

**WORK ENVIRONMENT IN THE
KRISHI BHAVANS OF
THRISSUR DISTRICT**

**By
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THESIS

**Submitted in partial fulfilment of the
requirement for the degree of**

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COLLEGE OF HORTICULTURE

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1998

DECLARATION

I hereby declare that the thesis entitled '**Work environment in the Krishi Bhavans of Thrissur District**' is a bonafide record of research work done by me during the course of research and that the thesis has not previously formed the basis for the award to me of any degree, diploma, fellowship or other similar title, of any other University or Society.

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Certified that the thesis entitled '**Work environment in the Krishi Bhavans of Thrissur District**' is a record of research work done independently by **Miss.Meera Nambiar**, under my guidance and supervision and that it has not previously formed the basis for the award of any degree, diploma, fellowship or associateship to her.



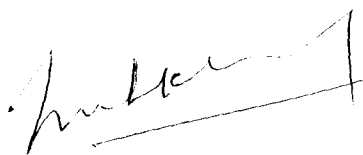
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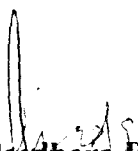
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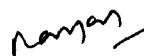
We, the undersigned members of the Advisory Committee of **Miss.Meera Nambiar**, a candidate for the degree of **Master of Science in Agriculture** with major in **Agricultural Extension**, agree that the thesis entitled '**Work environment in the Krishi Bhavans of Thrissur District**' may be submitted by Miss.Meera Nambiar in partial fulfilment of the requirement for the degree.



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Meera Nambiar

***Affectionately dedicated to my
beloved threesome
Daddy, Mummy and
Manoj***

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Introduction

INTRODUCTION

“Environments are not given realities, but created through a process of attention and interpretations”.

- Pfeffer and Salanick

Organizations, like fingerprints and snowflakes are always unique. Each has its own history, systems and procedures, statements of philosophy and myths which in their totality, constitute its environment. The environment organization relationship has received a great attention till recent past. Organizations must adapt to their environments, if they are to succeed since organizations are dependent on their environments for survival.

Work environment has emerged as an effective way of studying, the intergroup dynamics of organisational behaviour, mainly aiming at integrating the individual and the organisation. From the administrative point of view, organizational behaviour seeks to improve the people - organisation relationship in such a way, that it effectively fulfils their needs and achieves organisational objectives. The organizations responsibility is to provide a good work environment in which people can gain satisfaction and help the organisation to attain its objectives. Just ***“a yeast is the critical ingredient in baking bread, a congenial work environment is an essential element in organizations success”.***

Organisations have goals, norms, tasks, resources, network of relationships and authority structures. A development department has all these plus the personalities of officials and nature of work. Human needs and these organisational elements work together in a harmonious, symbiotic relationship so that individuals

and organizations both can maintain themselves, actualise their purposes, change and grow.

The State Departments of Agriculture in India occupy a strategic position among agricultural development organizations in meeting the agricultural development needs of the country. The performance of Indian agriculture in the recent past has been appreciable. Five year plans undertaken by the Government as well as the scientific breakthrough in the agricultural front have resulted in spectacular increase in the agricultural production with a compound growth rate of 2.5 per cent per annum over the last three decades (Datt and Sundaram, 1997).

Yet, the task taken in this respect is rather enormous to feed the growing population, about 225 million tonnes of food grains per year would be required from 2000 AD, onwards which means that the production has to be increased by about 35 million tonne over the present level of production. Increase in agricultural production would have to be necessarily obtained through the efficiently utilizing resources both men and materials in all facets of life.

Past reviews have observed that problem of increasing agricultural production in India is more administrative than a technical one. Administration involves both the internal and external work environment of the particular department.

There are enough evidences accumulated about lacunae in the developmental administration specially focussed on development programme implementation aspect. In this pool of knowledge, there is hardly any attention paid to various intra organizational dimensions and its men who are responsible for carrying out these tasks. The well designed set up would fail unless we have the

right working environment for the people who are to carry out the developmental tasks.

It is generally believed that government development departments characterized by rigid lines of authority, a complex network of rules, preference for regulating functions etc. cannot successfully perform the development functions which require an altogether different set of orientation.

It is commonly believed that what the Indian organizations lack is proper work environment (Kanungo and Misra, 1982).

Work alienation pervades Indian society resulting in passivity and indifference towards the attainment of work objectives. All departmental arrangements though designed to facilitate achievement of organizational goals fail if individuals are indifferent to it. As the famous phrase goes: "Who can make an unwilling horse to drink water?" Behaviour of employees is governed by their perception of the organizational environment and background.

In Kerala too, the Agricultural Department with organised hierarchical set up and widely distributed chain of field functionaries has been playing a crucial role in this line. Drastic changes in the political scenario and consequent change of government in early 1987 saw a thorough overhauling in the State Department of Agriculture over the T & V systems introduced with World Bank aid in 1981 and the ambitious "Krishi Bhavan Programme" being launched, which boasted of actual devolution of powers to the people in the activities of the department.

Under this set up, the Krishi Bhavan has to deal with wide cross section of the population ranging from farmers, input suppliers, politicians and horde of others and tackle countless problem in running it in that jurisdiction.

Undoubtedly, the effectiveness of this unit depends upon the conditions in which the officials work. The officials however have to be effectively assisted and guided by administrative and supporting personnel. If a congenial work environment prevails in this grass root level planning unit, only then the officials become satisfied with their jobs, work in harmony as a team, people participate in extension and development programmes, and ultimately the return from investment increases.

Keeping this in view, the present investigation was undertaken to study the “Work environment in the Krishi Bhavans of Thrissur district” with a set of distinct objectives.

The specific objectives of the study were:

1. To study the prevailing work environment in the Krishi Bhavans in Thrissur District.
2. To delineate the perceptions of officials about the work environment in the Krishi Bhavans.
3. To analyse the inter influences of work environment and the work effectiveness of the Krishi Bhavans.
4. To identify and analyse the constraints experienced by officials.
5. To suggest measures for improvement of the work environment in the context of decentralised planning.

Scope of the study

It is an endeavour to study the performance of Krishi Bhavans to a great extent influenced by the work environment. It is believed that this study would contribute in a big way to the understanding of the importance of work environment for policy makers, planners, extension administrators involved in agriculture development.

Further the study also probes into the inter influences of work environment and work effectiveness, the results of which may prove invaluable in concentration on those dimensions which may have to be invigorated for achieving a total efficacy in the agricultural developmental scenario.

An analysis of the various components of work environment also has been attempted in the study to determine their power, possible groupings among them all of which may turn out to be of great value in identifying deficiency areas and working on them for augmenting/amplifying the work effectiveness.

Limitations of the study

The study was conducted in a systematic way with rigorous procedures of social research methodologies. However the project was undertaken as a part of the requirements of Master's Degree of the researcher, the concepts could not be explored in greater depth and in more comprehensive manner due to constraints of time and resources.

The ex post facto research design itself has its own lacunae, though it was the only suitable design for this study. The researcher also admittedly feels that

since the investigation was completely based on the perception of subjects (two categories of respondents at different levels) in the Krishi Bhavan, these may not be free from personal bias and prejudice, though every care was taken to avoid it and make the study as objective as possible.

Presentation of the study

The report of the study has been spread out under six chapters enlisted below including the present introduction chapter.

The second chapter viz., theoretical orientation deals with review of related studies in the field.

The third chapter related to the details of methodology used in the process of investigation.

The results of the study has been presented in the fourth chapter.

The fifth chapter brings out the discussions of the findings of the study. The last chapter summarises the study followed by references, appendices and the abstract of the thesis.

Theoretical Orientation

CHAPTER-II

THEORETICAL ORIENTATION

“The more one knows about the peripheral investigations germane to one’s own study, the more knowledgeably one can approach the problems inherent to one’s own area of investigation”.

- Paul Leedy

Theoretical orientation helps in clarification of important concepts being studied with explanations. The objective of this chapter is to develop and establish the theoretical frame work for study based on ideas and concepts gathered from review of existing literature of both theoretical and empirical nature. Such a recapitulation will serve as a precursor for the present study and will help in relating its findings with those of former studies. Research studies directly pertaining to work environment and work effectiveness in general and Agricultural extension officials in particular were penurious in their availability, because of which the researcher had to review literature from other domains.

However, the available literature was pursued and the review is presented under the following major heads:

- 2.1 Concept of work
- 2.2 Work environment - related concepts
- 2.3 Components of work environment
- 2.4 Concept of work effectiveness

- 2.5 Relationship between work environment and work effectiveness
- 2.6 Job constraints of Agricultural officials
- 2.7 Conceptual model for the study

2.1 Concept of work

“Work is Worship” is an Indian ethos. Work is not a punishment, but something inherent in the nature of people.

“Na hi Kasihitaksharam

Api jatey thishta,

Karma Karta Karyatekarma

Sarva prakriti Jaya Guna.”

- The Bhagawad Gita

[Verily none can ever rest for even an instant, without performing work, for all are made to act indeed by the strength of nature]

Signifying the sanctity of work even for himself the Lord says:

“If I did not work, these worlds shall perish,”

Different authors have expressed diverse views on the theme of work.

According to Freud, work provide us with a sense of reality.

Mayo views work as a binding to community. For Marx, work is a function which is primarily economic.

While theologians view work as a moral dimension, sociologists explain the same as a determinant of status.

Coolidge had stated that “there is no development without effort, and effort means work”.

Singh and Suri (1985) defined work as a sense of creativity of contributing to productive outcomes, a sense of achievement and recognition, an opportunity to use skill, knowledge and ability in order to have personal advancement and growth. Prasad (1986) defined work as human energy directed at the achievement of a desired end.

Work was differentiated from career which is an individual’s experience over a period of time.

For the present study work was defined as a piece of task that a person has to perform individually or in groups in an organisation to achieve a source of identity, and also in turn contributing to a higher level of organizational performance.

2.2 Work environment - related concepts

Work environment is an elusive concept. It had been described in many different ways by various protagonists.

Obviously from years the concept of work environment is synonymously used with concepts like organizational climate, organizational culture, work climate, work culture and organizational environment (Steers and Porter, 1976).

Therefore the reviews pertaining to all these related concepts are presented below.

Argyris (1958) used the term organisational climate to define environment.

Gibb (1960) designated it as atmosphere. Sharma (1960) defined organisational climate as patterns of social interaction that characterise an organisation. The main unit of interaction in this concept of climate are individuals, the group and a leader.

Forchand (1968) defined organisational climate as configuration of environmental conditions experienced by participants which influence their behaviour.

Litwin and Stringer (1968) refer work environment as a set of measurable properties perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behaviour.

Taguri and Litwin (1968) defined organisational climate as a relatively enduring quality of the internal environment that is experienced by its members.

Le Loughlin (1970) felt that internal environment has two main types, the tangible (physical characteristics) and intangible (the human environment).

Sinclair (1970) used educational environment as synonymous to organisational climate.

Taylor and Bowers (1970) defined organisational environment as the perceived trait of any organizational stimuli which becomes group property through interpersonal interactions and which modify overt behaviour within a organization.

Julius and Ilyod (1971) have put the organisational climate in a model form

$CP = F(S \text{ and } P)$

CP = perceived organisational climate

S = demands of the structural properties of the organization

P = personality characteristics of viewer.

Schneider and Hall (1972) described organisational climate as a set of summary or global perceptions held by individuals about their work environment.

Organisational climate is taken to be the attribute of an organization as perceived by an individual particularly of factors like rules and regulations affecting behaviour, amount of bureaucracy, opportunity for growth (Sinha, 1973), work conditions, communication, decision making and loyalty (Rao and Chattopadhyay, 1974).

Schneider (1975) expressed his opinion laying stress on people's perception. According to him, people in work setting form climate perception because apprehending order of the environment is a basic human core and these climate perceptions function as frame of reference for effectively adapting their behaviour to work environment.

Schneider and Synder (1975) observed that each individual perceives his organization in any number of ways depending upon the extent and set of information about the organization which is operative.

Koehler *et al.* (1976) opined that employees may experience same climate differently at different time or perceive same climate differently depending on seniority or position in hierarchy.

Davis (1977) described work environment as an entire social system of a work group.

Ganeshan (1978) stated that individuals own needs, satisfaction and goals influence his perception of organizational climate, while climate in turn affects these same satisfaction, goals and behaviour.

Chattopadhyay and Agarwal (1979) described organisational climate as a psychological environment prevailing in the organisation, outcome of a number of variable in social system organization and also individual members.

Chattopadhyay (1982) defined organisational environment as a psychosocial condition that surround a worker in the organisation.

According to Ashforth (1985) organisational culture refers to shared assumptions while organisational climate refers to shared perceptions.

Prakasam (1986) refers organizational climate as shared perception of the employees who work and live together in the organization.

Kanungo and Jaeger (1990) propounded that the work culture of an organization can be described in terms of two sets of assumptions, descriptive assumptions, about what people are like and normative about how people should behave.

In synthesizing all the above reviews it is accurate to summarise for the present study that work environment includes all the conditions, circumstances and influences surrounding and affecting the total work or any of its part.

2.3 Components of work environment

For the present study thirteen components of work environment were selected and reviews presented as below.

2.3.1 Perception about professional competency

Megginson (1968) emphasised that the effectiveness of a manager varies with his ability to empathise with his subordinates, to foresee and evaluate events objectively and to adapt to change in the environment hostility, resentment, conflict and lowered job satisfaction tend to be the result of a managers faulty personal perceptions and empathy towards employees needs, abilities and weakness.

Zaltman and Duncan (1977) stated that change agents are likely to be competent if they stimulate the user's problem solving process and are sufficiently knowledgeable about the research and development process that produce solutions. They further observed that the single most necessary trait the change agent must possess is technical competence in specific task assigned.

Williams (1977) suggested some ideas for professional development of extension workers, developing and understanding of the history, objectives, nature, role, policies, of extension organisation, teaching, communication, types of agencies and services providing support for extension programmes.

According to Mc Dougal (1980) the graduate extension degree programme would be worthwhile if extension degree was taken to expand that person's capabilities in a career area rather than if the extension degree was taken as a square filler with no formulated long range goals.

Mathew (1989) observed positive relationship between technical competency and managerial leadership of Assistant Directors of Agriculture.

Verma (1990) stated that with low level of skill, knowledge, employees cannot perform their job efficiently and stated that there are three basic types of skills needed for extension functionaries such as technical, behavioural and extension skill.

Bamisile (1991) while assessing the performance of extension agents in Nigeria stated that the status of agricultural extension has been regarded as a function of low status as its performed by staff's lacking professionals competency.

Based on the above mentioned research evidence, it is worthwhile to include perception about professional competency as a component of work environment.

2.3.2 Span of control

Indik (1965) made an extensive study of three organisations and found that the rate of communication decreased with increase in size of the organization.

According to Shaw (1977), the number of persons in a group has several important consequences. The range of abilities, knowledge and skill that are

available to the group increases. The larger span of control provides a greater opportunity to meet interesting people and attract others with whom interaction will be rewarding.

Rao *et al.* (1987) reported that as the size of the group increased it had profound implication on how this group behaved internally with regard to other groups.

John (1991) observed that as group size increased, subgroups are likely to form and potential for conflict increased.

Based on the above findings span of control was expected to have an influence on the work environment in the Krishi Bhavans and hence selected as a component in this study.

2.3.3 Team Work

According to Davis (1972) team work is an area of management practice, is the integration of people into work situation in a way that motivates them to work together productively, co-operatively with economic, psychological and social satisfaction.

As Saksena (1982) states, it is important that our employees will not only be able to work but be willing to work in a team as well. This willingness is based largely on managements ability to integrate the interest and needs of its employees with objectives of the organisation.

Samanta (1985) reported that lack of actual team spirit among the scientists in ICAR institutes was one of the main factors affecting the productivity of the research organizations.

Vallen (1993) observed that little co-operative team work had a positive significant influence on employees burnout.

In view of the above revelations, it was decided to include this component in the study in order to verify its influence on the work environment in the Krishi Bhavan.

2.3.4 Extent of External Influence

Jhamtani and Singh (1987) reported that political influence had a significant influence on the Agricultural and panchayat units as a result of which the department loses technically qualified and experienced men.

Mandal (1995) highlighted that political interference was one of the major obstacles for the village level workers, the lowest level in rural development administration, in order to correctly fulfil the requirements of their job.

These findings indicated that relevance of extent of external influence as an important factor, hence it was decided to verify it in the present context also.

2.3.5 Participation in decision making

Mc Gregor (1967) reported that a sense of increased involvement in organisations functioning leads to desirable changes in attitudes of subordinates raising thereby their levels of performance.

Seigel and Ruh (1973) observed that increased participation in decision making process increases commitment of employees to the organisation.

Schneider and Dielerly (1974) reported that achievement oriented and trusting climates are highly influenced by the extent to which management allows subordinates to participate in decision making.

Miles and Rickie (1975) found that greater participation improves the satisfaction of subordinates with aspects of organisation life.

Miller and Monge (1986) observed that participative climate created by the supervisor has a more substantial effect on worker's satisfaction than does participation in specific decision.

Satapathy and Chowdary (1990) observed that participation in decision making has no significant influence on achievement of scientist.

Kanungo and Mendonca (1994) observed that the practice of participative management at all levels of the organization creates conditions which foster in employees desire and willingness to think and behave in creative ways as they perform their jobs.

Based on the above reviews the variable participation in decision making was asserted to have a significant influence on work environment.

2.3.8 Organisational communication

Duft (1979) is of the opinion that “no single function is more important to the management of the human element than effective communication”.

Scanlan and Keys (1979) reported that there is a direct relationship between communication and productivity to the extent that communications are lacking the effectiveness of the organization will be undermined.

Koontz *et al.* (1980) stated that communication is essential for the internal functioning of enterprise because it integrates the managerial functions. In an effective enterprise, communication flows in various directions, downward, upward and crosswise. Traditionally downward communication was emphasized, but there is ample evidence that if this is the only direction of communication, problems will develop.

Reddy (1986) found positive relationship between communication and productivity of village extension officers.

Reddy (1990) also reported positive and significant relationship between the job performance of the Agricultural Officer and organizational communication.

Nehru (1993) reported that communication pattern significantly contributed to the job efficiency of Agricultural officers.

Based on the above reviews it was hypothesized that there exist positive and significant relationship between organisational communication and work environment in the Krishi Bhavans.

2.3.6 Managing Problems

Jhamtani and Singh (1987) reported positive and significant influence of the dimension “managing problems” on the organizational environment of a developing department. It was further stressed that instead of letting time take care of the problems, conscious efforts should be made to find solutions.

The literature available, however is not sufficient to draw any meaningful inference on the effect of this variable on work environment. Hence it was decided to include it as one of the components.

2.3.7 Interpersonal Trust

Dwivedi (1953) found that three per cent increase in trust as a result of management by trust programme in two leading Indian Organizations, over a period of 21 months led to an increase of 35 per cent of the productivity of the organizations.

Jhamtani and Singh (1987) observed that in the case of the organisational environment of a developing department, trust was the most important factor contributing for productivity.

Vallen (1993) reported that employees mistrust exhibited a positive significant influence on employee burnout.

Based on the above research finding a positive relation between interpersonal trust and work environment was anticipated in the present study and hence it was included as a component of work environment.

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2.3.9 Scope for Personal Development

Talukdar (1984) observed that facilities provided by the organization to develop the abilities of the Assistant Development Officers had a positive influence on their productivity.

Jhamtani and Singh (1987) revealed that there was a significant influence of personal development on the village level workers and the officers found it as good relating it to policies and good work environment encouraging them to work.

Satapathy and Chowdhary (1990) in their study at Orissa University of Agriculture and Technology, observed that providing participation in the professional seminars, opportunity for self growth, scope to prove merit, were closely related with output of the scientists.

Based on these reviews it was considered worthwhile to include scope for personal development as a component and test its association with work environment.

2.3.10 Clarity of Task

Pavelka (1993) reported that clear cut task positively affect job satisfaction and negatively affect job stress.

Zohar (1994) observed that task clarity had direct effect on the employee powerfulness thus increasing the service quality and leading to a lessened job stress.

Ross and Boles (1994) observed that well defined task had a significant influence on the performance and work place relationship of the food servers of the hospitality work environment.

It may be seen that the studies reviewed above do not provide any firm ground to predict an exacting relationship between clarity of task and work environment.

2.3.11 Job satisfaction

Reddy and Jayaramaiah (1988) reported positive relationship between productivity of village extension officers and job satisfaction.

Mathew (1989) observed positive influence of job satisfaction on the managerial leadership of the Assistant Director's of Agriculture.

Halkatti (1991) also reported positive significant relationship between job satisfaction and the job performance of Agricultural Assistants.

Sundaraswamy and Perumal (1992) observed that job satisfaction has significant influence on the job performance of the Assistant Agricultural Officer.

Vallen (1993) profounded that job satisfaction is directly related to employee turnover, absenteeism and burnout and high in participative organization which generally exhibit low levels of withdrawals.

2.3.12 Organisational Belongingness

Steers and Porter (1976) reported that when employees feel that they are an integral part of the organisation, there will be higher job satisfaction.

Radhakrishnamoorthy (1987) observed positive influence of organisational involvement over the job performance of the extension personnel.

Rao (1987) reported non significant relationship between organisational involvement and job performance of Assistant Directors of Agriculture.

Romzek (1989) was of the view that organizational involvement has positive significant relationship with job satisfaction of an employee.

Nehru (1993) observed positive non significant relationship between organizational involvement and job efficiency.

Based on the previous findings a positive significant relationship between organisational belongingness and work environment was anticipated in the present study.

2.3.13 Autonomy

Hackman (1977) insists that job which possess autonomy give the job incumbent a feeling of personal responsibility for the result.

Mathew (1989) observed non significant relationship between autonomy and managerial leadership of Assistant Directors of Agriculture.

Sundaraswamy and Perumal (1992) reported that job autonomy had a positive and significant relationship on the job performance of Assistant Agricultural Officers.

Menon (1994) criticized the job characteristic model developed by Hackman and Oldham on grounds it assumed that the various task attributes are equally salient to all individuals whereas autonomy on job might may be a salient factor for individuals who prefer or are socialized to adhere to prescribed job roles.

Ross (1997) stressed that the career anchor job autonomy was the most powerful predictor of clearer work role among the Australian hospitality employees.

Hence for the present study based on the preceding reviews it seems to be logical to draw a negative relationship between autonomy and work environment.

2.4 Concept of Work Effectiveness

*“No amount of efficiency can makeup
for a lack of effectiveness”*

- Peter.F.Drucker

New comprehensive International Dictionary of English Language gives of meaning of efficiency as the character of being effective, the ratio of work done.

Barnard (1938) stated that “when unsought consequences are trivial, effective action is efficient, when unsought consequences are not trivial, effective action is inefficient.

Clark and Gottfried (1957) observed that efficiency in general usage means the quality of competence, capability, effectiveness, productivity or the ability to produce observed results.

Georgopolous and Tannenbaum (1957) described effectiveness as the extent to which an organization give certain resources and means, achieve its objectives without placing undue strain on its members.

According to Wyllie (1960) efficiency is the capacity or ability of any process or thing to reach whatever end desired.

Etizioni (1964) defined effectiveness as the degree to which organization realizes its goals.

Pung and Wagnalls (1971) reported that efficiency means the character of being efficient and the word efficient means acting or having power to act effectively.

Molt (1972) defined effectiveness as the ability of the organization to mobilize its centres of power for action, production and adaptation.

Lawless (1972) highlights three different perspectives of effectiveness. They are (a) individual, (b) group, (c) organizational effectiveness.

He further goes on to say that organizational effectiveness is the result of a blend of vast number of dimensions including technology, environment, personal abilities of managers. Individual effectiveness have the causes as personality traits,

motivation, morale etc. The cause of group effectiveness comprise of leadership, communication and socialization.

According to Balk (1976) efficiency is cost of effectiveness and measured the relationship of quantity and content of output to input.

Leagans (1976) stated the effectiveness of an extension system depends mainly on the comitment and capability of the extension function.

Watson and Williams (1977) viewed that action is efficient if it satisfied the motive of the arm and effective if it accomplishes the specific aims.

Mali (1978) defined efficiency as related to resource utilisation and effectiveness as related to performance.

Kimberly (1979) defined effectiveness in terms of survival of the organization.

Collins (1986) meant efficiency as the ability to work well or to produce right results and effectiveness in producing results.

Koontz *et al.* (1986) viewed effectiveness as achievement of objectives.

Reddin (1987) described managerial effectiveness as the extent to which a manager achieves the output requirements of his position.

Stoner (1992) stated that effectiveness in contrast with efficiency involves choosing the right goal.

Although the terms efficiency and effectiveness are used interchangeably, in many instances, there exist a definite line of difference between these as efficiency is the ratio that reflects and compares on of the aspect of performance to the energy incurred for that performance and effectiveness reflects the general evaluation that takes into account the factors contributing to the power to produce desired result.

2.5 Relationship between work environment and work effectiveness

Edgar and Schein (1965) suggested that the maintenance of effectiveness is made possible through the adaptive coping cycle. In his words “the sequence of activities process which begin with some change in some part of the internal or external environment and end with more adaptive dynamic equilibrium dealing with change.

They thus contends that the effectiveness of an organisation is maintained or lost depending on the sensing and use of feed back from the environment.

Frederickson (1966) reported significant relationship between organizational climate and job performance of employees.

Seashore and Yuchman (1967) reported that the highest level of organizational effectiveness is reached when the organization maximise its resource procurement optimum is the point beyond which an organization endangers itself because of depletion of its resource producing work environment of devaluation of resource or because of this stimulation of counter valing within that environment.

Fredlander and Greenberg (1971) stated a significant association between role performance and organization climate.

Molt (1972) noted that the criteria for the organizational effectiveness consist of production, adaptability and flexibility and has main concentration is on internal work environment.

According to Sharma and Prasad (1972) the productive efficiency of any organization depends mainly on the conduciveness of its working environment which can and should be reflected in the extent of satisfaction of personnel.

Prasad (1973) stated that an organization can be effectively reasonable in either one or two subsystems (economic, technical, social) without necessary gcomparadizing or affecting its total environment.

Pritchard and Karasich (1973) reported significant association between performance and organisational climate.

Seigel and Ruh (1973) asserted that job involvement was positively related to effectiveness measured in terms of productivity.

Lorsch and Morse (1974) stated that the relationship between organizational culture and performance is moderated by the organizations technology.

Albanese (1978) observed that it is needed to tap the potential gain for raising the adequate to superior job performance or effectiveness to cope with

changing internal and external environment and to provide productive and satisfying work environment.

Samanta (1985) reported that the effectiveness of research organization depends upon quality and quantum of work done by the scientist in the perceived organizational climate.

Jhansi (1985) however found no significant relationship between organizational climate and productivity of agricultural scientist.

Meglino *et al.* (1989) found that the relationship between organizational culture and performance is less clear although number of studies found the two related.

Robbins (1993) observed that the potentially dysfunctional aspects of organizational culture, especially a strong one has an influence on a organizations effectiveness.

Que and Tse (1996) reported that there was a positive and definite relationship between the pleasant working environment and the employees expectations satisfaction level.

Therefore, there must be a congenial work environment, if the organization has to exhibit a higher degree of effectiveness. Above reviews point out that organization climate or environment has a definite and significant effect on effectiveness thus bringing out a greater satisfaction of the personnel. So, for the present study it was assumed that work environment in the Krishi Bhavan has a positive and significant relationship with work effectiveness.

2.6 Job constraints of Agricultural officials

Agricultural officials are reported to be facing many problems such as transport, technical, administrative and socio-economic ones. Many researchers have identified diverse constraints which had been summarised and outlined in the following pages.

Reddy (1990) identified nine major problems as perceived by Agricultural Officers as lack of qualified village extension officers, lack of inputs at appropriate time, political interference, additional charges of other post(s), less opportunities for promotion, lack of transport facility, lack of scientific literature, lack of advanced, training and inadequate office accomodation.

Asiabaka and Bamisile (1991) while assessing the performance level of agricultural extension agents in Lagos State Agricultural Development Project found that lack of transportation, lack of incentives and untimely distribution of input to farmers, lack of office space, problem of payment of travelling allowance, lack of promotions, inadequate staffing and inadequate subsidies to farmers were the major factors influencing their performance level.

Radhakrishnan and Bowen (1991) stated that the State Department Extension Directors in India perceived that lack of transportation, organization, equipment and linkage were the most serious problems facing extension in India.

Nelson (1992) reported that lack of clerical support in office work was the most important constraint perceived by Agricultural Officers in the effective

functioning of Krishi Bhavans followed by lack of conveyance facilities, lack of office facilities in that order.

Latha (1993) stated that “frequent transfers, too much office work and lack of promotion opportunities and conveyance facilities were considered as the major constraints perceived by Agricultural Assistants.”

Nehru (1993) while assessing the job efficiency found out that the major constraints perceived by Agricultural Officers were “more number of programmes”, lack of sufficient knowledge on personal management and administrative delay in disbursing subsidies and other benefits to farmers. These identified constraints in the above studies are more of administrative in nature and have a profound influence on the work environment of the agricultural officials in the Krishi Bhavan.

For the present study more of administrative constraints like frequent transfers, too much office work, area of operation too large, lack of conveyance facilities etc. were included and these were assumed to have a negative effect on the work environment thus leading to a lessened performance both in the qualitative and quantitative fields.

Conceptual frame work for the study

In a development organization like the State Department of Agriculture, the performance of the officials who are basically extension personnel have a direct impact on the fulfilment of its objectives. The performance of the individuals in the work situation is determined by multitude of factors.

The human behaviour model proposed by Lewin (1938) took into account both the individual or personal differences (P) and the environment surrounding the individual (E). It was posited that human behaviour (B) was a function of the interaction of both P and E abbreviated, $B = f(P,E)$.

The need theories of Maslow (1943) and McClelland (1961) underscore the characteristics of individual as major determinants of functioning and accomplishments of any organization goals. They argued that the personnel need strengths have been influencing in determination of work behaviour every time.

Encapsulating these concepts, Vroom (1964) proposed Expectancy Valence theory illustrating the interplay of individual differences with organisational environment.

It recognises individual variations in need strength by acknowledging that not everyone values the same reward equally; people attach different valences to potential outcomes.

People also differ in their perceptions of how equitable a given level of reward is. This theory also encompasses job related variables by pointing to how these factors can effect future expectancies and by arguing that job attributes can at times serve as a source of intrinsic value.

Finally Expectancy Valence theory focusses fairly explicitly on several organizational environment influences on performance. It does however place heavy emphasis on individuals cognitions about how their own behaviour will or will not lead to particular outcomes potentially available in the work situation.

In these lines, Equity theory of Adams (1975) also gave thrust to the relationships between individual attributes such as attitudes towards inputs and outcomes, tolerance for feelings of inequity etc. and the work environment characteristics.

All these theories by and large, highlights the importance of man as unique in his biological and psychological make up and his earning experiences and one who can create his necessary environment around him as, he wishes. This is the foundation of the conceptual frame work for this study.

The innumerable personality traits, both intrinsic and extrinsic as well as relational attributes in the group setting make the canvas for the work environment. This is especially true in the content of the developmental organization like the State Department of Agriculture, and its grass root level units - the Krishi Bhavans which quite often maintain a linking relationship with individuals and groups in the client system. Needless to say, the work environment of the Krishi Bhavan which is strong enough and congenial for supporting the emotional requirements of the personnel, will lead to effective outcome of the task in qualitative and quantitative dimensions.

The conceptual model presented in this frame work depicts a set of component of work environment and the consequent variable the work effectiveness. (Fig.1).

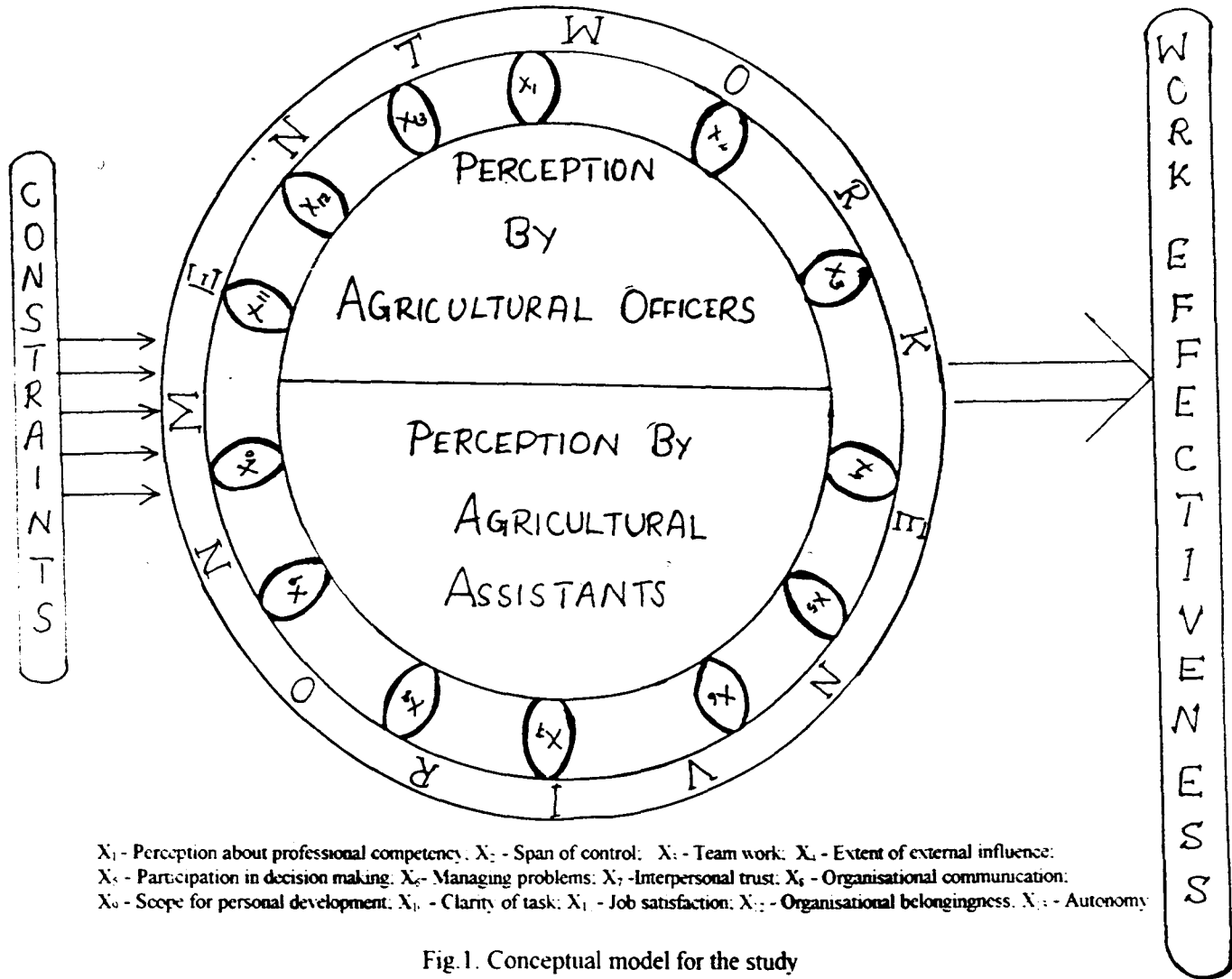


Fig.1. Conceptual model for the study

Methodology

CHAPTER-III

METHODOLOGY

This chapter deals with the brief description of the methods and procedures followed in conducting this research study. The various aspects included is furnished in this chapter under the following sub headings.

- 3.1 Research Design
- 3.2 Locale of the study
- 3.3 Selection of the sample
- 3.4 Selection of variables for the study
- 3.5 Operationalisation and measurement of variables
- 3.6 Constraints experienced by officials affecting their performance in Krishi Bhavans
- 3.7 Method of Data collection
- 3.8 Statistical tools used

3.1 Research Design

Based on analysis of the available literature and keeping in view, the objectives, it could be well inferred that most of the attributes included in the study are ex post facto in nature, and offer little chance to be manipulated by the researcher. Therefore, ex post facto research design was considered appropriate to be used for the present study. According to Kerlinger (1964), ex post facto research is “systematic empirical inquiry in which the researcher does not have direct control of independent variable because their manifestation has already occurred or because they are inherently not manipulable.”

3.2 Locale of the study

The study was conducted in Thrissur district, comprising of three sub divisions viz., Wadakkenchery, Thrissur and Irinjalakuda respectively. The map showing the location of the study is given as Fig. 2.

The department is headed by the Director of Agriculture and assisted largely by a team of Additional Director at the state level, Joint Directors and by a team of Deputy Directors and Assistant Directors at the district level, taluk level and the block levels. At the base level, panchayat has been accepted as basic unit for development administration and these units called as “Krishi Bhavan” are under the control of one Agricultural Officer and two to three Agricultural Assistants constituting the field level functionaries. The list of all the Krishi Bhavans in each subdivisions was collected from the office of the Joint Director of Agriculture, and 20 Krishi Bhavans from each subdivision was randomly selected as units for study.

As it is likely that the Krishi Bhavans in municipal areas have different schemes and programmes, they were purposively excluded, so as to ensure a more accurate study. A brief outline of the administrative set up in relation to the Agricultural department operating in the state of Kerala is presented in Fig. 3.

3.3 Selection of the sample

The unit of analyses for the present study comprised of three distinct classes of respondents. The first class of respondents included the Agricultural Officers and second category the Agricultural Assistants employed in the selected Krishi Bhavans. There was a total of 60 Agricultural Officers and 106 Agricultural Assistants in the study area. There is variation in number of Agricultural Assistants

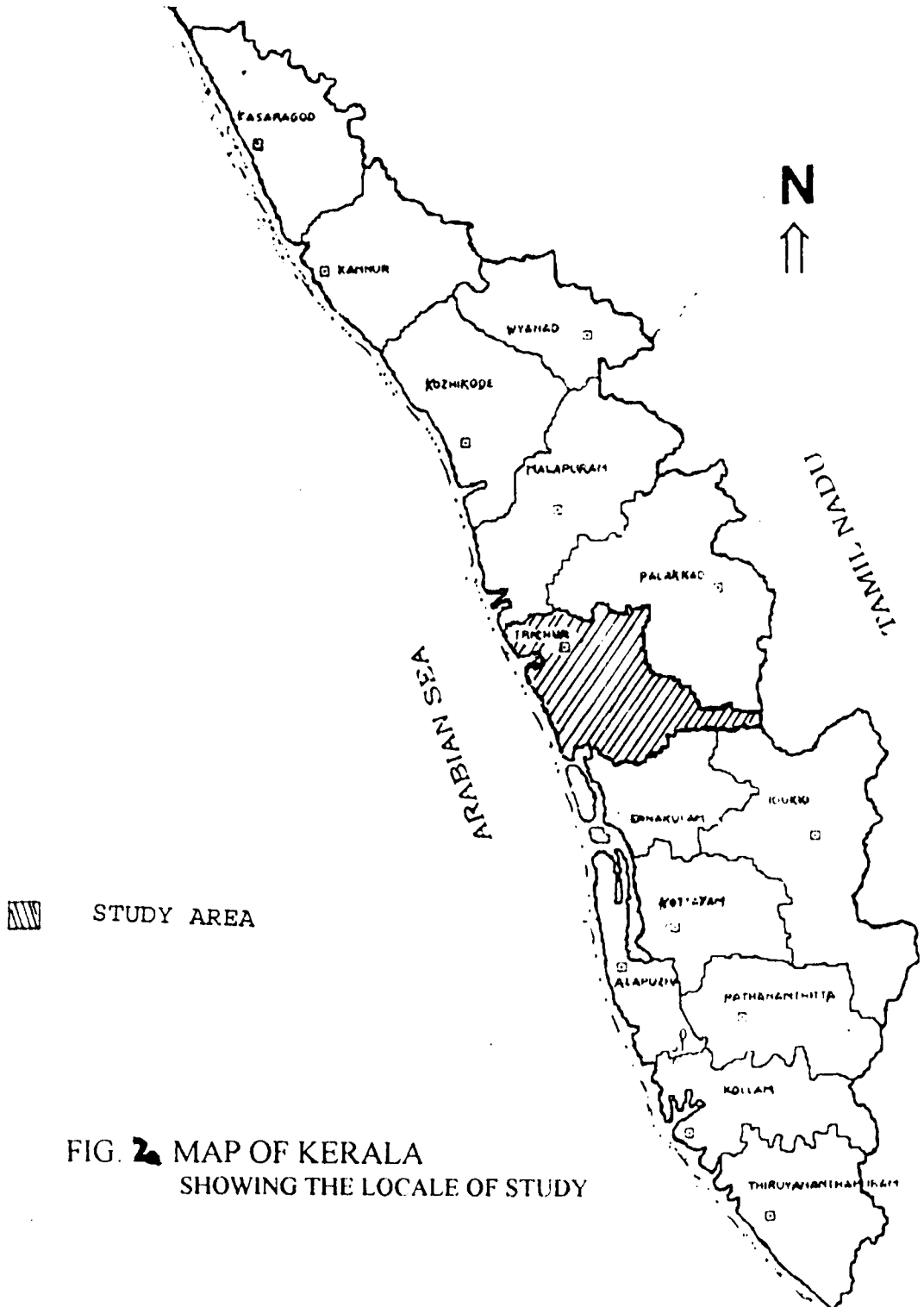


FIG. 2 MAP OF KERALA
SHOWING THE LOCALE OF STUDY

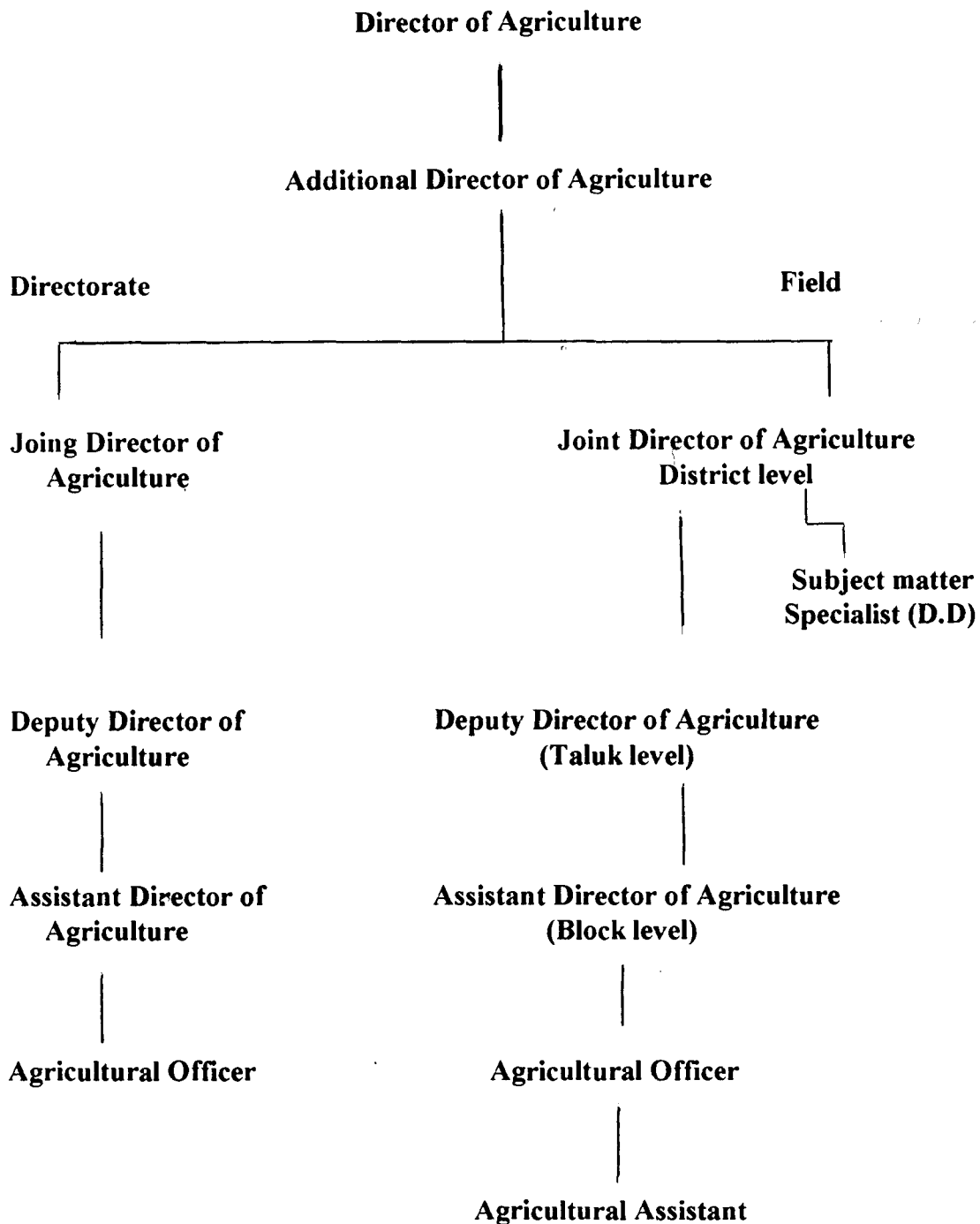


Fig.3. Organization set up of the Department of Agriculture, Kerala

in position in the Krishi Bhavans, which varied from one to three. Though 106 Agricultural Assistants were included as samples for the practical purpose, the mean values of these two or three Agricultural Asistants in each Krishi Bhavan, wherever they existed were taken for comparison with the 60 Agricultural Officers. Thus a total of 120 Agricultural personnel served as the sample for the study.

For the case of assessing the criteria of performance, the Work effectiveness, purview of the selected 60 Krishi Bhavans falling under the immediate control of a particular Assistant Director of Agriculture were rated by 12 Assistant Directors of Agriculture who constituted the third class of respondents.

3.4 Selection of variables for the study

The very objective of the study necessitated the selection of the variables, "Work environment and work effectiveness". With regard to components of work environment, a list of 24 components which were found to be related was prepared based on extensive search of literature.

The list of components was examined critically and rated by extension scientist of Kerala Agricultural University and Tamil Nadu Agricultural University and also by the Agricultural Officers, with the relevancy of each component on a five point continuum ranging from strongly agree to strongly disagree with weightages of 5, 4, 3, 2 and 1 respectively.

The list was administered to a sample of 50 judges of which only 31 responded. The final components were selected based on the coefficient of agreement calculated as:

$$\text{COA} = \frac{\sum X}{Y \times N} \times 100$$

where

X - Weightage obtained by a variable

Y - Maximum potential score of a variable

N - Number of judges

The components with their coefficient of agreement score is presented in Appendix-I.

As there is no definite criteria for selection of component based on a coefficient of agreement, it was decided in the present study that those having COA above 80 per cent were to be included in the study. Accordingly thirteen components viz., participation in decision making, managing problems, interpersonal trust, perception about professional competency, organizational communication, scope for personal development, clarity of task, job satisfaction, organizational belongingness, span of control, team work, autonomy, extent of external influence were selected for the study.

3.5 Operationalisation and measurement of variables

3.5.1 Operationalisation and measurement of the dependent variable

The dependent variable for the present study was work effectiveness which has been operationalised and measured by different researchers in different ways.

Drucker (1967) viewed effectiveness as the ability to do things “right”, for no amount of efficiency ever make up for choosing the wrong goals.

Koontz *et al.* (1986) opined effectiveness as achievement of objectives.

For the present investigation work effectiveness was operationally defined as degree to which the Krishi Bhavan has performed according to its capacities, potentials and general goals.

Work effectiveness has not been much studied and measured in the past. Singh and Sengupta (1965) used the critical incident technique to develop an instrument for measuring the effectiveness of village level workers.

Reddy (1986) measured the job effectiveness of village extension officers considering both the qualitative and quantitative dimensions of performance.

Suryanarayan (1990) measured effectiveness of contact farmers in T and V system considering self evaluation and ranks assigned by village extension officers employing rank order correlation. However the researcher has not come across any measuring device for effectiveness of Transfer of Technology units. Therefore for the present study work effectiveness index was developed considering both the qualitative and quantitative determiners of performance. The work effectiveness index was calculated as:

$$\text{Work Effectiveness Index} = \frac{\sum_{X,Y=1}^N \frac{X}{Y} \times 100}{N}$$

where

- X - Average score obtained by each determiner
- Y - Maximum potential score of each determiner
- N - Number of determiners of work effectiveness

3.5.2 Operationalisation and measurement of work environment

Litwin and Stringer (1968) viewed work environment as a set of measurable properties perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behaviour.

Chattopadhyay (1982) defined organizational environment as a psychosocial condition that surround a worker in the organization.

Therefore in the present study work environment was operationalised as the perceptions, feelings, and evaluations, of employees about the physical and socio-psychological environment in which they work.

In order to select an appropriate scale to measure work environment, a number of studies were reviewed. Most of the studies reviewed belonged to non-Indian organisations and mostly tested on industrial workers.

Most of the scales developed were for industries, hospitals, schools and educational institutions. Scales measuring the environment of educational institutions like Halpen and Crofts (1962) were reviewed. Organisational climate description questionnaire (OCDQ), college characteristic index (Stern, 1963), college characteristics index (Pace, 1963) were developed.

However, the researcher has not come across any measuring devices for measuring the work environment of transfer of technology mechanism. Hence, for the purpose of the present study work environment index was developed for measuring the work environment in the Krishi Bhavans considering the 13 selected components. The work environment index is as follows:

$$\text{Work environment Index} = \frac{\sum_{x,y=1}^N \frac{X}{Y} \times 100}{N}$$

where

X - average score obtained by each component

Y - maximum potential score of each component

N - number of components of work environment

The basis of the present study is that individuals perceptions can be considered better than any other method to assess the work environment due to the fact that perceptions are based upon experience that is both more extensive and more involved than an outside observer. The College Characteristic Index by Pace (1963) also emphasised this rationale.

3.5.2.1 Operationalisation and measurement of components of work environment

1. Perception about professional competency

It is operationalised as the different activities undertaken by the researcher to improve the knowledge and skill so as to work effectively with the client system, to identify the production constraints in field situations, develop appropriate strategy to tackle the situation and achieving things through client system.

This component includes both the technical competency and human relations competency.

Technical competency was measured using the technical competence scale developed by Mathew (1989) with slight modification and three items were

included for human relations competency. The scoring was done against a 5 point continuum with scores of

Responses	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

In case of the negative statement 3, the scoring pattern was reversed. The range of scores was from 13-65.

2. Span of control

It refers to the magnitude of control that an official has to exercise for his performance of duties, as for instance, the number of subordinates, non governmental organisation, fertilizer dealers and the like.

This component was measured using a set of questions developed by the researcher for the purpose of this study. The scale consisted of six questions for which the respondent had to give specific quantitative answers.

3. Team work

It can be operationalised as the close relationship between and among officials in the work situation characterised by team spirit, sharing and helping relationship.

The scale developed by Chattopadhyay (1982) was used with slight modification in the scoring pattern for measuring this component in the present study. The scale comprised of 6 items on an response pattern of

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The weightage for items, 2, 5 and 6 were 5, 4, 3, 2, 1 and was reversed for items 1, 3 and 4. The range of scores was from 6 to 30.

4. Extent of external influence

It refers to the degree of entronous influence on officials in the process of taking decisions as the political influence in selection of beneficiaries.

The component was measured by a scale developed by the researcher solely for the purpose of the study. The scale consisted of six items for which the scoring pattern was

Responses	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The total score was the summation of the scores obtained by each item. The range of score was 6 to 30.

5. Participation in decision making

It is operationally defined as the nature and extent of participation of officials in decision making and creating opportunities to express their ideas and opinions.

This component was measured with the scale developed by Alexander (1997) with suitable modification in the number of items for this study.

The scale used consisted of six items for which the scoring was done as given below:

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

Participation in decision making score for each individual was obtained by the total summation of scores of all the six items against each response pattern. The range of scores was from 6 to 30.

6. Managing problems

It was operationalised as the ways and means of resolving interpersonal and inter departmental problems.

The scale developed by Pareek (1975) and used by Sen (1982) was followed with modifications to suit this study. Six items of the scale were rated with a scoring pattern of

Responses	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The scoring pattern for the negative items 4, 5, 6 were reversed as weightages of 1, 2, 3, 4, 5 respectively. The range of scores varied from 6 to 30.

7. Interpersonal trust

It was operationally defined as the implicit faith of the employee that no harm without justice would be caused to them and also includes the mutual and cordial confidence in the people with whom they work with.

To measure this component, the scale developed by Christopher (1976) was used with suitable modification in the number of items.

The scale had six items rated on a 5 point continuum as

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The scale comprised of 4 positive statements and 2 negative statements viz., 2, 5 for which the scoring pattern was reversed. The range of scores was from 6 to 30.

8. Organisational communication

It refers to the nature and extent of communication channels used in the organisation for free flow of information from top to bottom and vice versa.

The scale developed by Chattopadhyay (1982) was used and slight modifications were made to suit this study.

The scale consisted of six items with responses and weightages as

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

Of the six items, two of the them 2 and 5 were negative for which the scoring pattern was reversed with weightages of 1, 2, 3, 4 and 5 respectively.

9. Scope for personal development

It was operationalised as the perception of an employee as to what he feels about the organisations facilities such as opportunities or avenues to undergo

training programmes, management skill programmes which would facilitate to rise up to the desired level.

This component was measured using a scale developed by the researcher purely for this study only.

The scale consisted of six items rated on a response pattern of

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The items 2 and 6 were given weightage of 5, 4, 3, 2, 1, whereas for items 1, 3, 4 and 5 the scoring pattern was reversed. The range of score was 6 to 30.

10. Clarity of task

It indicated the perception of the employee as the extent to which the tasks are well defined and the degree to which the official is well informed about which tasks are to be exercised.

For this component, also the scale was developed by the researcher for the sole purpose of the study.

The scale has six items rated against a scoring pattern of

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagreee	2
Strongly disagree	1

In case of items 2, 4, 5 and 6 the scoring pattern was reversed. The range of scores was from 6 to 30.

11. Job satisfaction

It referred to the degree of satisfaction or dissatisfaction expressed by an employee towards various components of his job. Since satisfaction with one facet of the job is difficult to isolate because of the complex ways in which it might be intercorrelated with other facets, an overall measure of satisfaction may provide more reliable data.

It was measured in the present study by adopting the scale developed by Laharia (1978) with suitable modifications.

The scale has eight items rated on a 5 point continuum with response and scoring pattern as

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagreee	2
Strongly disagree	1

The total score was summation of weights over all items for a respondent. The range of scores varied from 8 to 40.

12 Organisational belongingness

It was operationalised as the sense of identification of an employee with the organisation, overall image and a sense of belongingness as an individual with the organisation.

The scale developed by Porter *et al.* (1974) and as applied by Reddy (1986) was used for quantifying this component with changes in the number of items.

Only six items were used in the present study for eliciting the responses against the 5 point continuum as used in the original scale. The responses with the scoring pattern is as below:

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The scoring system was in reverse order for the statements 3, 5 and 6. The range of scores was from 6 to 30.

13. Autonomy

It indicated the degree of freedom to over use one's responsibility and free to manage without being continually accountable to higher level management. This component was quantified by adopting the scale developed by Hackman and Lawler (1971). The scale consisted of two positive (3 & 4) and two negative (4 & 2) statements representing dimensions of their job autonomy. The respondents were asked to indicate their agreement or disagreement with the statement which was given on a five point continuum

Response	Score
Strongly agree	5
Agree	4
Undecided	3
Disagreee	2
Strongly disagree	1

Autonomy score was calculated by adding the weightages of all statements in the scale. The scores ranged from 4-20.

3.6 Constraints experienced by the officials affecting their performance in the Krishi Bhavans

Based on the discussion with Agricultural Officers, Agricultural Assistants, experts in Agriculture department and also through relevant review of literature, the major constraints experienced were identified. These were listed and included in the interview schedule. The response to each constraint was obtained in a three point continuum viz., agree, undecided, and disagree with weights 3, 2 and 1 respectively. Cumulative value for each constraint was worked out and based on this value constraints were ranked.

3.7 Method of data collection

A structured interview schedule was prepared for collecting the data which was pretested and finalised based on the pilot study.

The pilot study was conducted in a non sample area which closely resembled the one selected for main study with 30 respondents and their responses were recorded.

Necessary modifications were made so as to remove ambiguity, to keep the logical sequence and to keep the frame of reference of the respondents in the light of the pilot study. The schedule presented in (Appendix-II A) was finalised for collecting the data from the Agricultural officials.

Schedule in (Appendix-II B) was employed for collecting the data pertaining to the performance criteria i.e., work effectiveness from the Assistant Directors of Agriculture.

The data collection was done during the months of May-August 1998. The responses were transcribed in the schedule itself. In case of responses, which were not clear, rechecking was done.

3.8 Statistical tools used for the study

The following statistical procedures were employed to analyse the data collected from the respondents which were tabulated and compiled.

1. Percentage analysis

Percentage were calculated for making simple comparisons among different categories and components.

2. Correlation analysis

Zero order correlation coefficient was calculated to find out the intensity of association between the dependent variable and the components of work environment. This formula used was

$$r = \frac{\frac{\sum xy - \sum x \sum y}{n}}{\sqrt{\left(\frac{\sum x^2 - \frac{(\sum x)^2}{n}}{n}\right) \left(\frac{\sum y^2 - \frac{(\sum y)^2}{n}}{n}\right)}}$$

where

r = correlation coefficient

x = component

y = dependent variable

n = number of observations

3. Multiple regression analysis

Multiple regression analysis was done to determine the net contribution of each of the components to the dependent variable and to know the percentage of variation that a set of components jointly explains on the dependent variable. The regression equation in the study is of the form

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$$y = a + b_1x_1 + b_2x_2 + \dots + b_nx_n$$

where

y = component, a = intercept,

x_1, \dots, x_n = components, b_1, \dots, b_n = regression coefficients

Coefficient of multiple determinant (R^2) was estimated from the regression equation. A significant R^2 suggests the desirability of regression analysis in predicting the dependent variable. The test of significance of regression coefficients (b 's) was carried out with the help of 't' values computed.

4. Step-down regression analysis

Step down regression was employed to obtain information regarding the best set of components and the relative contribution of each of these components in contributing to the variation after eliminating unimportant components. It selects the best subset of components in predicting variation in dependent variable.

5. Path coefficient analysis

Path coefficient analysis explains the cause and effect relationship between the dependent variable and the components of work environment. It is possible to represent the whole system of variables in the form of a diagram known as "path diagram".

In path coefficient analysis the correlation coefficient between a causal factor and effect is split into that due to the direct effect of causal factor and indirect effect of other factors on this factor.



Path analysis was carried out following the matrix method as given by Singh and Choudhari (1979).

Path coefficients are standardised regression coefficients. If 'y' is the effect and 'x' is the cause, the path coefficient for the path from cause 'x_i' to the effect 'y' is defined as

$$P_{iy} = \frac{b_i \sigma_{x_i}}{\sigma_y}$$

where

b_i is the partial regression coefficient of x_i on y_i

The statistical analysis was done using the computer facility available at the Department of Agricultural Extension, College of Horticulture, Vellanikkara.

Results

CHAPTER-IV

RESULTS

Keeping the objectives of the study in view, the results of the present study are presented in this chapter under the following main heads:

- 4.1 Components of work environment
- 4.2 Distribution of respondents with respect to their perceived work environments
- 4.3 Classification of Krishi Bhavans based on their work effectiveness
- 4.4 Relationship between components of work environment and work effectiveness
- 4.5 Intercorrelation among the components of work environment
- 4.6 Contribution of the components of work environment in explaining variations in work effectiveness results of multiple regression analysis
- 4.7 Relative importance of selected components of work environment in explaining work effectiveness: results of step down regression
- 4.8 Direct and indirect effects of the components of work environment on work effectiveness: results of path analysis
- 4.9 Results of path analyses of the selected components of work environment based on step down regression analyses
- 4.10 Relationship between work environment and work effectiveness
- 4.11 Constraints in the job performance as perceived by officials in Krishi Bhavans
- 4.12 Suggestions to improve the work environment of Krishi Bhavans

4.1 Components of work environment

The results of Table 1 and Fig.4 presents the ranks obtained by each component which was based on the ratio of the total average score of all the respondents (pooled sample) to the maximum potential score for each component which was then converted to percentages. Based on the rankings, perception about professional competency obtained the maximum value (10.3%) in relation to the total work environment in the Krishi Bhavan. This was followed by extent of external influence (9.5%), participation in decision making (9.4%) and interpersonal trust (9.0%).

Regarding the rest of the components, team work fetched a value of (8.5%) followed by organisational belongingness (8.4%), autonomy (7.1%) and job satisfaction (7.1%) in that order.

Further it would be observed from the results that span of control secured a low value (0.7%) which accounted to be the lowest among all the components.

The results present in Table 2 and Fig.5 revealed the differential perception on the components of work environment as identified by the two categories of respondents. As could be observed, extent of external influence obtained the maximum value (10.4%) in the case of Agricultural Officers whereas perception about professional competency into a rate of (10.2%) secured the highest in the case of Agricultural Assistants. The other major components perceived to be important by the Agricultural Officers are perception about professional competency (10.1%), followed by interpersonal trust (9.4%), participation in decision making (9.3%) and team work (9.2%) respectively.

Table 1. Components of work environment

(n = 120)

No.	Component	Percentage	Rank
X ₁	Perception about professional competency	10.3	I
X ₂	Span of control	0.7	X
X ₃	Team work	8.5	V
X ₄	Extent of external influence	9.5	II
X ₅	Participation in decision making	9.4	III
X ₆	Managing problems	8.4	VI
X ₇	Interpersonal trust	9.0	IV
X ₈	Organisational communication	8.0	VII
X ₉	Scope for personal development	6.8	IX
X ₁₀	Clarity of task	6.8	IX
X ₁₁	Job satisfaction	7.1	VIII
X ₁₂	Organisational belongingness	8.4	VI
X ₁₃	Autonomy	7.1	VIII

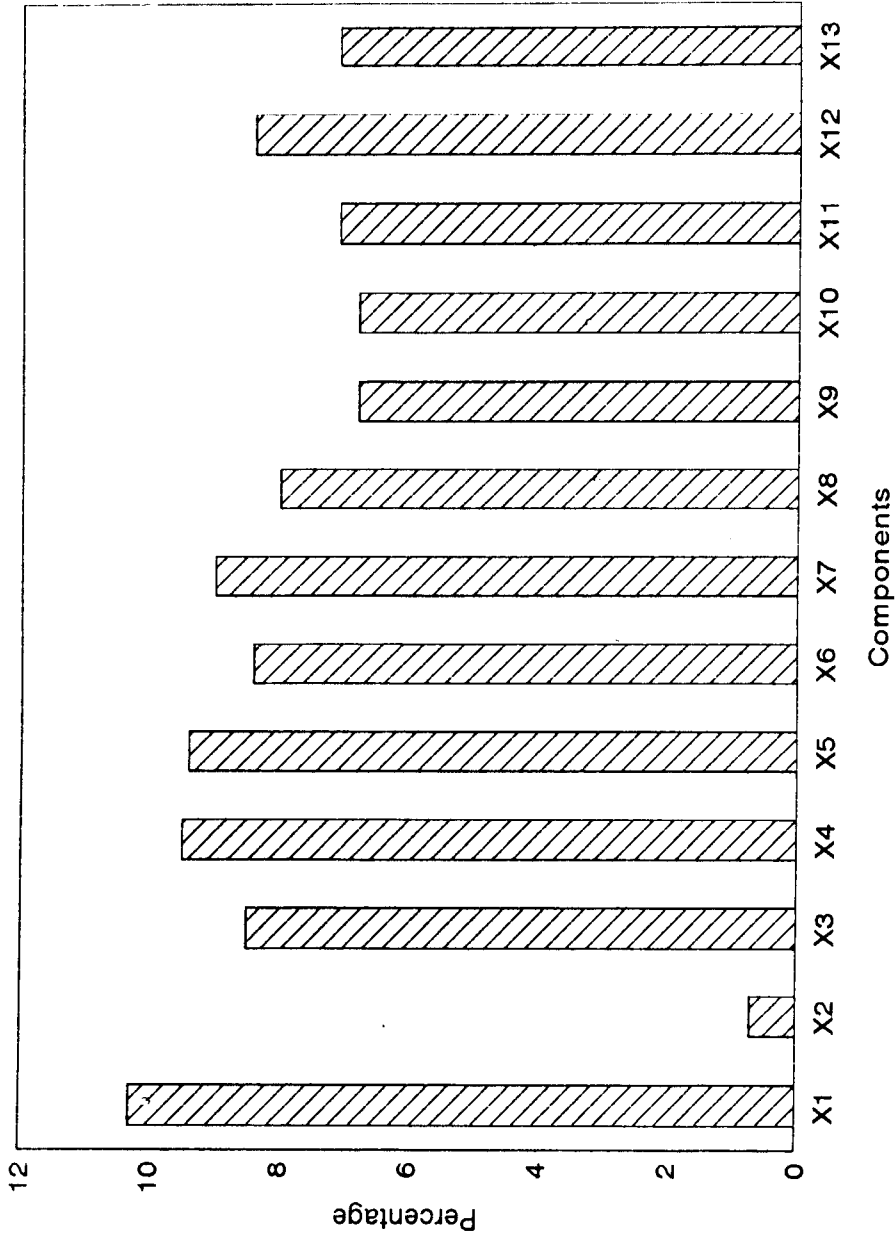


Fig. 4 . Components of work environment

Table 2. Components of work environment as perceived by the categories of respondents (n = 120)

No.	Component	Agricultural Officer		Agricultural Assistant	
		Percentage	Rank	Percentage	Rank
X ₁	Perception about professional competency	10.1	II	10.2	I
X ₂	Span of control	0.7	XII	0.7	X
X ₃	Team work	9.2	V	8.2	IV
X ₄	Extent of external influence	10.4	I	8.8	III
X ₅	Participation in decision making	9.3	IV	9.3	II
X ₆	Managing problems	8.8	VI	8.2	IV
X ₇	Interpersonal trust	9.4	III	8.5	V
X ₈	Organisation communication	8.0	VII	7.7	VI
X ₉	Scope for personal development	5.8	X	7.4	VII
X ₁₀	Clarity of task	6.3	IX	7.3	VIII
X ₁₁	Job satisfaction	5.4	XI	8.8	III
X ₁₂	Organisational belongingness	8.8	VI	8.2	IV
X ₁₃	Autonomy	7.8	VIII	6.7	IX

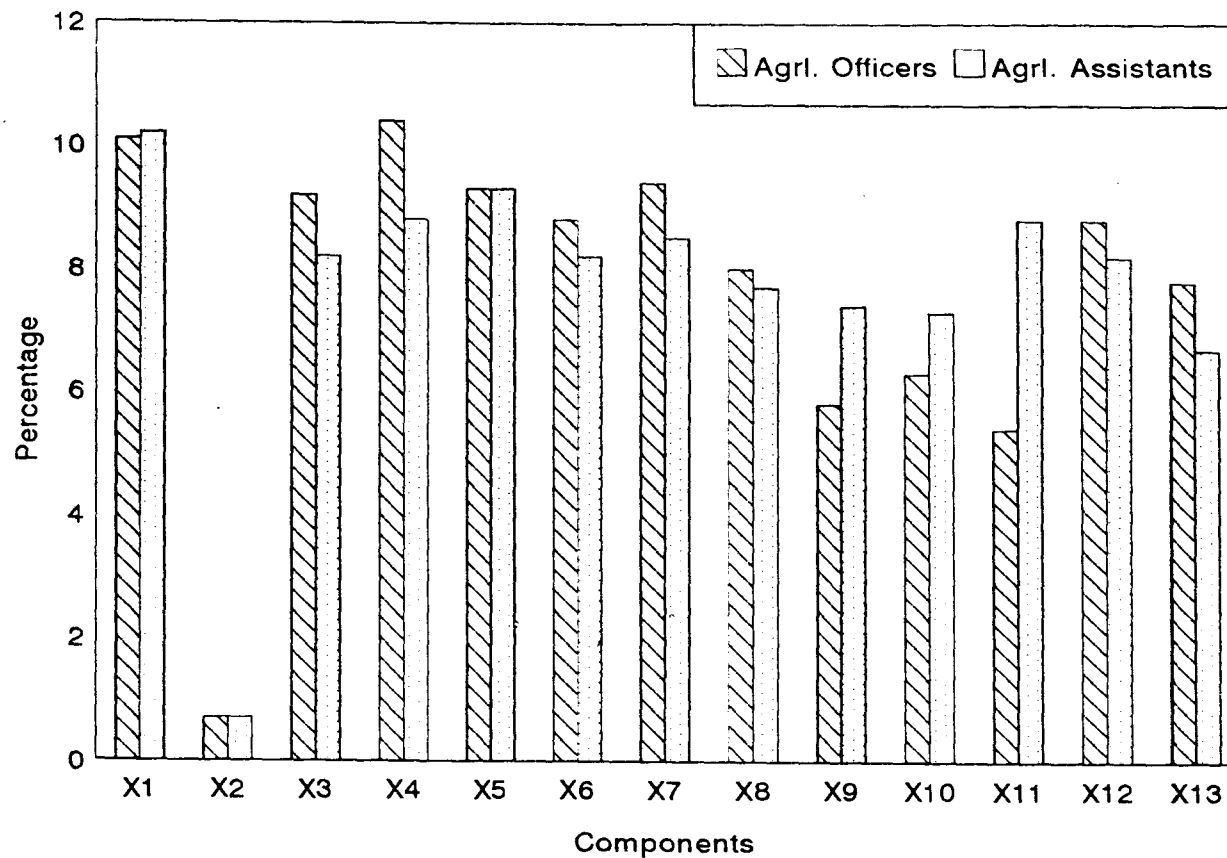


Fig. 5. Components of work environment as perceived by Agricultural Officers and Agricultural Assistants

Span of control was the component with 0.7 per cent which was perceived as less important by both the categories of respondents.

Participation in decision making (9.3%), extent of external influence (8.8%), interpersonal trust (8.5%) and managing problems (8.2%) were perceived to be the major components by Agricultural Assistants.

4.2 Distribution of respondents with respect to their perceived work environment

From the obtained work environment index taking into account of the maximum and minimum values as perceived by Agricultural Officers (75.1, 50.40) and Agricultural Assistants (76.4, 65) were taken into account, three classes with a class width of 10 was made.

A perusal of Table 3 revealed that the majority of respondents in the first category i.e. the Agricultural Officers (68.3%) perceived the work environment to be moderately congenial and majority of respondents, in the second category i.e. the Agricultural Assistants (56.7%) perceived their work environment to be more congenial.

The rest (11.7%) of respondents in the first category put in their perceived work environment in congenial and (43.3%) of the second category of respondents perceive their work environment as moderately congenial.

Further it could be observed from the table that (20%) of the Agricultural Officers perceive their work environment as less congenial. It is depicted in Fig.6.

Table 3. Distribution of respondents with respect to their perceived work environment

(n = 120)

Sl.No.	Category	Range	Agricultural Officer		Agricultural Assistant	
			Frequency	Percentage	Frequency	Percentage
1	Less congenial	50-60	12	20.0	0	-
2	Moderately congenial	60-70	41	68.3	26	43.3
3	Congenial	70-80	7	11.7	34	56.7

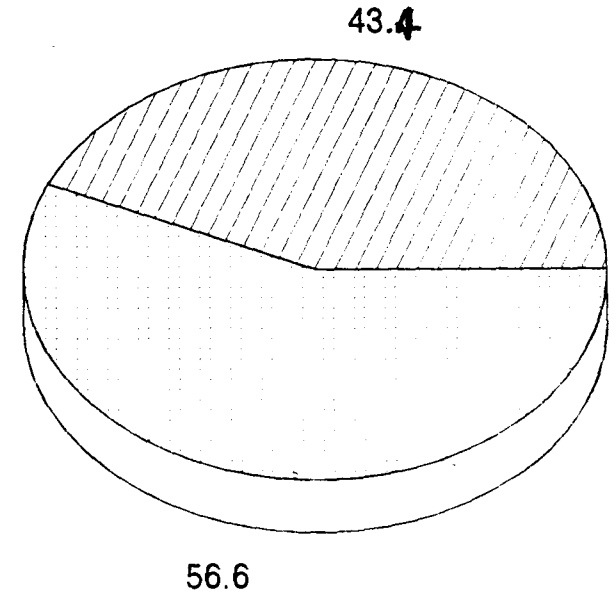
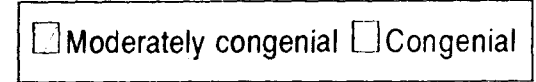
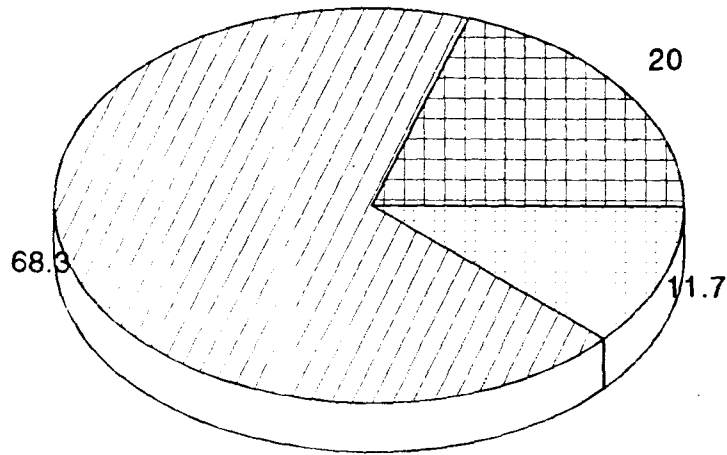
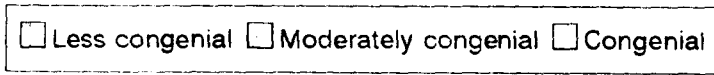


Fig.6. Distribution of respondents with respect to their perceived work environment

4.3 Classification of Krishi Bhavans based on their work effectiveness

The work effectiveness index was calculated for 60 Krishi Bhavans and the index ranged from 63.07 to 81.22.

Based on the range of the index value the Krishi Bhavans were grouped into four classes.

It could be observed from the Table 4 and Fig.7 that (70%) of the Krishi Bhavans fall in the more effective group.

The rest of the Krishi Bhavans were distributed among the effective (28.34%) and most effective (1.66%) groups.

4.4 Relationship between components of work environment and work effectiveness

Table 5 present the relationship between the components of work environment and work effectiveness in Krishi Bhavans. Out of the 13 components, seven components namely participation in decision making, managing problems, interpersonal trust, scope for personal development, clarity of task, organisational belongingness, and autonomy established a positive and significant relationship with work effectiveness.

Extent of external influence even though non significant revealed a negative relationship with work effectiveness.

Autonomy had the highest 'r' value followed by managing problems, participation in decision making and clarity of task in that order.

Table 4. Classification of Krishi Bhavan based on their work effectiveness
(n=60)

Sl.No.	Category	Range	Frequency	Percentage
1	Less effective	50-60	0	-
2	Effective	60-70	17	28.34
3	More effective	70-80	42	70.00
4	Most effective	> 80	1	1.66

Effective More effective Most effective

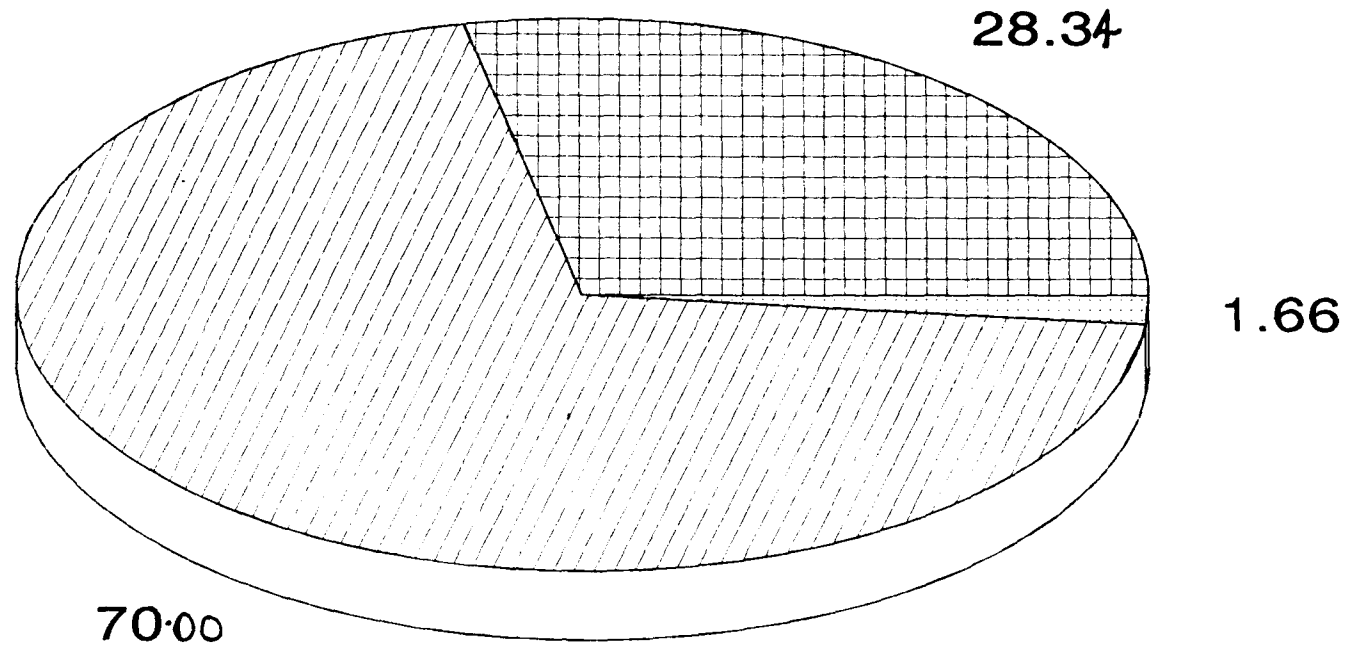


Fig.7. Distribution of Krishi Bhavans based on their work effectiveness

Table 5. Relationship between components of work environment and work effectiveness

n = 60

No.	Component	Correlation coefficient
X ₁	Perception about professional competency	0.159 ^{NS}
X ₂	Span of control	0.187 ^{NS}
X ₃	Team work	0.093 ^{NS}
X ₄	Extent of external influence	-0.141 ^{NS}
X ₅	Participation in decision making	0.312*
X ₆	Managing problems	0.342**
X ₇	Interpersonal trust	0.325*
X ₈	Organisational communication	0.227 ^{NS}
X ₉	Scope for personal development	0.280*
X ₁₀	Clarity of task	0.306*
X ₁₁	Job satisfaction	0.118 ^{NS}
X ₁₂	Organisational belongingness	0.338*
X ₁₃	Autonomy	0.317*

** Significant at 1% level

* Significant at 5% level

NS NON SIGNIFICANT

Managing problem was the only component which was significant at 0.01 level of probability. Whereas others were significant at 0.05 level of probability.

4.5 Intercorrelation among the components of work environments

The intercorrelation matrix for the components of work environment given in Table 6 provides a clear picture of the relationship existing among the 13 components. It could be seen from the Table that majority of the components included in the study were inter related with each other. However, a few components like perception about professional competency, job satisfaction, team work, and span of control were found to be not related with other components.

Organisational communication was found to have a negative and significant relationship with extent of external influence. On the other hand participation in decision making, managing problems, interpersonal trust, scope for personal development, clarity of task, organisational belongingness and autonomy had positive and significant relationship among each other.

4.6 Contribution of the components of work environment in explaining variations in work effectiveness: results of multiple regression analyses

The correlation coefficients established the independent effect of each of the components of work environment on work effectiveness of Krishi Bhavan. However, a closer look will reveal that work effectiveness is not influenced by any of these components in isolation, but rather by all of them as part of the interactive relationship.

Multiple regression analysis in this study was employed to analyse the extent of total variation in work effectiveness that could be explained jointly by the

Table 6. Intercorrelation among the components of work environment

	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	X ₁₁	X ₁₂	X ₁₃
X ₁	1	0.0362	0.0590	0.0686	-0.1580	0.2158	0.1528	-0.0736	0.0731	0.1812	0.0436	0.0578	-0.0352
X ₂		1	-0.0063	0.0509	0.0073	0.1036	-0.0008	-0.0137	-0.1839	-0.2092	0.1558	0.0130	0.1558
X ₃			1	-0.0443	-0.1518	0.0539	0.1468	0.2215	0.0215	0.0661	0.0446	0.1348	-0.1434
X ₄				1	-0.1795	0.0204	-0.0348	-0.2494	-0.1339	0.0118	-0.1469	-0.1657	-0.1576
X ₅					1	0.2802*	0.1406	0.0887	0.2880*	0.2367	0.1437	0.2091	0.3935**
X ₆						1	0.2339	-0.0325	0.4180**	0.0287	0.2135	0.0191	0.2684*
X ₇							1	0.2734*	0.0886	0.0271	0.0888	0.1244	0.1197
X ₈								1	0.1345	0.1023	0.2052	0.3725**	-0.0069
X ₉									1	0.4864**	0.0640	0.9383	0.0547
X ₁₀										1	0.0634	0.0982	0.0632
X ₁₁											1	0.0686	0.0714
X ₁₂												1	0.1912
X ₁₃													1

**Significant at 1 per cent level

* Significant at 5 per cent level

X₁ - Perception about professional competency; X₂ - Span of control; X₃ - Team work; X₄ - Extent of external influence;
 X₅ - Participation in decision making; X₆ - Managing problems; X₇ - Interpersonal trust; X₈ - Organisational communication;
 X₉ - Scope for personal development; X₁₀ - Clarity of task; X₁₁ - Job satisfaction; X₁₂ - Organisational belongingness; X₁₃ - Autonomy

components and also to detail their relative importance in contributing to this variation. The data furnished in Table 7 clearly indicated that all the components of work environment taken together accounted for only 41.8 per cent of variation in work effectiveness of Krishi Bhavans.

It is also evident from the table that only one component clarity of task was significant at 0.05 level of probability.

4.7 Relative importance of selected components of work environment in explaining work effectiveness: results of step down regression analysis

The step down regression analysis was employed to identify the best set of components from the total components that would predict work effectiveness.

All the components were used for this analysis and those selected are presented in Table 8.

Though 41.81 per cent of variation in work effectiveness was explained by thirteen components, it could be observed here that 40.04 per cent of variation was contributed by five components viz., managing problems, interpersonal trust, clarity of task, organisation belongingness and span of control. This apparently means that the control of other components was negligible.

Thus these five components could be considered as best predictors of the work effectiveness in the Krishi Bhavans. The relationship is depicted in Fig. 10

Table 7. Contribution of the components of work environment in explaining variations in work effectiveness: results of multiple regression analysis

n = 60

No.	Components	Partial regression coefficient 'b'	Standard error of 'b'	't' value
X ₁	Perception about professional competency	0.018	0.161	0.112
X ₂	Span of control	1.491	0.822	1.814
X ₃	Team work	-0.003	0.216	0.015
X ₄	Extent of external influence	-0.153	0.195	0.786
X ₅	Participation in decision making	0.131	0.292	0.450
X ₆	Managing problems	0.484	0.277	1.750
X ₇	Interpersonal trust	0.533	0.286	1.864
X ₈	Organisation communication	0.088	0.296	0.298
X ₉	Scope for personal development	-0.037	0.327	0.112
X ₁₀	Clarity of task	0.481	0.230	2.093*
X ₁₀	Job satisfaction	-0.028	0.155	0.180
X ₁₂	Organisational belongingness	0.454	0.258	1.762
X ₁₃	Autonomy	0.060	0.263	0.227

Intercept = 27.97, R² = 41.81, Standard error = 14

*Significant at 5 per cent level

Table 8. Relative importance of selected components of work environment in explaining work effectiveness: results of step down regression analysis

No.	Component	Partial regression coefficient 'b'	Standard error of 'b'	't' value
X ₂	Span of control	1.519	0.748	2.029*
X ₆	Managing problems	0.502	0.198	2.541*
X ₇	Interpersonal trust	0.576	0.250	2.306*
X ₁₀	Clarity of task	0.494	0.172	2.868**
X ₁₁	Organisational belongingness	0.543	0.216	2.518*

$R^2 = 40.04$, Intercept constant = 26.02

** Significant at 1 per cent level

* Significant at 5 per cent level

4.8 Direct and indirect effects of the component of work environment on work effectiveness: results of path analyses

The correlation co-efficient establishes the nature and degree of influence of each component on work effectiveness, while multiple regression analysis indicated the joint influence of all the components together.

It could be of interest to split the amount of relationship that a particular component had with work effectiveness as:

- a) Its direct influence on work effectiveness
- b) Possible indirect effect on work effectiveness through influence of other components

In order to obtain the desired information, the data were subjected to multivariate path analysis.

It was evident from the results of path analysis that the group of five components which predicted the maximum influence on work effectiveness in step down regression analysis also exhibited the highest direct effect in path analyses among the 13 components of work environment.

The Table 9 and Fig.8 brings to focus that the highest direct effect was recorded by the component clarity of task, followed by managing problems interpersonal trust, organisational belongingness and span of control in that order.

The components like extent of external influence, job satisfaction and team work had negative direct effect on work effectiveness.

Table 9. Direct and indirect effects of the components of work environment on work effectiveness of Krishi Bhavans: results of path analysis

n = 60

No.	Component	Direct effect		Total indirect effect		Maximum indirect effect	
		Effect	Rank	Effect	Rank	Effect	Component
X ₁	Perception about professional competency	0.0143	XII	0.1443	VI	0.0031	X ₆
X ₂	Span of control	0.2162	V	-0.0296	XII	-0.0452	X ₁₀
X ₃	Team work	-0.0019	XIII	0.0951	X	-0.0004	X ₈
X ₄	Extent of external influence	-0.09	VI	0.2314	III	0.024	X ₈
X ₅	Participation in decision making	0.0632	VII	0.2486	II	0.0249	X ₁₃
X ₆	Managing problems	0.2623	II	0.0796	XI	0.1097	X ₉
X ₇	Interpersonal trust	0.2288	III	0.0964	IX	0.0625	X ₈
X ₈	Organisational communication	0.0402	VIII	0.1871	V	0.0150	X ₁₂
X ₉	Scope for personal development	0.0170	XI	0.2970	I	-0.007	X ₆
X ₁₀	Clarity of task	0.3029	I	0.003	XIII	0.1473	X ₉
X ₁₁	Job satisfaction	-0.0217	X	0.1398	VII	-0.0046	X ₆
X ₁₂	Organisational belongingness	0.2247	IV	0.1134	VIII	0.0837	X ₈
X ₁₃	Autonomy	0.03	IX	0.2307	IV	0.0118	X ₅

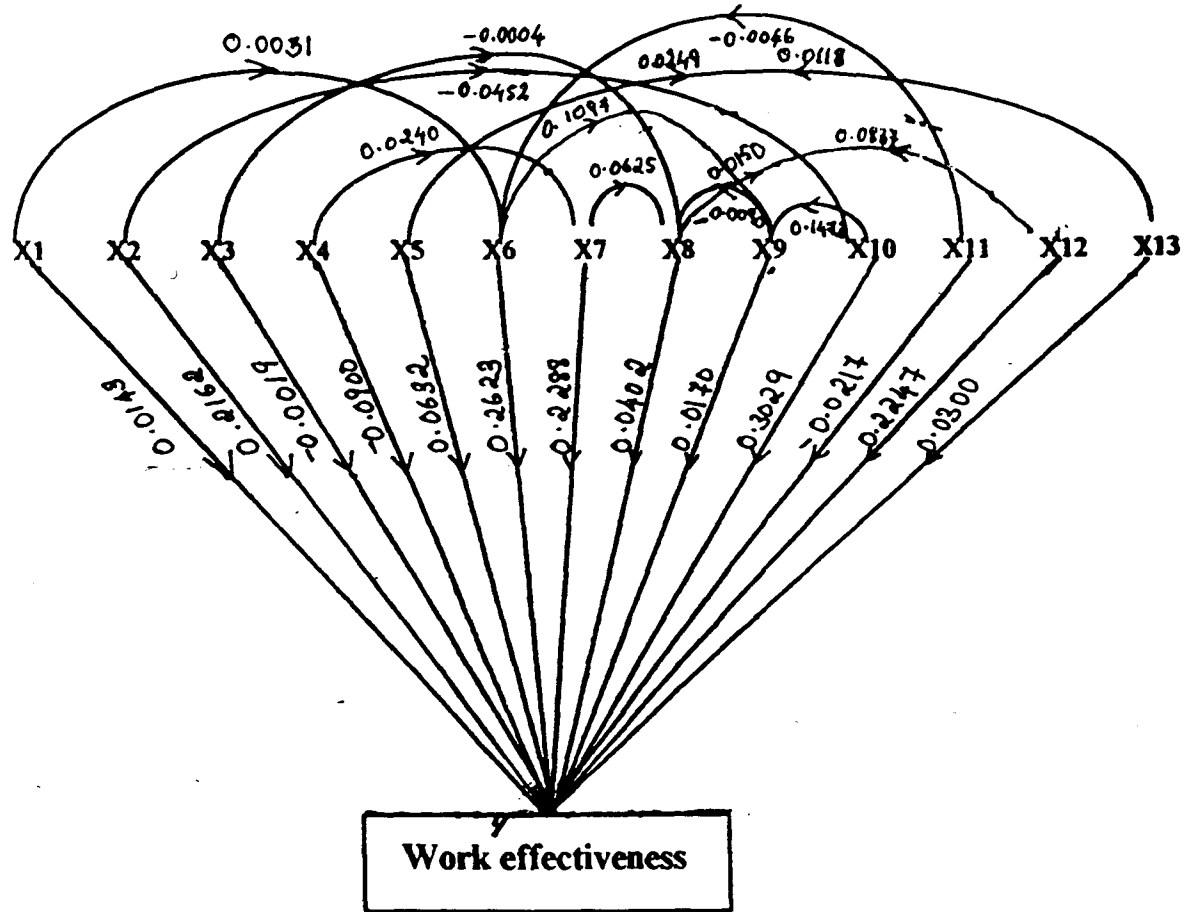


Fig 1 Path diagram showing the direct and indirect effect of the components on work effectiveness

The Table further revealed that scope for personal development which had a comparatively smaller direct effect exhibited the largest total indirect effect followed by participation in decision making.

Clarity of task which had the first position in case of direct effect had the last position taking into consideration the total indirect effect.

The other components in order of the magnitude of total indirect effect on work effectiveness were, extent of external influence, autonomy, organisation communication, perception about professional competency, job satisfaction, organisational belongingness, interpersonal trust, team work, managing problems and span of control.

Further the data in terms of maximum indirect effect of components on work effectiveness suggested that components like clarity of task and managing problems manifested their largest indirect effect through scope for personal development accounting for first and second position respectively.

Through organisational communication, the components interpersonal trust, organisational belongingness, team work and extent of external influence exerted its maximum indirect effect while team work exerted its negative indirect effect.

4.9 Results of path analysis of the selected components of work environment based on step down regression analysis

The analysis further probes into the identified five components which had the maximum control in explaining the variation in work effectiveness. From Table

Table 10. Results of path analysis of selected components of work environment based on step down regression analysis

n = 60

No.	Component	Direct effect		Total indirect effect		Maximum indirect effect	
		Effect	Rank	Effect	Rank	Effect	Component
X ₂	Span of control	0.2202	V	-0.0336	IV	-0.0461	X ₄₀
X ₆	Managing problems	0.2720	II	0.0699	II	0.0364	X ₇
X ₇	Interpersonal trust	0.2471	IV	0.0781	I	0.0331	X ₆
X ₄₀	Clarity of task	0.3111	I	-0.0052	V	-0.0651	X ₂
X _a	Organisational belongingness	0.2688	III	0.0693	III	0.334	X ₇

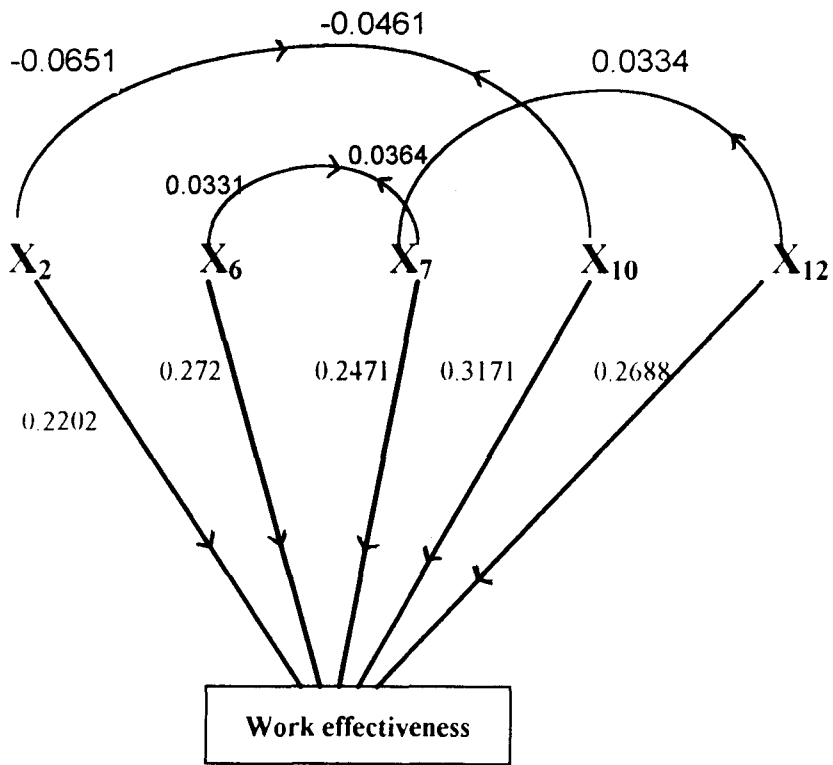


Fig 9. Path diagram showing the direct and indirect effect of selected components of work environment based on step down regression analysis

10 and Fig.9, it was interesting to note that the very same components viz., clarity of task had the largest direct effect on work effectiveness.

However, it was followed by managing problems, organisational belongingness interpersonal trust and span of control respectively.

It could also be seen that the highest total indirect effect on work effectiveness was shown by interpersonal trust followed by managing problems, organisational belongingness, span of control and clarity of task.

The Table further revealed that the noted component clarity of task had the highest negative effect through span of control. The other components managing problems and organisational belongingness had indirect influence through interpersonal trust.

4.10 Relationship between work environment and work effectiveness

Work environment in the Krishi Bhavans level a positive and significant relationship with work effectiveness of the officials as indicated by the correlation coefficient (0.568).

4.11 Constraints in the job performance as perceived by officials in Krishi Bhavans

The constraints in the Krishi Bhavans as experienced by officials affecting their work environment were identified and opinion about these constraints were analysed. These constraints were ranked based on the importance with which they were encountered. The major constraints experienced are presented in Table 11. "Lack of proper communication of research findings" was the most important one identified.

Table 11. Constraints in the job performance as perceived by officials
in Krishi Bhavans

$n = 168$

Sl.No.	Problem	Score	Rank
1	Area of operation is too large	441	VII
2	Too much office work	469	II
3	Salary poor when compared to workload	447	VI
4	Lack of promotion opportunities	423	X
5	Lack of people's participation in implementation of development programmes	334	XIV
6	Frequent transfers	217	XV
7	Lack of training to improve technical know how	461	IV
8	Lack of conveyance facilities	439	VIII
9	Unnecessary delay in sanctioning programmes and financial allotment	407	XII
10	Lack of proper communication of research findings	476	I
11	Targets beyond capacity	452	V
12	Poor guidance from higher officials	364	XIII
13	Name sake programmes with nominal benefits to clients	412	XI
14	Lack of sufficient supporting staff	464	III
15	Unrealistic norms which hinder the preparation or programme	436	IX

Too much office work, lack of sufficient supporting staff, lack of training to improve technical know how, targets beyond capacity, poor salary when compared to work load were the other constraints in the order of importance as indicated by the scores. The constraint 'frequent transfers' was perceived to be least one affecting the performance of the Krishi Bhavan.

4.12 Suggestions to improve the work environment of Krishi Bhavans

In the context of decentralised planning presently in the State of Kerala based on the results of the present study certain measures for improvement of the work environment in the Krishi Bhavans are suggested.

Professional competency was the most important component as perceived by the officials in determining work environment. Therefore, it is necessary that Krishi Bhavans may provide a environment for the officials to demonstrate the professional skill and abilities.

- a) The officials may be provided opportunities to gain exposure on the latest advances in the field of agriculture which is the need of the hour and also on modern management tools for better management of the technology through periodic interaction meetings and training.
- b) It is necessary to strengthen the institutional linkages which the Krishi Bhavan have inorder to help the officials to generate ideas and formulate specific innovative schemes and programmes in priority areas for the client system.
- c) The Krishi Bhavans must consciously make efforts for strengthening their bondage with farmers mainly in project formulation and implementation, for enriching these development programmes in line with their local needs and resources.

- d) It was inferred that the agricultural officials are overruled by the extraneous influences. This calls for concerned efforts to be taken by authorities in order to revoke the lying dormant potentialities and capabilities of the officials.
- e) It is hurting to observe that officials have to fritter away their professional competents by involving in more of office work. This needs necessary steps from the Directorate of Agriculture in revamping and restructuring for the minimising the office work, in order to channelise the officials to perform that functional duties.
- f) The Krishi Bhavan would be instilling a more congenial work environment if an effort is made by the stretching out a carrier path for supporting additional professional hands in places where area of operation is too large. In such cases, job rotation may be possible when one can adapt to.
- g) It is necessary that clear cut job description and job responsibility are fixed.

Needless to add here these action interventions are to be emphasised in view from the perspective of work environment to advocate high work effectiveness in turn leading to an overall development in agricultural scenario.

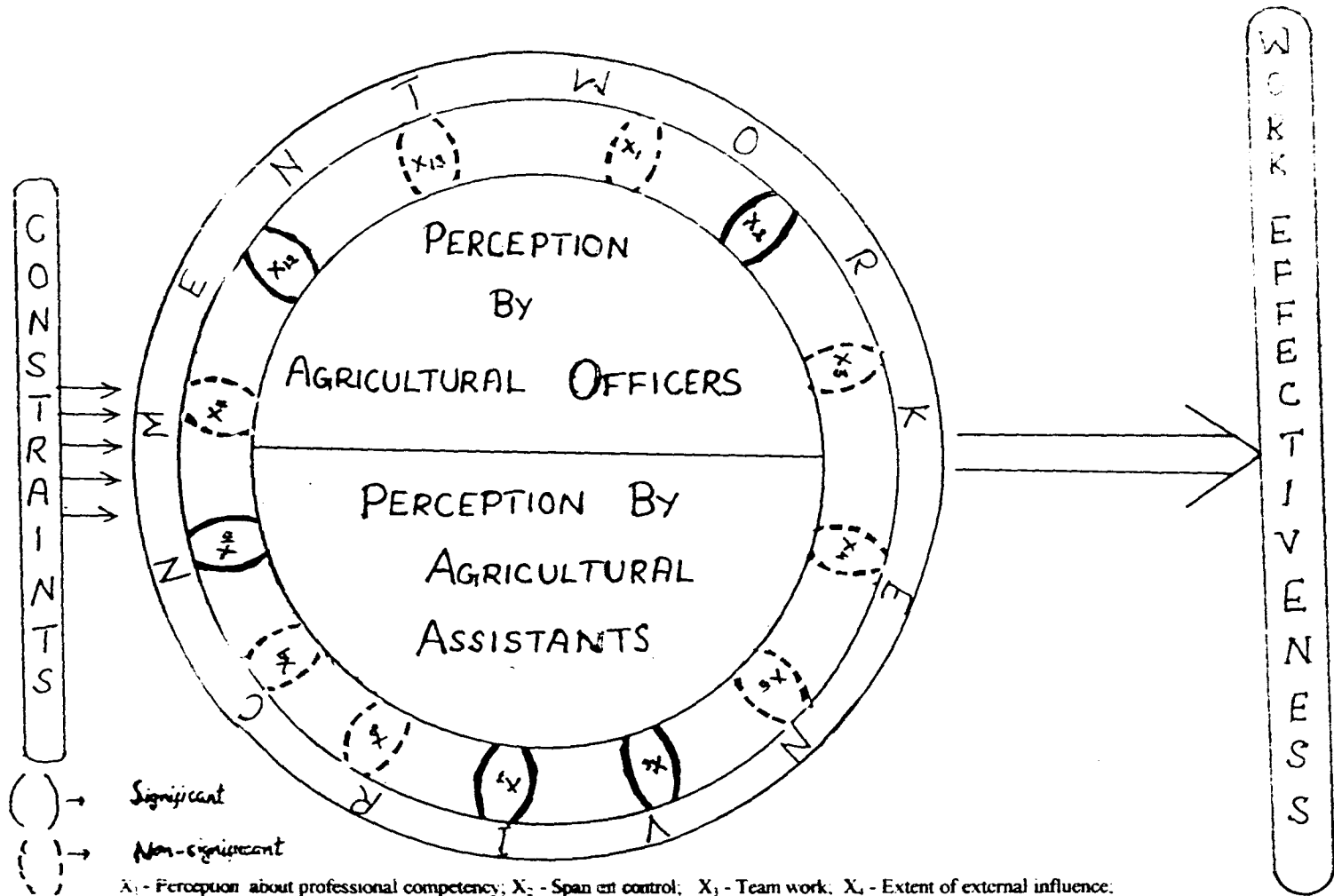


Fig. 10. Empirical diagram showing the relationship between selected components and work effectiveness

Discussion

CHAPTER-V

DISCUSSION

The salient results of the present study are interpreted and discussed in this chapter under the following headings.

- 5.1 Components of work environment
- 5.2 Distribution of respondents with respect to their perceived work environment
- 5.3 Classification of Krishi Bhavans based on their work effectiveness
- 5.4 Influence of the components of work environment on work effectiveness
- 5.5 Direct and indirect effect of the components of work environment on work effectiveness
- 5.6 Constraints in the job performance as perceived by officials in Krishi Bhavans

5.1 Components of work environment

Table 1 provides a clear insight into the components of work environment in Krishi Bhavans. A perusal of Table 1 revealed that perception about professional competency obtained the highest rank. It is reasonable to assume that an official who is professionally more competent will be in a better position to tackle problems and offer solutions especially in the time bound, day to day changing technologies of modernised agriculture, since he will be more capable of looking at the alternatives for rational decisions.

A better perception about one's own professional competency will naturally instill confidence in oneself, earning a pride of place among clients and other officials, thus leading to a perception of congenial work environment.

The next important component was extent of external influence. In the process of democratic decentralization, the personnel in the Krishi Bhavan have to deal with a wide cross section of clients. As in the case of the people's planning, there is an element of influence and decision making by bodies outside the official set up as the members of the peoples planning committees at different levels, people of group farming committees, agricultural development committees etc. who mostly impose and try to influence the officials. Such interferences occur in the case of the identification of schemes, selection of beneficiaries, implementation of programmes, evaluation of results etc. using the normal official machinery. Viewed in this perspective the importance of this component can be justified.

Participation in decision also emerged as an important component of work environment. A discussion and involvement of both the Agricultural Officer and Agricultural Assistants on the matters of the Krishi Bhavan enable them to come closer, establishing a sense of trust, improving interpersonal relations, and also knowing limitations of an matter. When the Agricultural Officer explains the limitations, participate the subordinate for sharing the views give a persuasive encouragement he may surpass the limits in achieving results. By participation both level of officials remain satisfied.

Span of control was the least important component perceived. In the context of this study the measurement of the variable was confined to the quantitative aspects in the jurisdiction of the Krishi Bhavan. Therefore, the relationships and linkage with other institutions which melter in qualitative aspect

was only studied for work effectiveness. This probably would be the reason for this component to be perceived as less important.

A critical analysis of Table 2 reveals that extent of external influence was ranked most important by Agricultural Officers. Agricultural Officers are middle level managers and being the head of office in the Krishi Bhavan, they are vested with the primary responsibility of implementation of programmes for the client system. During the different steps right from the project development upto the actual implementation, an Agricultural Officer is exposed to and influenced by entrancous bodies like the people from non governmental organisations, influential farmers, local political parties, input suppliers at in the area of operation with most of the time in the middle of sea and devil.

This is not the case of Agricultural Assistants for whom perception about professional competency was ranked the highest. The Agricultural Assistants are field level functionaries who have to tackle the real field problems. An official who lacks the necessary skills and technical know how fails to command respect and provide advice fulfilling the job requirements effectively to the clients, making them feel vulnerable to the situation. Thus the above finding stands justified.

Being the subordinates the primary accountability is not in their hands. So it may be the reason for them to not have perceived extent of external influence as the first important component. The next important component perceived to be important by Agricultural Officers was perception about professional competency. This can be supported by the competence theory which stresses that authority should be commanded by the person at higher level. It should come by his competence, acceptability as a leader by his sound professional knowledge winning the hearts of the subordinates by his competence. An Agricultural Officer who is

the head of the Krishi Bhavan has to have both the technical competency for the effective programme implementation, passing matters to assistants and also in dealing personally with the subordinates.

Participation in decision making was perceived to be the next important component for Agricultural Assistants. As they are involved and suggested alternatives are looked into, asked for contributions they are in a more comfortable position to perceive it as important.

Span of control was the least important as perceived by both Agricultural Officers and assistants. It has been discussed and so needs no more justification. The component job satisfaction had a wide variation in the ranks. The Agricultural Officers gave least priority. For them, who are mainly vested with responsibility of coordination of governmental and nongovernmental agencies in agricultural development as well as planning and implementation of different programmes leading to significant results, might have considered their job satisfaction, which is rather a personal accomplishment, as a less significant component in determining the total work environment. It is only natural to reflect the sense of responsibility and extent of commitment in foregoing personal gratification in managerial position. However, the Agricultural Assistants who are obviously occupying subordinate positions might have evaluated that work environment in terms of their personal attainments and role fulfilments as evident by the results getting priorities for dimensions such as perception about professional competency, participation in decision making and role satisfaction in the top runs of need hierarchy.

Moreover, other components as perceived by the officials did not have wide variation which might have occurred due to the similar working conditions and

also as the components were included for the study after being rated by extension scientist and Agricultural Officials.

5.2 Distribution of respondents with respect to the perceived work environment

From the Table 3 it is revealed that majority of the agricultural officers have perceived their work environment as moderately congenial while the majority of Agricultural Assistants have perceived their to be congenial. In case of the agricultural officers inspite of the external influences, their rigid procedures and policies, pressure of work, greater responsibilities, tensions of targets achievements, implementation of programmes etc., the positions as the head in a superior position with a greater expertise power must have led to this perception. In case of Agricultural Assistants, being in a subordinate position they are not primarily accountable for official, financial and technical matters. They have to deal only with the field level problems and lesser responsibilities to shoulder on. The least important constraint in the Krishi Bhavan was the frequent transfer (Table 12). Transfer is a threat for an employee in any organization. With less transfer, the agricultural officials adapt with the situations and work with full enthusiasm. This may be another reason for the perception of work environment as such above.

5.3 Classification of Krishi Bhavans based on their work effectiveness

It could be noted from Table 4 that majority of the Krishi Bhavans have been placed in the more effective category. This may be due to the perceived congenial work environment which would have put on a greater influence in resulting a good work effectiveness. Moreover, the officials with remarkable psychological stability and positive attitude of mind might have overcome the major constraints affecting effectiveness and modified their personal factors to suit the

work requirements thus leading to more work effectiveness in the Krishi Bhavans. Results of correlation analysis of work environment with work effectiveness confirms this findings as there was a significant and positive correlation.

5.4 Influence of the components of work environment on work effectiveness

A bird's eye view of Table 8 revealed that the components clarity of task, organisational belongingness, managing problems, interpersonal trust and span of control together contributed 40.04 per cent variation out of 41.81 per cent by 13 components (Table 7) in explaining variation in work effectiveness. However it may be noted that though significant R^2 value of 41.81 leaves much to be explained some sizeable 58.2 per cent of variation lies outside the components included in the study. Probably other factors like administrative ones viz., planning, controlling, personality traits of the officials which are more or less structurally fused to the Krishi Bhavan can provide a satisfactory answer to this aberrant findings. From the best subset of components in predicting the variation in work effectiveness (Table 8), the component clarity of task had put out highest importance in standing with the other four. It was the only component found significant with work effectiveness (Table 7).

If an employee has both high commitment towards accomplishing a particular piece of work and a well formed strategy about how to do, the implementation of a plan is constrained if he is unclear about what to do and how to do. The agricultural officials who are the ones primarily involved in the selection, programming and implementation of schemes for the agricultural development in the area has to be clear on what he is expected to do and which way to go for achieving a high work effectiveness. This can be supported and explained by the Principle of functional definition (Koontz *et al.*, 1980) that the more a position has

a clear definition of results expected, activities to be undertaken, the more adequately individuals responsibility can contribute towards accomplishing the objectives.

The job of agricultural officials are such that they involve knowledge, skill, clear objectives, well defined and formed strategies as important determiners of performance. This can be well justified by the Principal of division of work (Koontz *et al.*, 1980) which says that the more an organization structure reflects a classification of the task, well defined, necessary to attain goals and assists in their coordination and the more that roles are designed to fit the capabilities of people available, the more effective the organization will be. This goes on par with the finding of Rass and Boles (1994) in the hospitality work environment.

The next important component was managing problems which also had exerted a significant relationship with work effectiveness (Table 5). The pressures and demands of position and service in various situation itself is enough to bring out many problems both at official and field level. The Krishi Bhavan, being an organisation giving subsidies and rigorous process of beneficiary selection at various stages, quite often faces different types of pressures from within and outside the units. These will lead to micro level problems at the planning and implementation stages particularly in control of ongoing people's planning process. Such a situation warrants high degree of efficiency for smooth managing of these problems avoiding conflict and to maintain good liaison between individuals and agencies. Though complete elimination of the possible conflicts might not be feasible, the environment can be kept up by any of the options as suggested by Lawrence and Irohch (1967) who proposed three measures such as conformation, smoothing and forcing as major actions for conflict resolution in this type of organisation. This has to bring out the expertise out of the best in the individual to

tackle it efficiently and not leave it to time to take care of it which contributes to a greater level of work effectiveness. This goes on in line with Jhamtani and Singh (1987) organisational belongingness had also a relative importance among the selected components of work environment in explaining work effectiveness (Table 8). Agricultural official who is mainly engaged in field extension activities is concerned with affecting behavioural changes in farmers which by no means is an easy task. It demands a lot of intuition, application of mind, hard work and a variety of procedures to be involved. It may not be incorrect to say that it is inherently a challenging task. Single minded devotion alone will yield tangible results. It is natural that officials engaged in such type of work feel the pains and tensions of the job and rate themselves as important and feel more belonged to the Krishi Bhavan in attaining its objectives.

Principle of harmony of objectives (Koontz *et al.*, 1980) offers support to this as more officials can harmonize the personal goals with the goals of the organization, the more effective and efficient, the enterprise will be.

To act is to commit oneself. Feeling a sense of belongingness to the organisation is an entrapment as the individual is either cut off from other alternatives because his own situation doesn't allow him to change it. The official is committed because the facts of life has bound him. Similarly the Krishi Bhavan sees to it that the officials are identified, his work with attached meanings and he is properly looked after. The nature of the job plays an important part in increasing the organisational belongingness. This component also had a significant and positive relationship with work effectiveness (Table 5).

The component interpersonal trust also exhibited importance in explaining work effectiveness (Table 8). It also had a significant and positive

correlation with work effectiveness (Table 5). Interpersonal trust implies influencing and enabling co-fellow workers to work with confidence and enthusiasm. Thus automatically understanding their view points, taking into cognizance their suggestions, bring flexibility to changing condition, delegating responsibilities taking them into confidence and whole lot of things which at last brings a lot in performance. This may be the reason for this component to be significant with work effectiveness.

In case of interpersonal trust, the empirical studies conducted on the effect of similarity on interpersonal attraction also brought to limelight the fact that agreement in activity preference, attitudes and values ensure that the person involved would be able to carry out the activities without much friction as reported by Werner and Parmelie (1972).

Similarity in opinions, greater trust in fellow workers make the agricultural personnel have a favourable attitude towards the other. Interpersonal trust is the result of a long term process, in which an officials honesty, fairmindedness and good intentions are recognised creating a bursting atmosphere, rapport with other officials developed through consistent performance. This component act as an important contributor because only through it the credibility can be increased leading to more visible out comes.

Span of control has come out as an important dimension in regression analysis as a function of Krishi Bhavan becomes effective with the orchestrating performance of the different units involved in the implementation of programmes. Any agricultural development project would be successful only if the support system factors such as inputs services and human resources are available appropriately and adequately as and when required, even from the project

formulation till the evaluation stages. In the panchayat level a number of agencies such as input distributors, people's planning committees, farmers groups, and service functionaries come under the span of control of the Krishi Bhavan and a good liaison with all these would result in effective attainment of tasks.

The component span of control was found to exhibit an importance in explaining the variation in work effectiveness (Table 8) but in case of the correlation analysis (Table 5) there was no significant relationship the reason may be due to the largest indirect effect in negative trend through clarity of task which might have been suppressed in simple correlation analysis.

5.5 Direct and indirect effect of the components of work environment on work effectiveness

Work effectiveness has been associated with a number of components. But these components themselves are inter related and inter dependent having direct relationship with work effectiveness, thereby making the correlation coefficients unreliable as indices. Hence an attempt was made to identify the direct and indirect effects of the components through path coefficient analysis considering the thirteen components (Table 9) together and 5 selected components (Table 10) obtained in stepdown regression analysis.

Clarity of task had the highest direct effect in both the cases the indirect effect of the component span of control through this component was negative indicating that greater the span of control the less would be the clarity of task.

Clarity of task paves the way for span of control. In context of people's planning span of control will be fruitfully utilised with all units involved in planning and execution of programmes only when there is clarity of task. Such a participatory

process will build up effective coordination of units and reaching of goals. This might be the reason for largest indirect effect of span of control through clarity of task contribution to work effectiveness.

5.6 Constraints in the job performance as perceived by officials in Krishi Bhavans

From the Table 11 it could be observed that the most important constraint was lack of communication of research findings.

The Agricultural University is vested with the responsibility to make useful information based upon the findings of research available through the concerned state department.

The Kerala Agricultural University has to provide the technical back stoppage to the development departments like State Department of Agriculture, thereby bridging the gap between the technology and the field level functionaries. Keeping in view the results obtained from the study, it has been inferred that there is some hitch or some bottlenecks in the communication flow to the lowest range of the field level personnel. Therefore the one who are affected by this aberrant constraint are the agricultural officials.

Perception about professional competency was ranked as an important component and also found to be positively significant with work effectiveness (Tables 2 and 5). Therefore if only the Agricultural official gets the recent development and technical knowledge only then they can disseminate technologies and fulfil organisational objectives.

The next most important constraint as perceived by the agricultural officials was “too much office work”. In the context of the bureaucratic set up of democratic decentralisation, the officials apart from dealing with the field problems, dissemination technical know how, rendering proper advice to the client system, they are subjected to voluminous paper work and with lack of supporting staff, they are in a precarious position, of which may have led them to rate this constraint as important one.

Lack of sufficient supporting staff was the third major constraint faced by agricultural officials affecting their job performance in the Krishi Bhavan. This is due to the allotment and in position of both the Agricultural Assistant and also the clerical staff. The Agricultural Assistants are varying in number from one to the other unit. It is dependent on the provisional allotment which varies from one to three. Due to the lack of the supporting clerical staff, the agricultural official along with his usual procedures of work has to elevate time to paper work leaving him exhausted with his efficiency remaining questionable on professional performance.

Frequent transfers was the least important constraint as perceived by the officials. This goes on par with the findings of Latha (1993) and Nehru (1993).

Summary

CHAPTER-VI

SUMMARY

Organizations are organism like entities existing with and within environments which supply pressures for action and adjustment. Work environment serves as one of the prime determinants in organizational performance. It is considered “the managerial formula for success.”

The right environment may reap a return on investment that averages nearly twice a high as those organizations with less efficient environment.

The State Departments of Agriculture are the key organizations charged with the responsibility of agricultural development in most of the states in the country. In Kerala also the Department of Agriculture especially in the context of decentralised planning in the state with the Krishi Bhavan at the grass root level has been playing a yeoman role in this direction. The officials in the Krishi Bhavan are the extended arm of the departments top management as they are required to interact with a large number of farmers, tackle their countless problems and maintain a higher level of performance. This invariably warrants a good work environment since the performance of officials is influenced to a greater extent by their work environment.

Taking into cognizance the above aspects, the present study was ideated with the main purpose of studying the work environment in the Krishi Bhavans of Thrissur district and with the specific objectives as follows:

- 1) To study the prevailing work environment in the Krishi Bhavans in Thrissur district.

- 2) To delineate the perceptions of officials about the work environment in the Krishi Bhavans.
- 3) To analyse the inter influences of work environment and work effectiveness of the Krishi Bhavans.
- 4) To identify and analyse the constraints experienced by officials.
- 5) To suggest measures for improvement of the work environment in context of decentralised planning.

The study was conducted during the months of May-August 1998 in Thrissur district. Excluding the municipal Krishi Bhavans, twenty Krishi Bhavans from each of the three Agricultural Subdivisions were selected at random. The dependent variable in this study was work effectiveness. Work environment was considered as cause variable which comprised of thirteen components viz., perception about professional competency, span of control, team work, extent of external influence, participation in decision making, managing problems, interpersonal trust, organisational communication, clarity of task, autonomy, job satisfaction, scope for personal development and organisational belongingness. Work effectiveness and work environment were measured using the indices developed for this purpose.

The components were quantified using already developed measurement devices wherever necessary with slight modification to suit the purpose of the study. Otherwise arbitrary rating scales were resorted to.

The data were collected by conducting personal interviews with the agricultural extension personnel using well structured and pretested interview schedule developed for the purpose. The statistical tools used for the study were percentage analysis, correlation analysis, multiple regression analysis, step down

regression analysis and path coefficient analysis. The salient findings of the study are furnished below:

1. Among the thirteen components of work environment, perception about professional competency obtained the maximum (10.3%) followed by extent of external influence (9.5%). Regarding the Agricultural Officers they perceived the component extent of external influence (10.4%) as most important whereas the Agricultural Assistants perceived perception about professional competency (10.2%) as relatively important. Both the categories of respondents perceived span of control (0.7%) as the least important for work environment.
2. Regarding the distribution of respondents based on their perceived work environment majority of the Agricultural Officers (68.3%) perceived their work environment to be moderately congenial and rest (11.7%) as congenial. In case of the Agricultural Assistants, 56.7 per cent perceived to be congenial and (43.3%) to having moderately congenial work environment.
3. With respect to distribution of Krishi Bhavans based on their work effectiveness majority (70%) were in the more effective group. The rest (28.3%) and (11.66%) distributed among the effective and most effective categories.
4. Correlation analysis revealed that out of 13 components of work environment, seven components namely participation in decision making, managing problems, interpersonal trust, scope of personal development, clarity of task, organisational belonging and autonomy established a positive and significant correlation with work effectiveness.

5. The results of multiple regression analysis indicated that 41.81 per cent of the variation in work effectiveness could be explained by the 13 components of work environment.
6. The results of step down regression analysis revealed that while 41.81 per cent of the total variation was explained by all 13 components together, 40.04 per cent could be explained by five components namely managing problems, interpersonal trust, clarity of task, organisational belongingness and span of control.
7. The results of path analysis showed that clarity of task had the highest direct effect on work effectiveness. The maximum indirect effect on work effectiveness was shown by interpersonal trust. Clarity of task had highest negative indirect effect through span of control.
8. Work environment in the Krishi Bhavans possessed a positive and significant relationship with work effectiveness with co-efficient of correlation (0.568).
9. With respect to the constraints perceived by officials affecting their performance, the most important control was lack of proper communication of research findings. Too much office work and lack of supporting staff were the other important constraints.

Implication of the study

It was observed from the findings that clarity of task was the most important component influencing work environment and in turn affecting work effectiveness. With the launching of people planning process having project

formulation committees at different levels, several programmes are on the angle translating the needs and aspiration of local farming committee. In the mean time the departmental schemes already in existence are also being operated by Krishi Bhavans.

Many of the micro level projects, prepared by people's planning committees duplicate the departmental schemes with modifications or deviate different directions. Quite often this creates a lack of clarity for the implementing agency as to what direction it has to proceed, with what specific targets. The officials at the panchayat level, being accountable to both lines of command, are to be provided with clear operational strategies and objectives.

It was also noticed that perception about professional competency was the most important component of work environment as perceived by the respondents. Needless to say, the competency of the staff, in technical subject matter as well as managerial skills will contribute to work efficiency which was adequately addressed during the time of T & V system.

After that period, up to date refreshing efforts are not available for the grass root level functionaries, as a result of which the work effectiveness of an organisation was adversely affected. It would be worth while to consider this aspect of human resource development also along with the implementation of peoples planning process for agricultural development at grass root level.

Suggestion for future research of the study

- 1) A comprehensive study of Krishi Bhavans in all agroclimatic zones in the whole state of Kerala can be taken up for a more reliable and valid generalisations.

- 2) The present study was confined merely to selected components of work environment to keep the study in size. The motivational pattern of the employees was not covered, hence it would be interesting and equally useful to examine the motivational aspect of employees affecting their work environment in the organizations.
- 3) An action research to improve the work environment of the Krishi Bhavan may be attempted with suitably designed organizational development interventions.
- 4) Detailed empirical studies of operational constraints affecting the performance of officials, in different steps of programme planning, implementation and evaluation in the context of democratic decentralisation can be attempted.

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* Originals not seen

Appendices

APPENDIX-I

Work environment in the Krishi Bhavan of Thrissur District

List of variables prepared for the study

Sl.No.	Variables	Coefficient of agreement score
1	Line of command	61.6
2	Task structure	50.1
3	Span of control	87.0*
4	Accessability	62.5
5	Communication system	72.6
6	Team work	85.0*
7	Extent of external influence	90.2*
8	Area under farming	78.6
9	Recognition	67.5
10	Response	72.1
11	Clarity of task	92.3*
12	Interpersonal trust	90.8*
13	Scope for personal development	89.1*
14	Organisational communication	94.4*
15	Organisational belongingness	17.6*
16	Managing problems	96.8*
17	Participation in decision making	95.2*
18	Innovative process	69.6
19	Autonomy	88.8*
20	Morale	75.0
21	Job satisfaction	91.2*
22	Concentration on task	77.1
23	Perception about professional competency	85.6*
24	Job experience	78.2

*Variable selected for the study

APPENDIX-II A
Work environment in Krishi Bhavans of Thrissur District
INTERVIEW SCHEDULE
A Background Information

1. a) Name :
 b) Sex : Male/Female
 c) Official address :
 d) A.D.A. Circle :
 e) Subdivision :

2. Educational status
 a) SSLC :
 b) PDC :
 c) Diploma :
 d) Bachelors degree :
 e) Master's degree :
 f) Doctoral degree :

3. Training received :
 (If any) (Nos.)

4. Job experience
 a) Total number of years in the :
 Krishi Bhavan
 b) Total number of years in the Dept. :
 of Agriculture

5. Participation in decision making
 (SA = Strongly agree; A = Agree; UD = Undecided; D = Disagree;
 SD = Strongly disagree)

Sl.No.	Statements	SA	A	UD	D	SD
1	I frequently contribute information					
2	I can comfortably disagree with others					
3	I feel free to participate actively					
4	I usually propose alternatives					
5	I frequently participate in major decision makings					
6	Since work situation is consultative and participative, I feel cared for					

6. Managing problems

Sl.No.	Statements	SA	A	UD	D	SD
1	The officials take problem as challenges trying to find better solutions					
2	The officials at lower level usually refer the problem to and look for solutions from higher ups					
3	The officials try to evolve a commonly agreed solution to the problems					
4	Problems are usually managed by higher officials without involving the subordinates					
5	Problems arising are left on its own to be managed without initiation from anybody					
6	Always officials at higher level forces his point of view in managing problems					

7. Interpersonal trust

Sl.No.	Statements	SA	A	UD	D	SD
1	A climate of faith and trust in the Krishi Bhavan makes me more dedicated to service					
2	In the Krishi Bhavan relationships are superficial and dominated by rivalries and distrust					
3	Tensions and anxiety are reduced in Krishi Bhavan as fellow-workers are trusted					
4	The officials trust each other and look forward for suggestions and guidance from one another					

Sl.No.	Statements	SA	A	UD	D	SD
5	I hesitate to give responsibility to others even if others are willing as it's difficult to trust them					
6	Sometimes it happens that best advice and support comes from lower level					

8. Perception about professional competency

Sl.No.	Statements	SA	A	UD	D	SD
1	I am competent in the areas of					
	a) Soil and water conservation					
	b) Seeds and sowing					
	c) Cultivation practices					
	d) Manures and fertilizers					
	e) Water management and irrigation					
	f) Interculturing and weed control					
	g) Plant protection					
	h) Harvesting and processing					
	i) Post-harvest handling and storage					
	j) Alternate technologies					
2	I am generally confident of my ability in dealing with other officials and farmers					
3	I am always bothered by inferiority feelings					
4	I am skillful in solving situation both in field and within the Krishi Bhavan					

9. Organisational communication

Sl.No.	Statements	SA	A	UD	D	SD
1	The Krishi Bhavan has a well managed and organised communication networks					
2	Orders always flow downward with suggestions rarely upward					
3	Two way communication in encouraged in the Krishi Bhavan					
4	Communication is informal and friendly leading to cordial and harmonious relations					
5	Communications in Krishi Bhavan are not quite intentioned and purposeful					
6	Officials communicate information, suggestions, even criticisms out of concern					

10. Scope for personal development

Sl.No.	Statements	SA	A	UD	D	SD
1	Organisation only extracts work but pays little attention to personal development avenues					
2	Frequent nominations of officials for external training are done					
3	Trainings are decided at top not considering capabilities and needs of officials					
4	Krishi Bhavan do not consider personal development as important activity in organisational work					

Sl.No.	Statements	SA	A	UD	D	SD
5	Officials rely mostly on past experiences to do tasks and have no knowledge of advances in field					
6	Officials returning from trainings are given opportunities to try what they have learnt					

11. Clarity of task

Sl.No.	Statements	SA	A	UD	D	SD
1	I am clear on what my superiors expect from me on my job					
2	Overlapping roles and duties at all times make me confused as which is to be considered as important					
3	On my job whatever be the situation, there are clear rules or procedures to handle					
4	Due to many tasks performed at a stretch none is done by me with satisfaction					
5	Quality of work is greatly affected in the Krishi Bhavan due to non-clarity of task					
6	Inadequate clarity of task to be performed leads to greater misunderstanding in my work situation					

12. Job satisfaction

Sl.No.	Statements	SA	A	UD	D	SD
	Are you satisfied with your					
a)	Present salary					
b)	Physical facilities					
c)	Promotion opportunities					
d)	Freedom for flexibility at work					
e)	Status and prestige					
f)	Praise and Recognition for good work					
g)	Type of work done					
h)	Freedom to pursue new ideas					

13. Organisational belongingness

Sl.No.	Statements	SA	A	UD	D	SD
1	I feel that achievement of organizations goals are fulfilment of my personal goals					
2	I feel a sense of pride in working in the Krishi Bhavan					
3	Deciding to work in Krishi Bhavan was a wrong decision on my part					
4	I consider that problems in Krishi Bhavans as my own problems					
5	I feel very little loyalty and belongingness to Krishi Bhavan					
6	I would well be working in other sector as no dignity is attached working in Krishi Bhavan					

14. Span of control

- a) Number of subordinates under control =
- b) Number of non-governmental organisations under control in area of jurisdiction (voluntary years) =
- c) Number of fertilizers and pesticide dealers in my jurisdiction =
- d) Number of group farming committees =
- e) Number of Agricultural Development committees =
- f) Number of schools where kitchen gardens were introduced under Krishi Bhavan =

15. Team work

Sl.No.	Statements	SA	A	UD	D	SD
1	Job satisfaction is achieved only if the task is done individually					
2	Since Agricultural Officers are receptive to ideas from Agricultural Assistants, stronger bond of team spirit					
3	Team work in Krishi Bhavan is not exercised as the officials have different tasks to perform					
4	Team work receives apathetic and unwilling response from officials					
5	Team work in Krishi Bhavan always being cheerful and pleasant dealings of officials					
6	Work situation is healthy as joint sharing of responses is encouraged					

16. Autonomy

Sl.No.	Statements	SA	A	UD	D	SD
1	I have a lot to say over what happens on my job					
2	I have enough authority to do my best					
3	My job allows me to make lot of decisions on my own					
4	I have enough freedom as to how to my work					

17. Extent of external influence

Sl.No.	Statements	SA	A	UD	D	SD
1	Level of external influence by the political system in matters of Krishi Bhavan is extremely high					
2	Due to high external influence of the political system it becomes difficult for the officials to execute duties impartially					
3	Initiative for work by officials is reduced due to external influences					
4	In selection of beneficiaries for various schemes the political system has a role to play					
5	Due to external influence, needs of the genuine farmers are not met					
6	Implementation of schemes/programmes are done according to the whims and fancies of political system					

18. Certain problems may or may not affect your performance in the Krishi Bhavan level which are given

Sl.No.	Problem	More important	Less important
1	Area of operation is too large		
2	Too much office work		
3	Salary poor when compared to workload		
4	Lack of promotion opportunities		
5	Lack of people's participation in implementation of development programmes		
6	Frequent transfers		
7	Lack of training to improve technical know how		
8	Lack of conveyance facilities		
9	Unnecessary delay in sanctioning programmes and financial allotment		
10	Lack of proper communication of research findings		
11	Targets beyond capacity		
12	Poor guidance from higher officials		
13	Name sake programmes with nominal benefits to clients		
14	Lack of sufficient supporting staff		
15	Unrealistic norms which hinder the preparation of programmes		

**APPENDIX-II B
WORK PERFORMANCE SCHEDULE**

Your valuable response for the following statements reflecting the performance of the Krishi Bhavan for the last one year is invited. Please co-operate and help us in the conduct of the research on "Work environment of the Krishi Bhavans in Thrissur District"

.....

Name of the Krishi Bhavan :

Block :

Subdivision :

Name of the Agricultural Officer :

INFORMATION

1. Number of farm visits made :

2. Number of group discussions and seminars held :

3. Number of training programmes conducted :

A. Crop wise

a)

b)

c)

B. Average number of trainees per training :

4. Study tours organised by the Krishi Bhavan :

5. Type and quantities of inputs supplied :
 - a) Seeds (in kgs) :
 - b) Fertilizers (in qts) :
 - c) Chemicals (in kilos) :
(in liters) :

6. Percentage of more area brought under major crops
 - a)
 - b)
 - c)

7. Number of demonstrations conducted :

8. Number of field days organised :

9. Number of innovative projects proposed and initiated :

10. Average number of farmers visiting the Krishi Bhavan for guidance :

11. Number of schemes/programmes sanctioned
 - a) Number of programmes successfully implemented :

 - b) Number of programmes which could not be implemented. Reasons if any :
 - i)

12. Linkage with other institutions (Nos.)
 - a) Credit institutions :
 - b) Input agencies :
 - c) Other department :

A - Always; F - Frequently; S - sometimes; O - Occassionally; N - Never

Sl.No.	Statement	A	F	S	O	N
13	The Krishi Bhavan follows definite criteria/ norms in the selection of farmer beneficiaries					
14	There is systematic and planned visit to farmers field					
15	The over all working relationship with other institutions					
	a) Extent of contact					
	i) Meetings attended					
	ii) Participation in their programmes					
	b) Directing a guiding farmers towards the concerned agency for services					
	c) Follow up action taken up					
	d) Co-ordination of efforts of different agencies at Krishi Bhavan level					
16	The Krishi Bhavan sends all periodical reports in time					
17	Use of media mix and combination of extensions methods to motivate and educate the people's action					
18	Communicate effectively useful and practical information to client system					
19	Maintenance and use of office records regarding the Krishi Bhavan is effective manner					
20	Enthuse people's participation by providing constant encouragement					

Sl.No.	Statement	A	F	S	O	N
21	Need based training programmes are initiated and conducted by the Krishi Bhavan					
22	There is a definite plan of work forecasted by the Krishi Bhavan					
23	Initiative for proper planning and implementation in people's planning process					
24	Ability to organise farmer's groups to carry out specific projects					
25	Extent of motivation to farmers groups obtained from the Krishi Bhavan					
26	Extent of emotional involvement in the task fulfilment (beyond the constraints of time or resources)					
27	Ability to mobilise co-operation from the NGO's and other movements in the locality					

MR - More Resourceful; R - Resourceful; SR - Somewhat resourceful;
 LR - Less Resourceful; NR - Not resourceful

Sl.No.	Statement	MR	R	SR	LR	NR
29	Extent of resourcefulness of the Krishi Bhavan to organise					
	a) Group discussions					
	b) Seminars					
	c) Trainings					

**WORK ENVIRONMENT IN THE
KRISHI BHAVANS OF
THRISSUR DISTRICT**

**By
MEERA NAMBIAR**

ABSTRACT OF THE THESIS

**Submitted in partial fulfilment of the
requirement for the degree of**

Master of Science in Agriculture

(AGRICULTURAL EXTENSION)

**Faculty of Agriculture
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1998

ABSTRACT

The study was undertaken with the objective of analysing the work environment in the Krishi Bhavans in all the three subdivisions of Thrissur district and to find out the major components influencing work environment and in turn work efficiency. The respondents for the study included 60 Agricultural Officers, 106 Agricultural Assistants and 12 Assistant Directors of Agriculture of the State Department of Agriculture.

Thirteen components of work environment were included for the study and their relative influences on work effectiveness were analysed.

Majority of Agricultural officers perceived their work environment as moderately congenial, but in case of Agricultural Assistant majority was in the more congenial one. In case of work effectiveness 70 per cent of Krishi Bhavans belonged to the more effective group.

Among the selected components of work environment clarity of task, managing problems, interpersonal trust, organisational belongingness, and span of control were found to be more significant and exhibited relatively higher influence in predicting the variation in the work effectiveness.

The highest direct and indirect effect on work effectiveness was due to clarity of task and interpersonal trust respectively.

Different constraints experienced by the officials affecting their performance were identified. Lack of communication of research findings was found to be the most important constraint. The study drew attention to the emergent need of effective measure to overcome the prevailing constraints in the work environment so as to enhance the work effectiveness.

