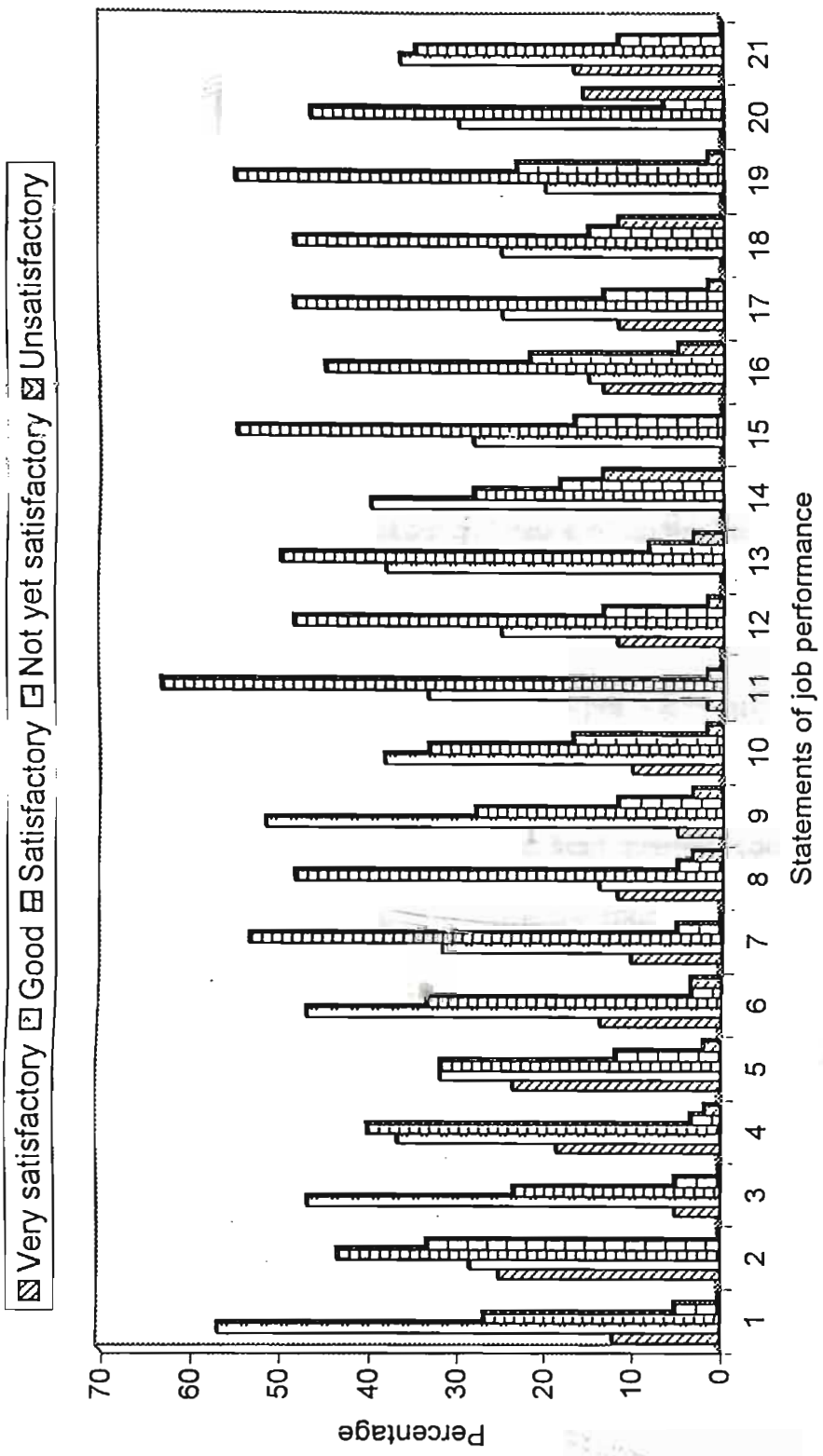


Fig. 15 : Response analysis of job performance

MAHARAJA

The test items of job performance were subjected to frequency and percentage analysis in order to know the areas where exists good, average and poor performance of Horticultural Officers.

The areas where good performance was noticed were visits the area (20 days/month) and maintains tour dairy, helping farmers in identifying and selection of drip agencies for mulching/drip irrigation, keeping upto date information of circle with regard to progress made, motivate the farmers to adopt drip irrigation, plastic mulches/greenhouses/shadenets, sending all reports to ADH promptly to forecasting crop prospects, providing technical advice to farmers and organising training programmes about cultivation of horticulture crops.

The areas where average performance was noticed were preparation of crop estimation survey, required fertilizers/pesticides and plant material for jurisdiction, identification of all private nurseries in his jurisdiction, solving the problems of farmers, attending office work at head quarters, conducting field days / meetings, using communication aids to spread the aims, objectives and incentives of horticulture programme, technical advice to field staff, maintaining the register/map of area (statistical data maintenance), accessing credit requirements and helping farmers to secure loans, organising demonstrations and guiding the field staff.

The areas where poor performance noticed were submitting monthly hints for farmers to ADH for broadcasting the same on All India Radio, periodical evaluation of field staff work and attending monthly / general body meetings.

#### 4.4 RELATIONSHIP BETWEEN SELECTED CHARACTERISTICS OF HORTICULTURE OFFICERS AND THEIR JOB PERFORMANCE AND PERCEIVED ORGANISATIONAL CLIMATE

This section deals with the nature of relationship of selected ten independent variables with that of dependent variables i.e., organisational climate and job performance of Horticulture Officers working in State Department of Horticulture.

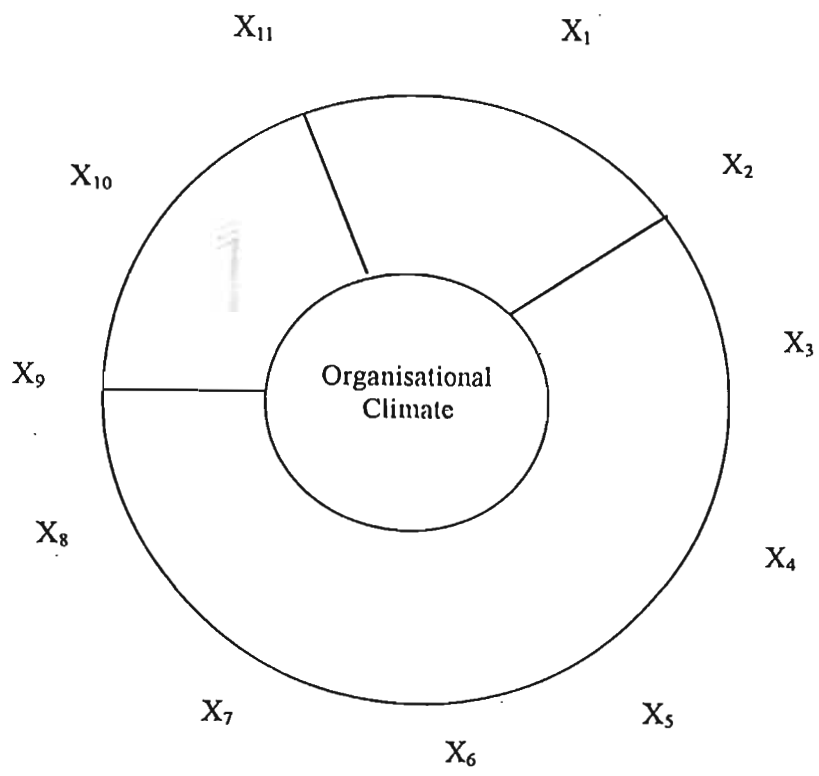
In order to study the relationship between the dependent and independent variables, the correlation co-efficient ( $r$ ) was computed for each independent variable. The values of correlation co-efficients ( $r$ ) were then tested for their statistical significance. The results were presented as under.

##### 4.4.1 Relationship between organisational climate and selected independent variables

The computed values of correlation co-efficients between the organisational climate and selected characteristics of Horticulture Officers were presented in the Table 17.

##### Null Hypotheses

There will be no significant relationship between the scores on independent variables namely, Age, Education, Experience, Salary, Training undergone, Scope for recognition and rewards, Work load, Empathy, Job satisfaction, Aspirations and Scores on dependent variable i.e., organisational climate.



- X1 = Age
- X2 = Educational qualifications
- X3 = Experience
- X4 = Salary
- X5 = Training undergone
- X6 = Scope for recognition and rewards
- X7 = Workload
- X8 = Empathy
- X9 = Job satisfaction
- X10 = Present level of aspirations
- X11 = Future level of aspirations

— at 0.05 level of significance

Fig. 16: Correlation coefficient between organisational climate and selected characteristics of Horticulture Officers

*[Faint handwritten text and illegible markings at the bottom of the page]*

Table 17: Correlation coefficients between the organisational climate and selected characteristics of Horticulture Officers

S.No.	Independent variables	'r' values
1.	Age	0.1326
2.	Education	0.0361
3.	Experience	0.1806
4.	Salary	0.0962
5.	Training undergone	0.0347
6.	Scope for rewards and recognition	0.2561*
7.	Work load	-0.0025
8.	Empathy	0.0558
9.	Job satisfaction	0.2994*
10.	Present level of aspirations	0.0459
11.	Future level of aspirations	0.2627*

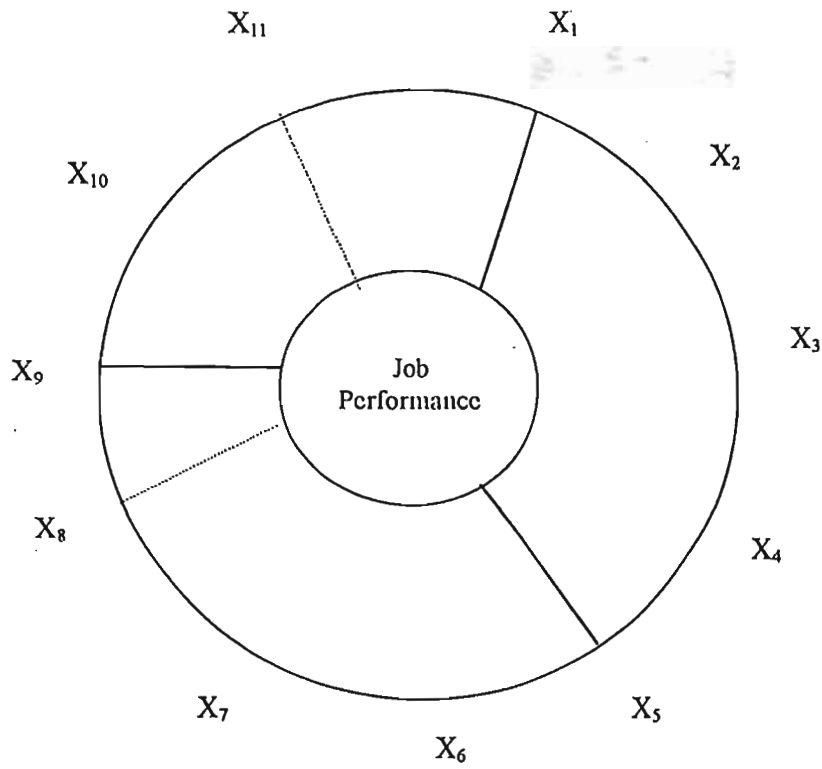
\* Significant at 0.05 per cent level of probability.

The computed 'r' values of independent variables (Table 17) namely; scope for recognition and rewards ( $r = 0.2561$ ), job satisfaction ( $r = 0.2994$ ) and future level of aspiration ( $r = 0.2627$ ) had shown positive and significant correlation with organisational climate. Whereas other selected variables such as age ( $r = 0.1326$ ), education ( $r = 0.0361$ ), experience ( $r = 0.1806$ ), salary ( $0.0962$ ), training undergone ( $r = 0.0341$ ), workload ( $r = -0.0025$ ), empathy ( $r = 0.0556$ ) and present level of aspiration ( $r = 0.0419$ ) had shown non-significant relation with organisational climate.

#### 4.4.2 Relationship between job performance and selected independent variables

##### Null Hypotheses

There will be no significant relationship between the scores on independent variables namely; Age, Education, Experience, Salary, Training



- X1 = Age
- X2 = Educational qualifications
- X3 = Experience
- X4 = Salary
- X5 = Training undergone
- X6 = Scope for recognition and rewards
- X7 = Workload
- X8 = Empathy
- X9 = Job satisfaction
- X10 = Present level of aspirations
- X11 = Future level of aspirations

---- at 0.01 level of significance

\_\_\_ at 0.05 level of significance

Fig. 17: Correlation coefficient between job performance and selected characteristics of Horticulture Officers

undergone, scope for recognition and rewards, Work load, Empathy, Job satisfaction, Present level of aspirations and Future level of aspirations and the scores on dependent variable i.e., job performance.

The computed values of correlation co-efficients between the job-performance and selected independent variables are presented in the Table 18.

Table 18: Correlation coefficients between job performance and selected characteristics of Horticulture Officers

S.No.	Independent variables	'r' values
1.	Age	0.3139*
2.	Educational qualifications	0.1175
3.	Experience	0.0735
4.	Salary	0.1556
5.	Training undergone	0.2902*
6.	Scope for recognition and rewards	0.1472
7.	Work load	0.0013
8.	Empathy	0.2525**
9.	Job satisfaction	0.2816*
10.	Aspirations	
a.	Present level of aspirations	0.2121
b.	Future level of aspirations	0.3264**

\* Significant at 0.05 per cent level of probability.

\*\* Significant at 0.01 per cent level of probability.

The computed 'r' values of independent variables namely, Age ( $r = 0.3139$ ), Training undergone ( $r = 0.2902$ ), Empathy ( $r = 0.2525$ ), Job satisfaction ( $r = 0.2816$ ) and future level of aspirations ( $r = 0.3264$ ) had shown positive and significant correlation with job performance of Horticulture Officers. Whereas other selected variables such as education ( $r = 0.1175$ ), experience ( $r = 0.0735$ ), salary ( $r = 0.1556$ ), scope for recognition and rewards ( $r = 0.1472$ ), workload ( $r = 0.0013$ ), present level of aspiration ( $r = 0.2121$ ) had shown non-significant relationship with job performance.

## DISCUSSION

It is very interesting to see that Horticulture Officers were able to exercise their complete potential due to their satisfaction. This could be due to proper interpersonal relationships within the groups. As the career of the employees increases simultaneously rewards and recognitions should be given for good work. The state department of Horticulture was taking care of this aspect which lead to increase in job satisfaction, job performance and a good organisational climate.

It regards to the organisational climate and job satisfaction of Horticulture Officers was significantly related with each other. It clearly indicates that the components like superior-subordinate relations, guidance, supervision, co-operation, co-ordination which were strong points in the present organisation as felt by the respondents might have contributed to job satisfaction hence a positive and significant relationship.

Aspiration is one of the important psychological attribute which motivates the individual for achievement of action. It is interesting to see from the table 17 that as there is care for recognition and rewards which inturn increases job satisfaction, which finally led to increase their future level of aspirations, which indicates these efforts to ensure better job performance of Horticulture Officers. It can be stated that one should set realistic and moderate level of aspiration in the professional life and the distribution pattern in all probabilities represented real life situation may be the organisation satisfied the aspirations of personnel hence they are satisfied and thus a positive and significant correlation is seen.

Age of the horticulture officers were found to increase their job performance. Similar kind of findings were observed by Bansal (1983) in lower level managers. Age and experience go together in increasing the performance of individuals in the long run. The rich experience gained with the advent of years could have guided the officers to perform better in their field of work.

Generally an aged, experienced person undergoes specially inservice training and refresher training. It will contribute to him to do better service and finally increasing his/her job performance.

Empathy is interpersonal sensitivity. Generally aged experienced person with good trainings in his/her career will definitely have good empathy towards others in his organisation. It is understanding other person's feelings, emotions, caring and sharing as it was positively correlated definitely an organisation having there (human values) and empathatic quality will lead to good organisational climate and job performance.

The findings revealed that there was significant relationship between job satisfaction and job performance. Job satisfaction was direct cause of job performance which has been established in the present study.

As the career of employee increases simultaneously his/her aspirations will also increase and it is the most one of the important psychological attributes which motivate the individual for achievement action. Positive and significant correlation of future level of aspiration indicates showing good efforts to ensure better job performance of horticulture officers. It can be stated that one



should get realistic and moderate level of aspiration in one professional life and the distribution pattern in all probability represented real life situation. So the state department of horticulture should try to satisfy their aspirations as far as possible which will increase the job performance of the employees.

#### **4.5 IDENTIFICATION OF THE ORGANISATIONAL PROBLEMS AS PERCEIVED BY THE HORTICULTURE OFFICERS AND THE SUGGESTIONS TO OVERCOME THEM**

##### **4.5.1 Organisational problems as perceived by Horticulture Officers**

Major problems perceived by Horticulture Officers (Table 19) include less number of Sub-Assistants (83.33%), lack of sufficient Office facilities (43.33%), lack of proper transport facilities (41.66%), less travelling allowances and large area under jurisdiction (35%), less number of trainings to the staff (18.33%), no proper supervision by senior officials (11.66%), less delegation of authority to staff and red tapism, bossism/harassment by seniors (10%) and delay in release of official sanctions (5%) and were ranked I, II, III, IV, IV, VI, VII, VIII, VIII and X respectively based on the obtained responses of the respondents.

##### **4.5.2 Suggestions expressed by Horticulture Officers to overcome the perceived problems**

The important suggestions given by Horticulture Officers (Table 20) were providing more field staff (83.33%), good office facilities (43.33%), good transport facilities and more travelling allowances (35%), recruiting sufficient number of Horticulture Officers to cover the area (31.66%), more trainings should be imparted to all levels of organisation (18.33%), regular supervision by seniors



Table 19: Problems as perceived by Horticulture Officers

S.No.	Problems	Frequency	Percentage	Rank
1.	Less number of Sub-Assistant staff	50	83.33	I
2.	Lack of sufficient office facilities	26	43.33	II
3.	Lack of proper transport facilities	25	41.66	III
4.	Less travelling allowances	21	35.00	IV
5.	Large area under jurisdiction	21	35.00	IV
6.	Less number of trainings to staff	11	18.33	VI
7.	No proper supervision by senior officials	7	11.66	VII
8.	Less delegation of authority to staff	6	10.00	VIII
9.	Red tapism / Bossism / Harassment by seniors	6	10.00	VIII
10.	Delay in release of official sanctions	3	5.00	X

Table 20: Suggestions expressed by Horticulture Officers to overcome the perceived problems

S.No	Problems	Frequency	Percentage	Rank
1.	Providing more field staff	50	83.33	I
2.	Providing good office, infrastructural facilities	26	43.33	II
3.	Providing good transport facilities	21	35.00	III
4.	Providing more travelling allowance	21	35.00	III
5.	Recruiting sufficient number of Horticulture Officers to cover the area	19	31.66	V
6.	More trainings should be imparted to all levels of organisation	11	18.33	VI
7.	Regular supervision by superiors	7	11.66	VII
8.	More authority should be delegated to Horticulture Officers	6	10.00	VIII
9.	Harassment should be eliminated and give more freedom to subordinates	6	10.00	VIII
10.	Quick and prompt official sanctions	3	5.00	X



(11.66%), more authority should be delegated to Horticulture Officers and harassment should be eliminated and give more freedom to subordinates (10%), quick and prompt official sanctions (5%) and were ranked I, II, III, III, V, VI, VII, VIII, VIII and IX respectively based on the obtained responses of the respondents.

# Summary and Conclusion



## CHAPTER V

### SUMMARY AND CONCLUSIONS

The study of organisational climate and job performance is one of the most important subjects of research, since it constitute the core of organisational effectiveness. The effectiveness of Department of Horticulture of Andhra Pradesh is dependent on effective management of its employees as well as on acceptance and participation of Horticulture Officers in its activities. The existing set up of organisation has been structurally and functionally modified with the assumption of improving organisational efficiency. The Horticulture Officers have exclusive field work with specific responsibility.

Among all the extension functionaries in the State Department of Horticulture, Andhra Pradesh, Horticulture Officers have to play a key role. They form the bridge between the research system on one hand and farming community on another hand. The success of any activity mainly depends upon the favourable organisational climate and job performance of employees in the organisation.

The present investigation is therefore designed to study "Organisational climate and job performance of Horticulture Officers of the State Department of Horticulture, Andhra Pradesh" with the following specific objectives:

#### 5.1 SPECIFIC OBJECTIVES OF THE STUDY

1. To study the selected characteristics of Horticulture Officers
2. To find out perception of Horticulture Officers with regard to organisational climate

3. To analyse the job performance of Horticulture Officers working in State Department of Horticulture (A.P)
4. To assess relationship if any between the selected characteristics of Horticulture Officers and their job performance and perceived organisational climate
5. To identify the organisational problems as perceived by the Horticulture Officers and elicit the suggestions to overcome them.

## 5.2 RESEARCH METHODOLOGY

An ex-post-facto research design was followed for the study. The present study was carried out in State Department of Horticulture. All the Horticulture Officers working as extension officers in State Department of Horticulture constitute the population of the investigation. Initially, structured questionnaire was sent to all 125 Horticulture Extension Officers, out of which only 63 respondents were returned the mailed questionnaire. On the other hand, it was found that three questionnaires were filled incompletely. Thus 60 respondent's responses were taken into consideration for the present investigation. The variables were selected after extensive scanning of literature in the field of organisational climate and job performance. The data thus collected were subjected to different statistical tests and major findings are summarised.

## 5.3 RESEARCH FINDINGS

### 5.3.1 Profile of Horticulture Officers

Majority (85%) of the respondents belonged to middle age group followed by young age group (15%).



Majority (61.66%) of respondents are having B.Sc (Hort.) degree followed by M. Sc(Ag.) (26.66%), M.Sc. (Hort.) (6.66%) and B.Sc. (Ag.) (5.00%).

- Sixty per cent of the respondents had low experience followed by medium experience (36.66%) and high experience (3.33%).

Majority (66.66%) of the respondents are getting the salary of Rs.8001 to 11000 followed by Rs.6000 to 8000 (21.67%), Rs.14001 to 17000 (10%) and above Rs.17000 (1.66%).

About 68.33 per cent of respondents had very low level of training followed by low (20%), average (8.23%) and equal number of respondents (1.67%) undergone high level and very high level of training.

More than half (53.33%) of respondents had expressed medium level of scope for recognition and rewards followed by low (43.33%) and high (3.33%) level of scope for recognition and rewards in the State Department of Horticulture.

Nearly half (48.33%) of respondents had perceived the work load as average followed by heavy (40%) and too heavy work load (11.66%).

Eighty percent of respondents had medium level of empathy followed by high (13.33%) and low empathy (6.66%).

About sixty eight per cent of the respondents expressed the level of job satisfaction as average followed by good (28.67%) and poor (3.33%).

Majority (76.66%) of respondents had low present level of aspirations followed by medium (16.66%) and high present level of aspirations



(6.66%). Whereas, 47 per cent of respondents had medium future level of aspirations followed by low (32%) and high (13%) future level of aspirations.

### **5.3.2 Perception of Horticulture Officers with regard to organisational climate**

About forty eight per cent (48.33%) of the respondents perceived the organisational climate of State Department of Horticulture as good followed by average (40.00%) and poor (11.66%).

The items of organisational climate namely, a sense of belongingness to the organisation, work related information is freely shared in order to accomplish the assignment, the job involves considerable amount of discretion in handling the work, workers are proud to belong to the organisation and superiors reserve considerable decision making power were ranked I, II, III, IV and V respectively.

### **5.3.3 Job performance of Horticulture Officers**

Forty eight (48.33%) per cent of the respondents perceived that their job performance was average followed by good (41.67%) and poor (15.00%).

The items of job performance such as visits the area (20 days/month) and maintains tour dairy, helping farmers in identifying and selection of drip agencies for mulching and drip irrigation, keep up to date information of circle with regard to progress made, motivate farmers to adopt drip irrigation and sending all reports to ADH promptly and forecasting crop prospectus were ranked I, II, III, IV and V respectively.

#### 5.3.4 Relationship between the selected characteristics of Horticulture Officers and organisational climate and job performance

The independent variables namely, scope for recognition and rewards ( $r = 0.2561$ ), job satisfaction ( $r = 0.2994$ ) and future level of aspirations ( $r = 0.2627$ ) had shown positive and significant correlation with perceived organisational climate.

On the other hand, the independent variables namely, Age ( $r = 0.3139$ ), training undergone ( $r = 0.2902$ ), empathy ( $r = 0.2525$ ) and job satisfaction ( $r = 0.2816$ ) had shown positive and significant correlation with job performance of Horticulture Officers. All other selected independent variables had shown nonsignificant relation with dependent variables.

#### 5.3.5 Organisational problems as perceived by the Horticulture Officers and the suggestions to overcome them

Major problems perceived by Horticulture Officers include less number of Sub-Assistants (83.33%), lack of sufficient Office facilities (43.33%), lack of proper transport facilities (41.66%), less travelling allowances and large area under jurisdiction (35%), less number of trainings to the staff (18.33%), no proper supervision by senior officials (11.66%), less delegation of authority to staff and red tapism, bossism/harassment by seniors (10%) and delay in release of official sanctions (5%).

The important suggestions given by Horticulture Officers were providing more field staff (83.33%), good office facilities (43.33%), good transport facilities and more travelling allowances (35%), recruiting sufficient number of Horticulture Officers to cover the area (31.66%), more trainings should be imparted

to all levels of organisation (18.33%), regular supervision by seniors (11.66%), more authority should be delegated to Horticulture Officers and harassment should be eliminated and give more freedom to subordinates (10%) and quick and prompt official sanctions (5%).

**5.4 IMPLICATIONS OF THE STUDY**

The study revealed that majority of respondents had undergone very low level of training. Hence, Horticulture Officers should be provided with enough training which facilitates them to update their knowledge and skills.

More than half of respondents had perceived the medium level of scope for recognition and rewards in the department. This shows that superiors were not able to exercise the complete potential in getting jobs done to their satisfaction. This could be due to lack of proper interpersonal relationships within the group. So the administrators should concentrate on this vital issue to improve the satisfaction of horticulture officers with regard to recognition and rewards.

The study indicated that eighty per cent of respondents had average level of job satisfaction. As the career of the employee increases simultaneously his/her aspirations will also increase. The administration should try to satisfy their aspirations as far as possible which will further increase their job satisfaction.

About fifty per cent of the respondents perceived the organisational climate of State Department of Horticulture as average and poor. Hence, the top level managers in the organisation must concentrate on all the indicated components of the organisational climate so as to reach the satisfaction of the horticulture officers.



Nearly half of the Horticulture Officers perceived that their job performance was average. This gives an indication to the concerned authorities of State Department of Horticulture to pay additional attention in improving the job performance.

The variables like scope for recognition and rewards, job satisfaction and level of aspirations are positively correlated with organisational climate, indicating as career of employees increases, simultaneously rewards and recognition should be given for good work. The State Department of Horticulture should satisfy this as far as possible which will increase job satisfaction and job performance of the employees.

The study also revealed that the variables such as trainings undergone, age, empathy and job satisfaction had shown positive significance with job performance which indicates a cumulative effect of age. Training undergone coupled with empathy increased job satisfaction which ultimately influence good job performance.

The variables influencing the organisational climate and job performance of Horticulture Officers as revealed through the study will facilitate the authorities to think over the different attributes induced by the organisation among its workers and working environment, so as to facilitate this category of respondents also feel a congenial climate and working environment.

The study facilitated to know the characteristics of Horticulture Officers which will serve as a guideline for the policy makers in choosing the best Horticulture Officers in the Department.



These findings would help the planners and administrators to chalk out strategies for enhancing performance of Horticulture Officers through favourable organisational climate.

The study might be an eye opener for extension functionaries and is certainly a hardy reference for post-graduate students specialising in Horticulture extension.

### 5.5 POINTS FOR FUTURE RESEARCH

1. There is a wide scope for study by considering some more intrinsic and extrinsic factors that contribute for organisational climate and job performance of Horticulture Officers in State Department.
2. Only Horticulture Officers doing extension job were considered for present investigation. All Horticulture Officers performing other types of jobs can also be included in the sample to get comprehensive idea about the organisation.
3. The study has taken into consideration only selected characteristics of Horticulture Officers. Various other personal and psychological characteristics may also included in the future studies.
4. Case study may be conducted to unearth the positive and negative dimensions of organisational climate and job performance which will be useful to adopt and popularise or to correct the weakness of the dimension of organisational climate for effective functioning of the organisation.

5. In the present study organisational climate was considered as dependent variable. Studies may also be taken up considering this as an independent variable and job performance as dependent variable to have an understanding of the degree of outcome of the department.
6. Similar type of studies can also be taken up in other developmental departments.

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✓

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The pattern of 'Literature cited' presented above is in accordance with the 'Guidelines' for thesis presentation for Acharya N.G. Ranga Agricultural University, Hyderabad.

*Appendix*



ACHARYA N. RANGA AGRICULTURAL UNIVERSITY

Dr. Venugopal Reddy  
M.Sc. (Ag.), Ph.D.  
Senior Professor

Department of Agricultural Extension  
College of Agriculture  
Rajendranagar, Hyderabad - 500 030

Dear Madam,

Date: 21-05-2017

I would like to inform you that one of my M.Sc. (Ag.) students, Mr. RAO (RAJOO-614) (MA) is working for his research project on "ORGANISATIONAL CLIMATE, JOB PERFORMANCE OF AGRICULTURAL OFFICERS WORKING IN STATE DEPARTMENT OF AGRICULTURE, (A.P.)". In this connection, he is collecting data from selected Horticultural Officers.

Considering your experience in the field of Horticulture, you are selected as respondent of his research project.

Hence, I request you kindly spare some time to fill the schedule and complete the project. If you have any queries, please contact me by phone or visit my office. Kindly return the self-addressed envelope at your earliest convenience.

*Appendix*

Yours sincerely,

  
(DR. VENUGOPAL REDDY)

**ACHARYA N.G. RANGA AGRICULTURAL UNIVERSITY**

**Dr. Ch. Venugopal Reddy**  
M.Sc.(Ag.); Ph.D  
Assistant Professor

Department of Agril. Extension  
College of Agriculture  
Rajendranagar, Hyderabad – 500 030

Dear Sir/Madam,

Date:01-05-2001

I would like to inform you that one of my M. Sc. students **Mr. T. Srinivasa Rao (I.D.No.RA/99-014) (MA)** is working for his research project entitled **“ORGANISATIONAL CLIMATE, JOB PERFORMANCE OF HORTICULTURAL OFFICERS WORKING IN STATE DEPARTMENT OF HORTICULTURE (A.P.)”**. In this connection, he is collecting information / responses from selected Horticultural Officers.

Considering your experience, in the field of Horticulture, you have been selected as respondent of his research work.

Hence, I appeal to you to kindly spare some time of your busy schedule and complete the items enclosed by recording your responses ‘Without leaving any item’. Kindly favour us by returning the completed schedule in the enclosed self-addressed envelope at your earliest convenience.

With warm regards,

Yours sincerely,

**(CH. VENUGOPAL REDDY)**

S.No.

Name of H.O.

Place:

District:

PART-I

SELECTED CHARACTERISTICS OF HORTICULTURE OFFICERS

1. Age (in completed years)

2. Education

- a) B.Sc (Hort.)
- b) B.Sc (Ag.)
- c) M.Sc (Ag.)
- d) M.Sc (Hort.)
- e) Ph.D.
- f) Any other (specify) :

3. Experience

- a) Total years of experience :
- b) Years of experience in State  
Department of Horticulture :

4. Monthly income:

- a) Total salary/month
- b) Other sources, if any      Source      Income/month
  - a:
  - b:
  - c:
- c) Total monthly income

5. Training undergone

Please indicate the training(s) received by you

S.No.	Type of training	Area of training	Place of training	Duration	Month & Year
1.	Pre-service				
2.	Induction/Orientation				
3.	Inservice				
	i)				
	ii)				
	iii)				
4.	If any other (please specify)				

6. Scope for recognition and rewards

S.No	Items	Always true	Sometimes true	Never true
1.	Only efficiency in work is rewarded			
2.	The Directorate of Horticulture rewards those who are able to get things done			
3.	Loyalty is rewarded more than anything else			
4.	Few to work but many earn name for that work			

7. Perception of work load  
(Do you think your work load is?)

- A) a) Very light  
b) Light  
c) Average  
d) Heavy  
e) Too heavy
- B) Please specify your average workload per week in hours \_\_\_\_\_

8. Empathy

It is otherwise known as interpersonal sensitivity. This involves the realisation and understanding of another person's feelings, needs and sufferings. It is a self conscious effort to share and comprehend accurately the presumed consciousness of another person. A set of statements of Empathy are mentioned and put a tick (✓) mark on each item in the appropriate column.

Statement	SA	A	UD	DA	SDA
a) Most people can be truster					
b) One should think other man's point of view is as important as his own					
c) One should feel bad when an innocent person is being accused for no fault of his					
d) When someone unintentionally pushes you on the road, do you very to understand the situation and not taking him to task					
e) One should be free in expecting cordially and good will to others					

SA: Strongly Agree; A : Agree; UD : Undecided;  
DA : Disagree; SDA: Strongly Disagree

### 9. Level of aspiration

Here is a ladder. You would have seen a ladder of this type in life mostly used for reaching heights. In the ladder here there are 10 rungs and the 10<sup>th</sup> is the height that can reach with it, let us try to imagine that the progress in your life is to be similar to a ladder, where different rungs will represent different levels of your progress. Few will reach the top. Some settle in middle and more remain at the bottom. Those who reach the top have everything that is best and most desirable and those who remain at the bottom will have the least of it. Please go through the following statements and put appropriate number in the column as response.

10
9
8
7
6
5
4
3
2
1

1. Where on the ladder, do you feel you personally stand at present time?
  - a) In terms of material aspirations, owning a car, acquiring furniture etc.  
(Write down the Step No.      )
  - b) In terms of professional aspirations, getting promotions, getting awareness etc.?  
(Write down the Step No.      )
  
2. Where on the ladder do you think you will be after 5 years?
  - a) In terms of material aspirations  
(Write down the Step No.      )
  - b) In terms of professional aspirations  
(Write down the Step No.      )

10. Job satisfaction

Following are some statements related to your job satisfaction. Please tick (✓) the degree of your satisfaction in the present job in the appropriate column.

S. No.	Statement	SA	A	UD	DA	SDA
1.	The work relationship I have with my colleagues in my organisation is good					
2.	The nature of job I do is very interesting					
3.	The status I enjoy in my organisation is alright					
4.	The credit and recognition I receive for accomplishment and contribution are to the normal expectations					
5.	Most of the times I came to know the aims as future plans of the Institution unofficially rather than through official communication					
6.	The freedom share in decision making with regard to my job is poor					
7.	What I have achieved in my life as Supervisor is nothing.					

SA: Strongly Agree; A : Agree; UD : Undecided;  
DA : Disagree; SDA: Strongly Disagree

## PART-II

### ORGANISATIONAL CLIMATE

Every organisation is having its own climate which distinguished it from other, no matter how efficient there are some areas in which the members feel the need for some improvement. The following questions will help you to think about some of these aspects keeping in mind your experience in the Department of Horticulture, please read each statement of your organisational environment and decide whether in your opinion, it is true for your organisation. Having decided the direction, now decide the degree. If you feel it is very true, circle 5, true 4, somewhat true 3, not true 2 and '1' for not at all true

**NOTE:**

Since this is being collected only for research purpose, your responses will be kept totally confidential and will not be shared with anyone. Please, therefore, feel free to give your frank and honest opinion.

S. No	Statement	Responses				
1.	I have a sense of belongingness to this organisation	1	2	3	4	5
2.	In my experience, workers have much freedom in work in this organisation	1	2	3	4	5
3.	The superior is having professional ability to guide the subordinate	1	2	3	4	5
4.	A great deal of time is spent on administrative forms of reports	1	2	3	4	5
5.	If we make a small mistake in this organisation, we will be punished.	1	2	3	4	5
6.	The subordinates of this organisation are not ready to work under the direction of the superiors	1	2	3	4	5
7.	Employees are proud of belonging to this organisation	1	2	3	4	5
8.	Organisation issues instructions after due consideration of what is expected from the workers	1	2	3	4	5
9.	The superiors are competent and courageous to help the subordinate in their work	1	2	3	4	5

PART-III

S. No	Statement	1	2	3	4	5
10.	This job involves working under the constant pressure for dead lines	1	2	3	4	5
11.	There are too many rules and regulations in my organisation	1	2	3	4	5
12.	The job is clearly defined and logically related	1	2	3	4	5
13.	Work related information is freely shared in order to accomplish the assignments	1	2	3	4	5
14.	This job requires considerable amount of discretion in handling the work	1	2	3	4	5
15.	Superior reserves considerable decision making powers	1	2	3	4	5
16.	Employees have very little interest to work in this organisation	1	2	3	4	5
17.	The organisation is having clearly defined goals	1	2	3	4	5
18.	Superior offers me opportunity for exercising individual initiative in my work	1	2	3	4	5
19.	Personal problems of employees are taken care of adequately in my organisation	1	2	3	4	5
20.	This organisation expects that people solve their work related problems themselves	1	2	3	4	5

1 – Not at all true; 2 – Not true; 3 – Somewhat true; 4 – True; 5 – Very true.

## PART-III

## JOB PERFORMANCE OF HORTICULTURE OFFICERS

The purpose of Part-III is to review and appraise the performance of Horticulture Officer in relation to job accountability i.e., the Horticulture Officers relates to the task, to subordinates, and to other persons. In this proforma you review your job in terms of the extent of performing the job, managing and working with others.

NOTE: Since this is being collected only for research purpose, your responses will be kept totally confidential and will not be shared or disclosed with anyone. Please therefore feel free to give your frank and honest opinion. In evaluating each item of job performance a five point scale is provided.

<u>Numerical code</u>		<u>Descriptive scale</u>
5	Very outstanding	Needs very little improvement
4	Good	Some improvement possible
3	Satisfactory	Requires some improvement
2	Not yet satisfactory	Major improvement required
1	Unsatisfactory	Improvement attempts have failed

There may be some items for which you do not have sufficient information to make a judgement. In this case, check the column labelled DK (Don't know).

Some jobs listed may not be appropriate for describing a particular individual in a particular job. In this case, check the column, labels NA (Not Applicable).

Mark on (✓) for each item in the appropriate column. Please do not keep any item blank or unattempted.

## JOB PERFORMANCE OF HORTICULTURE OFFICERS

S. No.	Statement	Response category						
		VS	G	S	NYS	US	DK	NA
1.	Guiding the field staff							
2.	Technical advice to field staff							
3.	Periodical evaluation of field staff work							
4.	Attending office work at Head quarters							
5.	Organising training programmes about cultivation of Horticultural crops in respect of Departmental Schemes (DRDA), SC Corporation, Tribal Welfare, DPAP, Watersheds and NWDPRAs watersheds							

S. No.	Statement	Response category						
		VS	G	S	NYS	US	DK	NA
6.	Visits in the area (20 days/month) and maintaining tour dairy							
7.	Conducting field days/meetings							
8.	Organising demonstrations							
9.	Assessing the credit requirements and helping farmers to secure loans							
10.	Solving the problems of farmers							
11.	Motivate farmers to adopt drip irrigation / plastic mulches / green houses / shadenets							
12.	Helping farmers in identification and selection of drip agencies for mulching / drip irrigation / green houses and shadenets							
13.	Providing technical advice to farmers							
14.	Attending monthly / general body of Mandal Watershed Committee / ZREAC meetings							
15.	Sending all reports to ADH promptly, forecasting crop prospectives / breakdown of pests / diseases / crop damage in natural calamities and plant materials required							
16.	Submitting monthly hints for farmers to ADH for broadcasting the same in All India Radio							
17.	Maintaining the registers, map of area / statistical data / minikit / demonstration plot / nutritional garden / crop estimate survey / new area covered / drip installation / mulching / green houses / shadenets							
18.	Preparation of crop estimation surveys / fertilizers / pesticides and plant materials required for the jurisdiction.							
19.	Using communication aids to spread the aims, objectives and incentives of Horticultural programmes.							
20.	Identification of all private nurseries in the jurisdiction.							
21.	Keep upto date information of his circle with regard to progress made.							

PART-IV

1. Please mention the problems faced by you in the organisation

- a)
- b)
- c)
- d)
- e)
- f)

2. Please mention your valuable suggestions to overcome the above listed problems.

- a)
- b)
- c)
- d)

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