

## Job Performance of Agricultural Assistants in Training and Visit System\*

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**Abstract :** Job performance and factors influencing job performance of Agricultural Assistants of Training and Visit System in Karnataka were studied with the help of a structured schedule during May-June, 1991. Some measurement techniques and scoring procedures were developed and some valid scales developed by earlier researchers were also used. A total number of 206 randomly selected Agricultural Assistants of Dharwad district constituted the sample. Results indicated that majority of the Agricultural Assistants had medium level of job performance. Job attitude, mass media exposure, job perception, job satisfaction and facilities and resources available significantly explained the variation in job performance. Job attitude, job satisfaction, mass media exposure, organisational climate had maximum positive effect on job performance in that order.

### Introduction

The term job performance refers to the level of success achieved by an individual as a result of his efforts on the job. It is the end result of the application of efforts by an individual employee. In T and V system, the field extension workers, known as Agricultural Assistants, more than any one else in the organisation, play pivotal role in transfer of technology. The extension workers help in changing the outlook and attitude of farmers towards agriculture and motivate them for scientific farming. They act as an active catalyst in the whole gamut of agricultural production.

The role of the Agricultural Assistant is frequently stressed since of all extension staff, his function is not only persuading farmers to adopt production recommendations, but also, giving feed-back to the extension and research service, regarding information on actual farm production conditions, constraints and farmers reaction to the recommended practices. Therefore, the success of overall T and V system efforts largely depends on how well the extension personnel at field level perform their

job with all interest and inquisitiveness in their positions. Hence, enhancement of the job performance of the extension functionaries is most important. One of the common ways to increase the work efficiency of the employees is through the appraisal of their performance, also their strong and weak points, otherwise it is very important for reinforcing the positive points and overcoming the weaknesses.

Keeping the above facts in view, the present study was undertaken with the following specific objectives:

- To study the level of job performance of Agricultural Assistants, and
- To analyse the factors influencing the job performance of Agricultural Assistants.

### Material and Methods

Dharwad district was purposively selected for the study mainly for the reason that this district in Karnataka was covered in the first phase of T and V system. The district being centrally located is known to have varied agro-climatic conditions and is considered as a

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representative of the State. The research design adopted for this study was *ex-post-facto*. All Agricultural Assistants working in the T and V system of Dharwad district constituted the population, it was considered appropriate to cover 50 per cent randomly selected Agricultural Assistants working in each of the 17 talukas of the district. The total sample worked out to be was 206. A scale was developed to measure the job performance of the Agricultural Assistants. The job performance was appraised at three levels: 1) Self rating, 2) Superior rating and 3) Superiors' Superior rating. The average of all the three was considered for their job performance.

The statistical tools applied included correlation, multiple regression and path analysis. Correlation coefficient was used to know the direction of relationship between job performance and characteristics of Agricultural Assistants. Multiple linear regression was used to know the combined influence of 16 independent variables as well as the influence of each independent variable on job performance. Path analysis was employed to determine the direct and indirect effects of independent variables on job performance.

## Results and Discussion

The findings are discussed under three sub-heads such as level of job performance, factors influencing the performance and direct and indirect effects of independent variables on job performance.

A perusal of table 1 indicates that majority of Agricultural Assistants had medium level of job performance. This might be because

of similar situations or the working conditions in which these were working as well as might be due to the uniform targets prescribed for the Agricultural Assistants in T and V system. However, efforts should be made to motivate Agricultural Assistants with low job performance to improve their level of job performance. This finding is in agreement with the finding of Reddy (1986).

In the present study, it was observed that the job performance of Agricultural Assistants had strong correlation with 10 out of 16 independent variables. Hence, further analysis was carried out to determine the contribution of all the 16 variables in predicting the job performance of Agricultural Assistants by opting to multiple regression analysis. Table 2 indicates the results of multiple regression analysis.

The data revealed that out of 16 variables considered, only 5 variables namely job attitude, mass media exposure, job perception, job satisfaction and facilities and resources were found to be significant in explaining the variation in the job performance of Agricultural Assistants. Hence, these five variables could be termed as good predictors of Agricultural Assistants job performance. The coefficient of determination ( $R^2=0.4070$ ) indicated that all the sixteen variables together explained 40.70 per cent variation in the job performance of Agricultural Assistants which was found to be significant, indicating thereby that all the sixteen variables taken together explain a highly significant amount of change in the level of job performance of Agricultural Assistants. Talukdar (1984) also predicted the productivity of Agricultural Development Officers

Table 1. Level of job performance of Agricultural Assistants

Category	Frequency	Percentage	Mean job performance score
Low	028	13.59	238.81
Medium	148	71.85	280.53
High	030	14.56	312.27

Table 2. Regression analysis of job performance based on independent variables

	Variables	'b' value	't' value
X <sub>1</sub>	Job attitude	0.6925	4.1233**
X <sub>2</sub>	Age	-0.1104	-0.2614
X <sub>3</sub>	Education	0.3443	0.4688
X <sub>4</sub>	Total experience	-0.5430	-1.2316
X <sub>5</sub>	T & V experience	0.7330	1.5692
X <sub>6</sub>	Rural-urban background	0.2243	0.7761
X <sub>7</sub>	Mass media exposure	1.8457	2.7433**
X <sub>8</sub>	Job perception	1.0908	1.8844*
X <sub>9</sub>	Achievement motivation	-0.3488	-0.8987
X <sub>10</sub>	Organisational climate	0.6097	1.4650
X <sub>11</sub>	Organisational commitment	0.4895	1.5928
X <sub>12</sub>	Job involvement	-0.2373	-1.0256
X <sub>13</sub>	Job satisfaction	1.4097	3.8692**
X <sub>14</sub>	Facilities and resource	-0.8142	-3.3309**
X <sub>15</sub>	Organisational stress	-0.1121	-0.4768
X <sub>16</sub>	Job stress	0.0643	0.3530

R<sup>2</sup> = 0.4070 ; F = 8.1080\*\*

\* Significant at .05 level of probability

\*\* Significant at .01 level of probability

by using nine significant variables, which explained to the tune of 63.83 per cent of total variation.

Job attitude is one of the good predictors of job performance of Agricultural Assistants. In any organisation, the favourable attitude of the workers towards their job is one of the requirements that facilitates enthusiasm and interest to work. Hence, even in a development programme like T and V system, the favourable attitude of Agricultural Assistants towards their job as such must have yielded good dividends in terms of inducing the Agricultural Assistants to perform different job items effectively.

Greater exposure of an individual to mass media such as radio, T.V., newspaper and other mass literature helps in knowing new ideas, different methods and techniques of approaching problems, proper utilization of natural resources including human talents for self-development as well to develop community at large. Acquisition of such practical knowledge on various aspects of problems of life, develop

confidence in the individual which in turn induce him to do his best in his assigned work. Hence, mass media is one of the good predictors of job performance.

Unless an individual understands his nature of job and the direction in which his efforts are to be expanded, he may not be able to do justice to the job. Hence, an understanding of the individual's job in an organisation is a pre-requisite to higher performance. A thorough knowledge of one's job as to its specific purposes, method to be followed, people to be served, functional relations with other organisations and final results to be obtained helps the incumbent to perceive the job in its totality. Hence, job perception has influenced the job performance of Agricultural Assistants significantly.

In general, job satisfaction and performance go together. It is logical to expect that those people who are satisfied with their job are likely to perform their job in a better way since they enjoy doing it. Naturally the

Table 3. Path analysis of independent variables with job performance of Agricultural Assistants

Variable	r' value	Direct effect	Total indirect effect	Substantial indirect effects through		
				1	2	3
X <sub>1</sub> Job attitude	0.4705**	0.2951	0.1754	0.1173 X <sub>13</sub>	0.0646 X <sub>11</sub>	-0.0473 X <sub>14</sub>
X <sub>2</sub> Age	-0.1273	-0.0276	0.0997	-0.1269 X <sub>4</sub>	0.0647 X <sub>6</sub>	-0.0430 X <sub>1</sub>
X <sub>3</sub> Education	0.0630	0.0296	0.0334	0.0562 X <sub>4</sub>	-0.0314 X <sub>5</sub>	-0.0119 X <sub>11</sub>
X <sub>4</sub> Total experience	0.1138	-0.1535	-0.0397	0.0831 X <sub>5</sub>	-0.0267 X <sub>6</sub>	-0.0229 X <sub>2</sub>
X <sub>5</sub> T & V experience	-0.0217	0.1220	-0.1437	-0.1045 X <sub>4</sub>	0.0266 X <sub>14</sub>	-0.0346 X <sub>1</sub>
X <sub>6</sub> Rural-urban background	-0.0651	0.0457	0.0194	0.0214 X <sub>4</sub>	0.0136 X <sub>10</sub>	-0.0118 X <sub>14</sub>
X <sub>7</sub> Mass media exposure	0.1776*	0.1573	0.0203	0.0198 X <sub>1</sub>	0.0078 X <sub>9</sub>	-0.0078 X <sub>12</sub>
X <sub>8</sub> Job perception	0.3122**	0.1262	0.1859	0.0894 X <sub>1</sub>	0.0855 X <sub>13</sub>	0.0417 X <sub>11</sub>
X <sub>9</sub> Achievement motivation	0.1579*	-0.0606	0.2185	0.0600 X <sub>1</sub>	0.0548 X <sub>13</sub>	0.0472 X <sub>11</sub>
X <sub>10</sub> Organisational climate	0.2995**	0.1065	0.1929	0.1152 X <sub>13</sub>	0.0682 X <sub>11</sub>	0.0983 X <sub>1</sub>
X <sub>11</sub> Organisational commitment	0.3778**	0.1313	0.2466	0.1452 X <sub>1</sub>	0.0582 X <sub>13</sub>	0.0983 X <sub>10</sub>
X <sub>12</sub> Job involvement	0.2204**	-0.0764	0.2968	0.1239 X <sub>1</sub>	0.0707 X <sub>11</sub>	0.0568 X <sub>13</sub>
X <sub>13</sub> Job satisfaction	0.4518**	0.2768	0.1751	0.1251 X <sub>1</sub>	-0.0688 X <sub>14</sub>	0.0640 X <sub>11</sub>
X <sub>14</sub> Facilities and resource	0.0112	-0.2114	-0.2226	-0.0234 X <sub>11</sub>	0.0901 X <sub>11</sub>	0.0660 X <sub>1</sub>
X <sub>15</sub> Organisational stress	-0.1497**	-0.0319	0.1179	-0.0616 X <sub>13</sub>	0.0309 X <sub>14</sub>	-0.0277 X <sub>10</sub>
X <sub>16</sub> Job stress	-0.1985**	0.0245	-0.2230	-0.0745 X <sub>13</sub>	-0.0663 X <sub>1</sub>	-0.0462 X <sub>9</sub>

\* Significant at .05 level of probability

\*\* Significant at .01 level of probability

### *Job performance.....*

efficiency of the job increases leading to better performance.

It is imperative that the facilities and resources provided by the organisation will influence the effectiveness of the employees in the organisation. Also, the significant variation in job performance might be due to interaction effects with other variables of the study.

In order to know the direct and indirect effects, the path analysis was carried out for the same set of variables. The results of path analysis presented in table 3 also confirmed the results of multiple regression analysis.

Job attitude (0.2951) had the maximum positive direct effect on job performance of agricultural assistants followed by job satisfaction, mass media exposure, organisational commitment, job perception, T and V experience and organisational climate. Except T and V experience, all the other six variables mentioned above had positive indirect effects on job performance of agricultural assistants. The positive direct effect of T and V

experience was counter balanced by high negative indirect effect of this variable resulting in a weak negative association between T and V experience and job performance of agricultural assistants.

Total experience and facilities and resources exerted negative effects both directly and indirectly. Among the other indirect effects, job attitude, job perception, achievement motivation, organisational climate, organisational commitment, job involvement, job satisfaction and organisational stress contributed more and positively. Whereas, job stress contributed significantly indirectly but negatively.

It was also clear from path analysis that majority of indirect effects of the selected variables passed through the variables job attitude, job satisfaction, organisational commitment, facilities and resources and experience. From this, it could be inferred that these variables acted as crucial variables in explaining the level of job performance of agricultural assistants.

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