

A study on profile characteristics of men and women extension officers and their job performance and job satisfaction*

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Abstract: A study carried out during 2004-05 on extension officers of KSDA to ascertain their job performance and job satisfaction revealed that the variables namely; age, experience, job stress, organizational commitment and job satisfaction were significantly correlated with job performance. Among men extension officers age, experience and annual income were significant but had negative relationship with job performance. Whereas, among women extension officers age, experience and information seeking behaviour were found significant. Results from multiple regression analysis followed by step-wise multiple regression showed that job involvement, job stress, organizational climate, information seeking behaviour and achievement motivation were the five major factors affecting the job satisfaction of extension officers of KSDA.

Key words : Extension officer, farm women, human resources, organisation

Introduction

The Department of Agriculture, Government of Karnataka has undergone a sea change since its inception in 1913. The extension service, which consisted of, only a skeletal set up, has grown into a mammoth organization. Presently, in the Karnataka State Department of Agriculture, a total of 1616 men extension officers (Assistant Director of Agriculture and Agriculture Officers) along with 164 women extension officers (Assistant Director of Agriculture - Women and Agriculture Officers - Farm Women) are rendering their services to the organization.

Today, the main concern in the management of human resources is the improvement in the performance of the people working in the organization with a view of increasing their efficiency through motivation. Unless the employees are well informed about their performance and also their strong and weak points, it is very difficult for them to improve their level of performance. One way of enhancing the performance of the employees is to know their level of performance and delineate the factors responsible for it. Against this background, the present comparative study was undertaken to study the job performance and job satisfaction of men and women extension officers. With these in view, the present study was undertaken, to know the relationship between socio-economic and psychological variables with job performance and job satisfaction of men and women extension officers and to analyze the relationship of independent variables with dependent variables through multiple regression analysis.

Material and Methods

The study was conducted during 2004-05 in four purposively selected districts namely; Dharwad, Gadag, Haveri and Belgaum of Karnataka state. The research design followed to conduct the study was ex-post facto design with 64 (28 women and 36 men) respondents.

Job performance and job satisfaction of extension officers were considered as dependent variables based on the objectives of the study. The independent variables namely; age, education,

experience, income, information seeking behaviour, training, job involvement, organizational climate, achievement motivation, job stress and organizational commitment were selected.

The questionnaire consisting of the job performance rating scale for measuring the performance of extension officers was used as a tool for data collection in the four districts, during the bimonthly meetings at the taluk head quarters. By applying statistical tools such as standard deviation, mean, percentage, correlation coefficient, multiple regression, 't' test, stepwise multiple regression and discriminate factor analysis, the data was analyzed to draw valid inferences in the study.

Results and Discussion

The data pertaining to the overall correlation between Job Performance and Personal socio-economic and psychological characteristics of extension officers is presented in table-1.

The results in table-1 revealed that among the twelve variables selected five variables viz, age, experience, job stress, organizational commitment and job satisfaction were significantly correlated with the job performance. Age, experience and job stress had significant but negative correlation at 1.00 per cent level of significance, whereas, organizational commitment and job satisfaction were found positively significant with the job performance at the 5.00 per cent level of significance. Among men, age, experience and annual income were significant but had negative direction. Age and experience were negatively associated with job performance at five per cent level of significance, whereas annual income was found significant at 1.00 per cent. Whereas, among women age, experience and information seeking behaviour were found significant. Age was significant at one per cent but experience and information seeking behaviour were significant at five per cent.

Further, age of the extension officers was significant but negatively associated with their job performance. The women officers and overall category's significance was at 1.00 per cent level whereas in the men's category it was at 5.00 per cent level. This may be due to the fact that in this increasingly competitive

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world on-field job performance requires youthful activity. Again, with growing years, the extension officers get used to the system with same monotonous routine and the increments also would not be lucrative enough. Hence, they get less motivated for work as age advances.

There was no significant association between the educational qualification and the job performance of men and women extension officers. This may be due to the fact that the officers are all having more or less same level of education. Also the performance of an individual depends not only on the level of formal education but also on the factors like practical orientation, integration of knowledge and skills, etc.

Also, there was significant but negative association of experience with job performance across the men and women categories and also in overall analysis. It might be possible due to advancement of age and impairment of learning and zeal to act. The job also does not have room for creativity and so may be monotonous for the respondents. This result was in conformity with the study conducted by Sundaraswamy (1987) and contradicted with Patel et al. (1994) who found significant but positive association of these two variables.

There was a non-significant relation between annual income and job performance across overall category and women officers. But, both the variables had a significant association in the men extension officers category. This may be due to the fact that none of the women respondents were from old age group and the higher income category among the men belonged to the old age group.

It is evident from the results (Table 1) that information-seeking behaviour had no significant relationship with the overall and men extension officer categories but was significant across women's category. This may be because the women relied heavily on the mass media (TV, radio, journals, newspapers, magazines etc.) for seeking information and keeping them updated. On the other hand, men were more dependent on interpersonal interactions with the university and Department experts

Table 1. Relationship between job performance and personal, socio economic and psychological characteristics of men and women extension officers. (n=64)

Variables	'r' value		
	Overall (n=64)	Men (n ₁ =36)	Women (n ₂ =28)
Age	-0.34**	-0.39*	-0.56**
Education	0.24 ^{NS}	0.17 ^{NS}	0.18 ^{NS}
Experience	-0.34**	-0.39*	-0.40*
Information seeking behavior	0.03 ^{NS}	0.18 ^{NS}	0.40*
Job involvement	0.13 ^{NS}	0.23 ^{NS}	-0.14 ^{NS}
Job stress	-0.40**	-0.33 ^{NS}	-0.37 ^{NS}
Organizational commitment	0.31*	0.30 ^{NS}	0.26 ^{NS}
Achievement motivation	0.04 ^{NS}	0.004 ^{NS}	0.17 ^{NS}
Organizational climate	0.24 ^{NS}	0.01 ^{NS}	0.30 ^{NS}
Training	-0.10 ^{NS}	-0.06 ^{NS}	-0.32 ^{NS}
Annual Income	-0.23 ^{NS}	-0.50**	0.18 ^{NS}
Job satisfaction	0.26*	0.24 ^{NS}	-0.27 ^{NS}

** Significant at 0.01 level 'r' : Pearson correlation coefficient

* Significant at 0.05 level NS-Non-Significant

Job involvement and job performance had no significant association among men and women extension officers. This could be interpreted that due to the fact that this study was done on self-rating scale and attributes like job involvement can be better assessed at superior rating scale. This result was contradicting the results of Veerabhadraiah (1980), Halakatti (1991), Rath (1992) and Mohan (2000).

It is evident from the overall results of two categories of men and women (Table-1) that job stress was significantly associated with job performance but had a negative direction at 1.00 per cent level of significance. On the other hand, in the other two categories of men and women, it had non-significant association. The significant output result from the employee was not up to the mark.

It was evident that job performance was significantly associated with organizational commitment. Separate correlation analysis for men and women respondents showed that there was no significant relationship between organizational commitment and job performance. The probable reasons for the present findings may be that the extension officers might have perceived their job as useful, emotionally attaching themselves to the ideals of the job to extend loyalty and thereby making themselves perform better.

The achievement motivation and job performance of men and women extension officers were found to be non-significantly associated with each other (Table 1). It is assumed that achievement motivation forces the individual towards reaching some goals, which he/she has set for himself. Higher the association with individual higher will be his/her efforts. However, the results of present study contradict this assumption. The reason for this may be lack of promotional opportunities available to extension officers and lack of incentives.

It was also found from table 1 that a non-significant relationship existed between job performance of extension officers and organizational climate. This might be due to the less freedom given to extension officers to take independent decisions as they are bound to follow the directions of their superiors at all conditions and there are constant supervisions and work pressure to accomplish assigned task before deadlines.

The results indicated that training and job performance were non-significantly and negatively associated with each other across all three categories of men and women extension officers i. e. overall, men and women. The present setup of training was not adequately matched to the changing needs of the clientele of the extension officers. The system of in-service training for the extension officers including the nature of training, methods and techniques of training, motivation and other related aspects of training need proper scrutiny and accordingly improvement be made by KSDA. This non-significant and negative association between training and job performance is in line with the study conducted by Perumal (1973).

Results also showed that job stress and information seeking behaviour were the significant variables in explaining job performance at the 1.00 per cent level of significance and 5.00 per cent level of significance, respectively (Table 2).

Table-2. Multiple regression between job performance and personal, socio-economic and psychological characteristics of extension officers (both men and women) (n=64)

Variables	Parameters estimate	't' value	Pr>(t)
Age	0.00624	0.37 ^{NS}	0.7157
Education	0.03342	1.03 ^{NS}	0.3101
Experience	-0.01483	-1.04 ^{NS}	0.3049
Information seeking behavior	0.01576	2.07*	0.0435
Job involvement	0.02585	0.24 ^{NS}	0.8085
Job stress	-0.30246	-2.84**	0.0066
Organizational commitment	0.078	0.68 ^{NS}	0.5018
Achievement motivation	-0.172	-1.32 ^{NS}	0.1918
Organizational climate	0.0899	1.15 ^{NS}	0.2558
Training	-0.1214	-1.32 ^{NS}	0.1936
Annual Income	0.01845	0.13 ^{NS}	0.8981

** Significant at 0.01 level

R²= 0.38

* Significant at 0.05 level

NS-Non-Significant

Multiple regression analysis of job performance and independent variables of men extension officers revealed that annual income and job stress were the two important variables for explaining job performance of men extension officers. Hence, these factors should be given more stress (Table 3).

The multiple regression analysis of job performance of women extension officers revealed from the table that information-seeking behaviour of women was significant at 1% level. The model was a good fit with R-square of 0.78. The correlation results found were also in line with these findings.

After multiple regression analysis in all the three category i.e. men, women and overall followed by step wise multiple regression, it was found that information seeking behaviour and job stress were the two significant factors affecting job performance of both categories of extension officers i.e. men and women. Among men, annual income and job stress were the two most important factors influencing job performance of men extension officers. Among women category, age, information

Table 3. Multiple regression analysis of job performance and independent variables of men and women extension officers (n=64)

Variables	't' value	't' value
	Men (n ₁ =36)	Women (n ₂ =28)
Age	0.24 ^{NS}	-1.86 ^{NS}
Education	-0.37 ^{NS}	1.12 ^{NS}
Experience	-0.17 ^{NS}	0.09 ^{NS}
Information seeking behavior	0.95 ^{NS}	3.36*
Job involvement	0.14 ^{NS}	-1.34 ^{NS}
Job stress	-1.12 ^{NS}	-0.33 ^{NS}
Organizational commitment	0.69 ^{NS}	0.64 ^{NS}
Achievement motivation	-0.62 ^{NS}	-0.05 ^{NS}
Organizational climate	-0.48 ^{NS}	-1.19 ^{NS}
Training	-0.11 ^{NS}	-1.56 ^{NS}
Annual Income	-1.64 ^{NS}	-1.20 ^{NS}
R ²	0.3874	0.78

* Significant at 5%

NS-Non-Significant

seeking behaviour, job stress and job involvement were the most significant factors out of all 11 selected variables. This is because majority of women extension officers belong to home science background but to cater the needs of diversified agriculture sector, they had to keep themselves updated about all the upcoming technologies. Job involvement shows person's liking towards his/her work. Women officers were less after the incentives but seek more name and fame in their area of work. Whatever task is assigned to them they do with perfection which improves their job performance and satisfaction.

These results are also in line with the correlation results. Also, it becomes clear from the data that for improving the job performance and job satisfaction of men and women extension officers job stress and job involvement are the two most important variables respectively. Hence, these above said factors should be given more stress while formulating policies and designing programmes.

The multiple regression analysis of Job satisfaction and independent variables of men and women extension officers (overall) revealed that job involvement, job stress and organizational climate were the significant variables in explaining job satisfaction (Table 4). The R-square of the model is 0.46. This showed that these three factors i.e. job involvement, job stress and organizational climate were explaining job satisfaction to the extent of 40 per cent. Hence, should be taken care of by KSDA in program planning. Respondents agreed that high degree of job involvement is a must for extension workers as most of the time he/she is expected to work unsupervised and away from the office comforts. A favourable climate perception results in higher efficiency/productivity of the employees there by result in their higher job satisfaction. It is because extension workers have clear mental picture about the climate of the organization especially with respect to human relations, supervision and guidance, communication, programme planning, decision-making etc. Majority of the respondents in both categories had optimum level of achievement motivation. This is because, they were new recruits with strong motivation towards work. The contributions of these five variables were to the extent of 45 per cent.

Table 4. Regression analysis between job satisfaction and personal, socio-economic and psychological characteristics of men and women extension officers (n=64)

Variables	Parameters estimate (bi)	't' value	Pr>(t)
Intercept	1.48683	1.08 ^{NS}	0.2868
Age	0.00304	0.14 ^{NS}	0.8927
Education	-0.02581	-0.60 ^{NS}	0.5502
Experience	0.01056	-0.56 ^{NS}	0.5777
Information seeking behavior	0.01529	1.53 ^{NS}	0.1331
Job involvement	0.38632	2.77**	0.0080
Job stress	-0.28879	-2.06*	0.0449
Organizational commitment	0.03522	0.23 ^{NS}	0.8192
Achievement motivation	0.28703	1.67 ^{NS}	0.1014
Organizational climate	0.21021	2.04*	0.0466
Training	0.00941	0.08 ^{NS}	0.9384
Annual Income	0.03986	0.21 ^{NS}	0.8344

** Significant at 1%

R²= 0.46

* Significant at 5%

NS-Non-Significant

Table 5. Multiple regression analysis of job satisfaction and independent variables of men and women extension officers (n=64)

Variables	't' value Men (n ₁ =36)	't' value Women (n ₂ =28)
Age	0.31 ^{NS}	-3.13**
Education	-0.01 ^{NS}	-1.35 ^{NS}
Experience	-0.60 ^{NS}	-3.00**
Information seeking behavior	-0.10 ^{NS}	1.54 ^{NS}
Job involvement	1.69 ^{NS}	6.33**
Job stress	-1.51 ^{NS}	-2.07 ^{NS}
Organizational commitment	-0.53 ^{NS}	1.84 ^{NS}
Achievement motivation	1.64 ^{NS}	0.41 ^{NS}
Organizational climate	0.41 ^{NS}	2.39*
Training	-1.02 ^{NS}	2.73*
Annual Income	0.32 ^{NS}	0.98 ^{NS}
R ²	0.47	0.84

NS-Non-Significant

** Significant at 1%

* Significant at 5%

From the multiple regression, it becomes evident that job involvement, job stress and organizational climate are the three variables which were most important in explaining the job satisfaction. Information seeking behaviour and achievement motivation were the other two variables next to be taken in account.

Further, the multiple regression analysis of Job satisfaction and independent variables of men extension officers revealed (Table-5) that the job stress, achievement motivation and job involvement were important factors in explaining job satisfaction for men extension officers but non significant though the R -

square is 0.47. This shows that other variables were much less important.

Multiple regression analysis of Job satisfaction and independent variables of women extension officers revealed (Table-5) that age, experience and job involvement were the variables that were significant at 1.00 per cent level. Organizational climate and training requirement were the variables significant at 5.00 per cent level. R-square is also quite high (0.84).

The above study indicated that job involvement, job stress, organizational climate, information seeking behaviour and achievement motivation were the five major factors affecting job satisfaction. This was because, with age Extension officers do not find newness in the job, less opportunities for promotion, quality at work place makes them less motivated to work. Women were found more involved in the tasks assigned to them and this was due to the reason that, they being mostly from home science background, they were performing all tasks related to agriculture and horticulture with a sense of responsibility. KSDA also takes care of their requirement and majority found the climate as facilitative. For women, training plays a very significant role, they have been deputed to Denmark for special training on natural resource management (NRM). Among men, job stress, achievement motivation, job involvement were the three important factors affecting job satisfaction. Across women respondents, it was found from multiple regression and step-wise multiple regression that age, experience, job involvement, achievement motivation and organizational climate were the most important factors. Hence, the KSDA must take these factors into account while designing training programmes or policy before making recommendations on a wider scale.

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