EMOTIONAL INTELLIGENCE AND JOB STRESS OF AGRICULTURAL OFFICERS OF KERALA STATE DEPARTMENT OF AGRICULTURE: A PSYCHO–PERSONAL ANALYSIS.

by

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THESIS

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DECLARATION

I, hereby declare that this thesis entitled **"Emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture: A psycho–personal analysis"** is a bonafide record of research work done by me during the course of research and the thesis has not previously formed the basis for the award to me of any degree, diploma, associateship, fellowship or other similar title, of any other University or Society.

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Certified that this thesis entitled **"Emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture: A psycho–personal analysis"** is a record of research work done independently by Ms. Reshma A Victor 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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LIST OF ABBREVIATIONS AND SYMBOLS USED

%	Percentage
AAO	Agricultural Assistant Officer
ADAs	Assistant Director of Agriculture
ANGRAU	Acharya N. G. Ranga Agricultural University
AOs	Agricultural Officers
B.Sc.	Bachelor of Science
D.ED	Diploma in Education
EI	Emotional Intelligence
EIP	Emotional Intelligence Package
et al.,	Coworkers
F	Frequency
Km	Kilometer
KW	Kruskal – Wallis
M.Sc.	Master of science
Max	Maximum
Min	Minimum
N	Number of Respondents
N	Total Number of Respondents
Ph.D.	Doctor of Philosophy
SD	Standard Deviation

SHG	Self Help Group
TOT	Transfer of Technology
VHSC	Vocational Higher Secondary Education
Viz.,	Namely

Introduction

1. INTRODUCTION

"It's not the load that breaks you down, it's the way you carry it."

-Lou Holtz

Emotional intelligence (EI) and job stress are two important psychological factors which defines the performance effectiveness of a person on the job. This is equally true in the case of Agricultural Officers (AOs). Emotional intelligence plays a vital role in decisive interaction between individuals and their work environment. It is a crucial factor responsible for shaping success in life and psychological well being. Emotional intelligence is the capacity for recognizing our own feelings and those of others, motivating ourselves for managing emotions well, in ourselves and in others (Salovey and Mayer, 1990). EI is one among the several types of intelligence required for success in all kind of situations.

Responsibilities are always related with some sort of stress. An acute stress is always required for one to carry out their responsibilities better, but many times this balance is lost and people react in unacceptable manner, which is not suitable for a professional who is supposed to carry out various functions and implement umpteen numbers of decisions. The officers who had high emotional intelligence manage their negative emotions in their workplace and report fewer psychological problems with high level of job satisfaction and organizational commitment. Emotionally intelligent people are more adaptive to the environment and more productive for the organization.

Development of our nation is in relation with development of farmers. It is through Agricultural Officers, the government executes various extension services, development polices and Transfer of Technology (TOT) for the development of farmers and agriculture itself. The effectiveness of all these programs solely depends on the job performance and efficiency of Agricultural Officers who acts as the key

extension personnel at panchayath level. It is highly significant for the management, to study the job stress and psychology of these officers, since this affects their interaction with farmers and various other decision making processes.

Therefore a study to analyze the relationship between emotional intelligence and job stress of Agricultural Officers of 'Kerala State Department of Agriculture' is of high relevance and importance. This study can further streamline the duties and responsibilities of Agricultural Officers, working throughout the country.

1.1 OBJECTIVES OF THE STUDY

Study the emotional intelligence and job stress of Agricultural Officers of 'Kerala State Department of Agriculture' and analyze the factors which influence emotional intelligence and job stress. Constraints experienced by the Agricultural Officers and the profile characteristics were also studied.

1.2 SCOPE OF THE STUDY

This study was conducted in the three districts of Kerala *viz.*, Kasaragod from North, Thrissur from Central and Thiruvananthapuram from South Kerala. In this study an attempt has been made to measure the emotional intelligence and job stress of Agricultural Officers and the relationship with the personal variables associated with the emotional intelligence and job stress of panchayath level Agricultural Officers of Kerala State Department of Agriculture, under Krishi Bhavan System. A study of this nature on emotional intelligence and job stress of Agricultural Officers has not been attempted in a scientific manner till now.

There for this study aims to bring out a clear picture of the emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture.

The result of this study would help to identify the problems and the constraints that causes stress for Agricultural Officers of Kerala State Department of Agriculture and facilitate further enhancement at the performance level.

1.3 LIMITATIONS OF THE STUDY

The study included only panchayat level Agricultural Officers working in the Krishi Bhavans of three districts *viz.,* Thiruvananthapuram, Thrissur and Kasaragod and hence generalization of results obtained is not possible. Lack of transportation facilities to some areas of study was a problem faced while collecting data. The time factor also was an another limitation. Some of the Agricultural Officers were busy due to their work load, with increased the difficulty of completion of data collection in time.

1.4 PRESENTATION OF THE THESIS

The entire master thesis has been spread out under five chapter. The first chapter deals with the 'Introduction', which explains the importance of the problem, objectives, scope and limitation of the study. The second chapter 'Review of Literature' covers the review of the studies related to the research topic. The third chapter 'Methodology' explains the location of the study, selection of respondents, operationalisation and measurement of the dependent variables, constraints perceived by the respondents, methods used for the data collection, statistical tools used for the study. The fourth chapter deals with the 'Results and Discussions' of the present topic. The final chapter 'Summary' briefly summarizes the results of the major findings and suggestions for overcoming the constraints.

Review of Literature

2. REVIEW OF LITERATURE

Review of literature helps the researcher to develop a theoretical framework on the concept of "Emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture: A psycho–personal analysis". Theoretical definitions, explanations, concepts and ideas have been explained in detail in this chapter and also facilitates to identify and link our research effort with others related efforts.

2.1 Concept of Emotional intelligence

2.2 Concept of job stress

2.3 Profile characteristics of Agricultural Officers

2.4 Constraints experienced by the Agricultural Officers

2.1 CONCEPT OF EMOTIONAL INTELLIGENCE (EI)

The concept of EI was first proposed by Salovey and Mayer (1990) and they defined it as "social intelligence that involves the ability to monitor our own feelings and emotions, and those of others, to distinguish among them and to use this information to guide one's thinking and actions.

Goleman (1995) defined EI as the ability of managing emotions in oneself and ones relationships with others, making effective teamwork, leading others, and forecasting the future. Self-awareness, motivation, self-regulation, empathy, and social skills are the factors related to effective emotional intelligence.

Mayer and Geher (1996) defined EI as the ability to identify emotions, to access and generate emotions to realize and understand emotions and emotional meanings, and to reflectively regulate emotions so as to promote both better emotion and thought.

Abraham (1999) in his study on EI in organizations conceptualized the meaning of EI as the positive effect on the organizational outcomes of employees unity, agreement between self and supervisor appraisals of performance, employee performance and organizational commitment.

Gardner and Stough (2002) in their study on examining the relationship between leadership and EI in senior level managers revealed that EI was highly correlated with leadership quality. The research also concluded that, the components of understanding of emotions and managing emotions was the best predictors of this type of leadership style.

Nikolaou and Tsaousis (2002) pointed out that there exists a negative correlation between EI and stress at work place. They also observed that a person with high EI suffered less stress in work place and shows a positive correlation between EI and organizational commitment.

Carmeli (2003) in his study on the relationship between EI and work attitudes, behavior and outcomes pointed out that EI competency has the potential to improve performance on both personal and organizational level. Persons with high emotional intelligence would be a more valued asset than less emotionally intelligent persons of their organization.

Gardner (2005) stated that EI refers to the capacity to identify, use, understand and manage emotions and emotional information.

Rahim (2010) in his study on, Emotional intelligence and stress: An analytical study of Pakistan Banks, reported that 75 per cent of the employees of banking sector experiences stress in their daily life. Another finding of the study was, EI training program helps to increase the EI of employees and it indirectly improves the organizational performance.

Yozgat *et al.* (2013) in their study on job stress and job performance among employees in public sector in Istanbul: examining the moderating role of EI found that there was a positive relationship between EI and job performance among employees.

Pushpa (2014) in her study on Enhancement of EI of D.ED teacher trainees through EI package EIP, revealed that more than sixty percentage (65.15%) of the teacher trainees had average level of EI.

Soran *et al.* (2014) in their study on job stress and performance: The mediating effect of EI, reported that the EI and job stress was significantly correlated with performance.

Yamani *et al.* (2014) in their study on the relationship between EI and job stress in the faculty of medicine in Isfahan University of medical sciences pointed out that an individual with high EI had less job stress.

Gokce *et al.* (2015) observed that emotion regulation had a medium effect between job stress and conflict and a positive relationship with job performance.

2.2 CONCEPT OF JOB STRESS

Selye (1936) defined stress as "the non-specific response of the body to any demand placed upon it".

Selye (1956) stated that stress is "any external or internal incidents which threatens to upset the organizational equilibrium".

McGrath (1970) defined stress as a perceived imbalance between demand and response capacity where failure has to demand consequences. The term stress is derived from the Latin word 'stringere', which means 'to draw tight', and was used in the 17th century to describe a hardship or an affliction (Cartwright & Cooper, 1997).

According to Robbins (1999) stress is defined as "a dynamic condition in which an individual resist with an opportunity, constraint or demand related to what he / she desires and for which the outcome is perceived to be both uncertain and important."

Manjula (2000) in her study on job Perception job performance and job satisfaction of AAO in Karnataka, revealed that 36 per cent of the respondents had medium level of job stress followed by 33 per cent were in lower level of job stress and 31 per cent under high job stress category.

Nagananda (2005) in his study on organizational climate perception of ADAs and AOs of Karnataka state department of agriculture, reported that majority (89.2%) of total respondents had medium level of job stress, whereas only 6.7 and 4.1 per cent of them experienced low and high level of job stress, respectively.

Parry *et al.* (2005) in their study on farmers, farm workers and work- related stress: quoted stress as the adverse reaction of the people to excessive pressure or other types of demand on them.

Ismail *et al.* (2009) in their study on relationship between occupational stress, emotional intelligence and job performance: an empirical study in Malaysia, reported that there was a significant relationship between occupational stress and emotional intelligence with job performance.

Badar (2011) studied about factors causing stress and impact on job performance, a case study of banks of Bahawalpur, Pakistan, reported that the main factors which, negatively affect the performance of worker and cause stress are low income, high workload, high market competition, poor peer support, long working hours, lack of recognition, dealing with publics and higher targets.

Chaturvedi (2011) observed that women respondents experienced more stress than male respondents. It also reported that employees in higher age group

experienced more stress than employees in lower age group and their income was also a cause for stress in both sectors employees.

Shukla and Garg (2013) stated that stress was inevitable part of the employees were the systems, procedures and techniques are getting complicated with the use of new technology.

Yozgat *et al.* (2013) in their study on job stress and job performance among employees in public sector in Istanbul: examining the moderating role of emotional intelligence, reported that there was a negative relationship between job stress and job performance among the employees.

Sharma *et al.* (2014) reported that the main factors which cause job stress are unpleasant working conditions, lack of promotional opportunities, lack of communication between the boss and subordinates, poor management from higher authority, high competition for higher post and unnecessary interference in the work and alike.

2.3 PROFILE CHARACTERISTICS OF AGRICULTURAL OFFICERS

2.3.1 Age

Girija *et al.* (1994) in their study on job satisfaction and job stress of agricultural graduates in Karnataka, reported that 30 per cent of respondents comes under the age category of less than 26 years, followed by 39 per cent were belonged to the age category of 27-29 years and 31 per cent of the respondents were above 30 years of age.

Sundarswamy and Perurnal (1997) in their study on variables influencing the job performance of Assistant Agricultural Officers, found that there was a significant association between age and job performance of Assistant Agricultural Officers in Karnataka.

Manjula (2000) concluded that more than half (61.2%) of Assistant Agricultural Officers comes under middle aged group followed by 12.6 per cent were in, young and 26.2 per cent are under old age groups respectively. The average age was 31.98 years.

Padmaja (2004) in her study on stress of professors working in ANGRAU, Rajendranagar, Hyderabad, reported that there was a non-significant relationship between age and organizational role stress.

Ahola *et al.* (2008) reported that age was differentially correlated to burnout in different age groups of men and women. The results showed that among women, age was negatively related to burnout in the young workers and positively related to the burnout in the old workers. Among middle - aged women burnout was not related to age.

Jyothi and Hanchinal (2008) in their study on personal, social and psychological profile of the technical staff of KVKs in Northern Karnataka, revealed that majority of the respondents (80.00%) belonged to middle age category, followed by 20% per cent young age category.

Oladele and Mabe (2010) in their study on job burnout and coping strategies among extension officers in North West province, South Africa, pointed out that more than half (52.5%) of the extension officers in North West province and South Africa were male.

Padmaja and Prabhakar (2011) in their study on stress of professors working in ANGRAU, Rajendranagar, Hyderabad, indicated that 70 per cent of the professors belonged to old age group.

2.3.2 Marital status

Ansari (1991) in his study on an investigation on the stress of agricultural university teachers in New Delhi found that all the teachers in professor cadre and eighty percentage (85%) of the associate and assistant professor cadres were married. He also reported that there was no correlation between marital status of teachers in different cadres and nature of stress.

Manjula (2000) in her study on job perception job performance and job satisfaction of AAO in Karnataka, concluded that majority (90.3%) of the respondents were married and only 9.70 per cent of them were unmarried.

Lalitha (2005) in her study on organizational job stress and its consequences among dairy scientists in Karnal, stated that about 96.67 per cent of the dairy scientists were married, whereas only 3.33 per cent of dairy scientists were unmarried.

Remyamol (2010) in her study on job stress and job performance of teachers of Kerala Agricultural University concluded that, marital status exhibited a non-significant relationship between marital status and job stress.

2.3.3 Educational status

Girija *et al.* (1994) observed that majority of Agricultural Officers (93%) were graduates, while only 7 per cent of the officers were post-graduates.

Manjunath *et al.* (1997) in their study on job satisfaction of field extension functionaries stated that there was a negative correlation between education and job satisfaction.

Sundarswamy and Perumal (1997) observed a positive and significant association between education and job performance of Assistant Agricultural Officers in Karnataka.

Manjula (2000) in her study on job perception job performance and job satisfaction of AAO in Karnataka, observed that majority of Assistant Agricultural Officers were educated upto B.Sc. level.

Sundaram and Prema (2005) in their study on job satisfaction of extension personnel found that more than half of extension personnel (68.33%) were graduates, while post graduates and diploma holders were 25 per cent and 6.67 per cent respectively.

Singh *et al.* (2009) in their study on job satisfaction of extension personnel of State Department of Agriculture in Punjab, reported that majority of respondents (74.67%) were post graduates, followed by graduates with 22.67 per cent and doctoral degree with 1.34 per cent and other 1.33 per cent were holding diploma respectively.

Padmaja and Prabhakar (2011) in their study on stress of professors working in ANGRAU, stated that all professors (100%) were holding doctoral degree.

2.3.4 Family size

Lalitha (2005) in her study on organizational job stress and its consequences among dairy scientists in Karnal reported that 77.5 per cent of the dairy scientists belonged to nuclear families, while 22.5 per cent of the dairy scientists belonged to joint families.

Fazely (2016) in his study on job perception, job performance and job satisfaction of teachers of state agricultural universities in Karnataka, revealed that a more than half (61.11%) of respondents had medium family size, 36.67 per cent of respondents had small and 2.22 per cent had large family size.

2.3.5 Job experience

Talukdar and Laharia (1986) in their study on organizational health and productivity of Agricultural Development Officers in Haryana, found that there was no significant relationship between job experience and productivity of Agricultural Officers.

Roy (1999) in his study on human resource development among Agricultural Officers in Guntur district of Andhra Pradesh revealed that more than half (63.33%) of the respondents had medium level of job experience followed by low (21.67%) and high (15.00%) level of experience.

Manjula (2000) stated that less than half (39.8%) of the respondents had above 10 years of experience, 36 per cent of them were in the range of 7 to 10 years and 24.2 per cent with less than seven years of experience.

Mishra and Chandargi (2001) observed that there was a significant correlation between job experience and job performance of men and women extension officers of Karnataka State Department of Agriculture.

Padmaja (2004) reported that experience of teachers of College of Agriculture, Rajendranagar, Hyderabad, was found to be negatively and significantly related with stress.

Mishra (2005) revealed that more than half (57.38%) of the respondents belonged to the medium category of job experience, whereas 22.95 and 19.67 per cent belonged to the low and high category of total job experience respectively.

Vijaibabu (2005) concluded that majority (69.60%) of the Agricultural Officers of Tamil Nadu belonged to medium level of job experience while 17.65 per cent with high and 12.75 per cent with low level of job experience.

Bella (2006) in her study on performance effectiveness of teachers in the agricultural colleges of Kerala Agricultural University, reported that most (56%) of the respondents belonged to medium level of job experience while 21 per cent with high and 23 per cent with low level of job experience.

2.3.6 Promotional opportunities

Lalitha (2005) in her study on organisational job stress and its consequences among dairy scientists in Karnal reported that less than forty percentage (35%) of the respondents had two promotions followed by only 5 per cent of the respondents have acquired four promotions. While 31.67 per cent of respondents had one promotion followed by 15.83 per cent had three promotions and 12.5 per cent had no promotional opportunity at all.

2.3.7 Attitude towards profession

Manjula (2000) had reported that less than half (37.8%) of the respondents had less favourable attitude towards profession followed by 28.2 per cent with favourable attitude and 34 per cent of them with a highly favourable attitude towards profession.

Kiran (2007) found that more than half (60.63%) of the respondents were having medium attitude towards profession, followed by 20.00 per cent with less attitude and 19.37 per cent of them with a higher attitude towards profession.

Reddy and Maraty (2007) in their study on profile of the scientists of ANGRAU, concluded that more than half of the scientists (58.00%) had medium attitude towards work followed by low (33.34%) and high (8.66%) attitude, respectively.

Selviya and Reddy (2008) reported that 59.37 per cent of the teachers had favourable attitude towards profession followed by 21.87 per cent had neutral and 18.76 per cent had unfavorable attitude towards profession.

Nirujogi (2012) in her study on organizational climate of teachers in ANGRAU, pointed out that majority of teachers had medium attitude towards profession followed by high and low attitude, respectively.

Fazely (2016) revealed that about 41.11 per cent had favorable attitude towards profession, whereas 67 per cent respondents had more favorable attitude towards their profession and 27.22 per cent had less favorable attitude.

2.3.8 Self confidence

Venkaiaba (1991) revealed majority (74.36%) of the Agriculture Officers had medium self confidence, followed by 15.38 per cent had high and 10.26 per cent of the Agriculture Officers had low self confidence.

Reddy and Maraty (2003) in their study on profile of the researchers of ANGRAU, observed that most (62%) of the respondents had average self confidence, followed by high (26%) and low (12%) self confidence, respectively.

Reddy and Maraty (2007) opined that more than half of scientists (58.66%) of them had medium self confidence, followed by high (24%) and low (17.33%) self confidence, respectively.

Nirujogi (2012) in his study on organizational climate of teachers in ANGRAU, reported that majority of teachers had medium self confidence followed by low and high self confidence, respectively.

Sundaran (2016) found that more than half (57.78%) of men SHG members and less than half (46.67%) of women SHG members had medium self confidence.

2.3.9 Perceived work load

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Venkaiaba (1991) reported that more than half (53.85%) of Agricultural Officers had medium workload, while 41.03 per cent had high workload and only 5.12 per cent of them had very heavy workload in the State Department of Agriculture.

Meti (1992) revealed that, majority of AAO (92%) perceived medium level of workload followed by 5 per cent and 3 per cent of respondents belonged to low and high category of workload perception, respectively.

Nagananda (2005) reported that around fifty percentage of both ADAs (46.7%) and AOs (51.7%) perceived their work load as medium, whereas heavy work load was found among more number of AOs (43.3%) than ADAs (36.6%), respectively.

Reddy and Maraty (2007) in their study on profile of the scientists of ANGRAU, concluded that 61.34 per cent of respondents felt that they had medium workload followed by 22 per cent who felt high workload and 16.66 per cent with low work load, respectively.

Selviya and Reddy (2008) found that less than half of teachers (43.76%) felt their workload as medium followed by high (28.12%) and medium respectively.

Nirujogi (2012) reported that majority of the teachers had 16-20 hrs of teaching work load followed by remaining with 11-15 hrs of work load per week, respectively.

2.3.10 Political orientation

Luckose (1982) in his study on empty citizenship: protecting politics in the era of globalization, found that there is a significant relationship between labour performance and their political orientation.

Kumaran (2008) revealed that majority (79%) of respondents were having very high level of political orientation and they believe political orientation is the only possible solution for development.

2.3.11 Leadership quality

Noor (1998) expressed leadership as the process of influencing people toward achieving goals. The leader motivates people to perform in the most desired way.

Ali (2013) in his study on the impact of transformational leadership and innovative behavior on job performance of extension personnel reported that the extension personnel of University of Agricultural Sciences had high level of leadership as compared to extension personnel of Karnataka State Department of Agriculture.

2.3.12 Organizational climate

Veeraswamy *et al.* (1999) found that nearly (75%) of them perceived the organizational climate as facilitating, while 13 per cent and 12 per cent of them perceived it as highly facilitating and least facilitating, respectively.

Basco (2000) reported that 74 per cent of the AAO belonged to medium organizational climate perception category, followed by 14.63 per cent and 12.19 per cent of the AAO belonged to high and low organizational climate perception, respectively.

Nagananda (2005) in her study on organizational climate perception of ADAs and AOs of Karnataka State Department of Agriculture found that the job performance and organizational climate exhibit a significant relationship with each other. They also reported that there was a non-significant relationship between organizational stress and organizational climate.

Vijaibabu (2005) in his study reported that more than seventy percentage (71.57%) of the Agricultural officers of Tamil Nadu, felt that medium level of organizational climate which was found in their organization followed by those categories who felt low (16.67%) and high (11.76%) organizational climate respectively.

Remyamol (2010) in her study on job stress and job performance of teachers of Kerala Agricultural University concluded that there was a negative correlation between organizational climate and job stress.

2.3.13 Distance from workplace

Oladele and Mabe (2010) found that to work place was about 100 km in majority cases (45%) and minimum in case of extension workers (12%) working in state departments.

Nirujogi (2012) reported that majority of teachers had travelled 0-10 km of distance from their work place followed by remaining travelling a distance of 11-20 km and more than 20 km of distance, respectively.

2.4 CONSTRAINTS EXPERIENCED BY THE AGRICULTURAL OFFICERS

Ashalatha *et al.* (1999) pointed out that major constrains experienced by the Agricultural Assistants working in Krishi Bhavans in Kerala were lack of timely availability of agricultural inputs, lack of problem solving ability of senior officers, lack of technological upgradation and training in time, lack of promotional opportunities, low basic facilities in the villages, non availability of audio visual aids for extension works, high political pressure, lack of transport facilities and high work load.

Mohan (2000) found that lack of transportation facilities, political interference in day today activities, lack adoption of new technology by the farmer, lack of

support from seniors, work pressure and unavailability of inputs in time were the main constrains faced by AAOs in Northern districts of Karnataka.

Mishra (2005) observed that the main constrains faced by the men and women extension officers of Karnataka State Department of Agriculture reported that transportation problems, lack of availability of inputs in time, frequent taluk meetings, redundant political involvement, vacant posts and less manpower in the department creating overburden on existing staffs, high work pressure, technical ineffectiveness, and lack of recognition from the superiors.

Methodology

3. METHODOLOGY

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This chapter deals with the methods and procedures that were used in conducting the present research study. The methods and procedures implemented in the study are presented under the following subheadings.

3.1 Locale of the study

3.2 Selection of the respondents

3.3 Operationalisation and measurement of the dependent variables

3.4 Operationalisation and measurement of the independent variables

3.5 Constraints perceived by the respondents

3.6 Methods used for the data collection

3.7 Statistical tools used for data collection

3.8 Conceptual model of the study

3.1 LOCALE OF THE STUDY

The study was undertaken in the three zones of Kerala *viz.,* Kasaragod from North Kerala, Thrissur from Central Kerala and Thiruvananthapuram from South Kerala.

3.2 SELECTION OF THE RESPONDENTS

The Agricultural Officers working in the Kerala State Department of Agriculture in Thiruvananthapuram, Thrissur and Kasaragod were randomly selected for the present study. Totally 90 Agricultural Officers of which 30 from Thiruvanathapuram, 30 from Thrissur and 30 from Kasaragod district were randomly

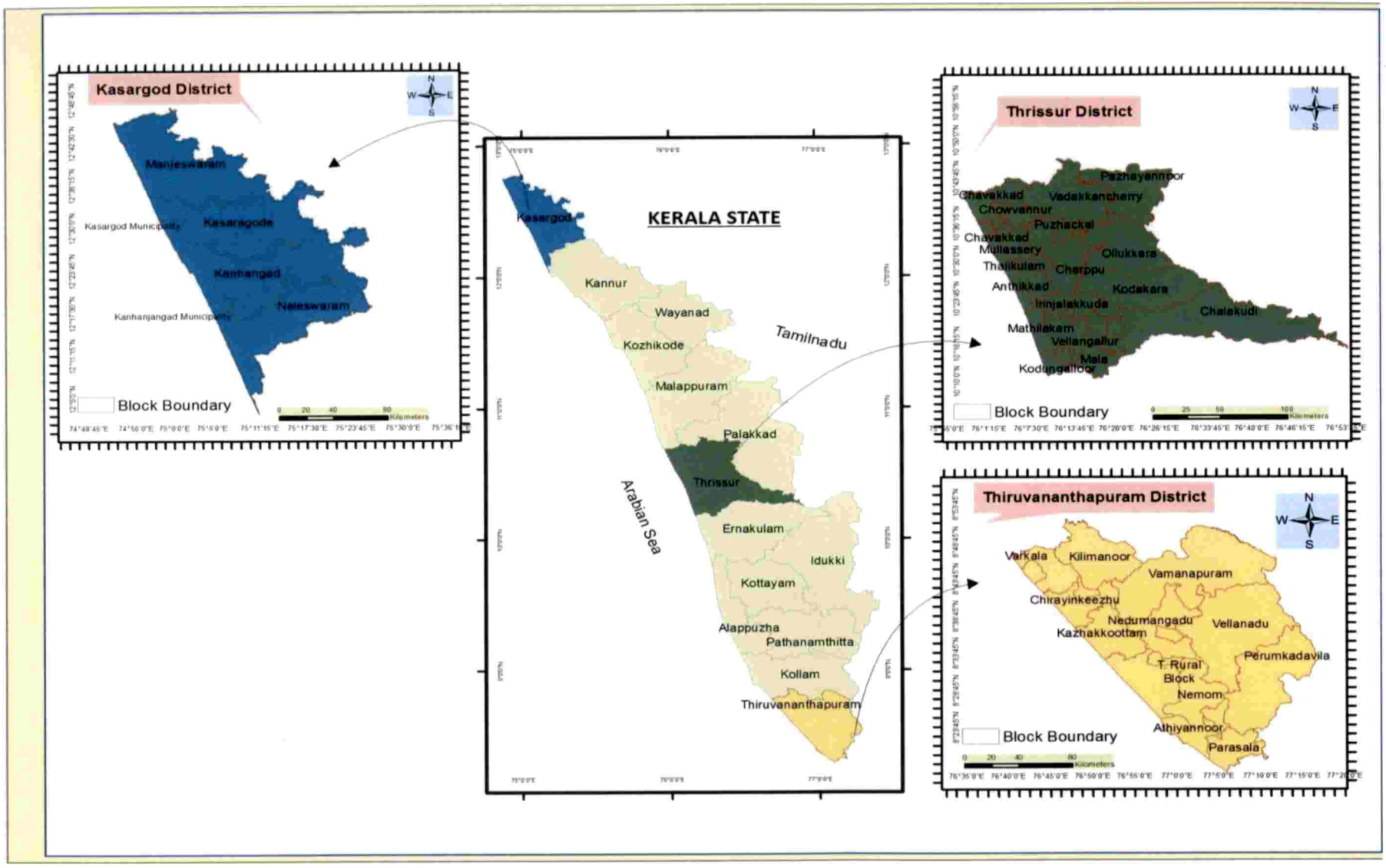

Fig. 1 Location of the study

selected using simple random sampling procedure of the 30 respondents from each district it was ensured that 15 were female and 15 were male respondents.

3.3 OPERATIONALISATION AND MEASUREMENT OF THE DEPENDENT VARIABLES

Based on the objectives, review of literature, discussions with experts and observation made by the researchers, the following dependent variables were selected for the study.

3.3.1 Dependent Variables

3.3.1.1 Emotional intelligence

3.3.1.2. Job stress

3.3.1.1. Emotional intelligence

EI was operationalized as the ability to recognize our own emotions and those of others, managing our own emotions and in our relationships and for motivating ourselves. The Emotional Intelligence inventory scale, which was developed by Goleman (1995) has been used. The instrument had 50 statements that assess emotional intelligence based on the sub-components *viz.,* self awareness, managing emotions, motivating oneself, empathy and social skill. Agricultural officers responded by indicating their agreement to each of the 50 statements using a five-point continuum ranging from strongly disagree, agree, undecided, disagree and strongly agree with scores of 5,4,3,2 and 1. Since this contains 50 items, the score range was between 50 and 250. (See Appendix I)

According to Goleman (1998) there are five emotional competencies which generate EI and these competencies are self awareness, managing emotions, motivating oneself, empathy and social skill.

Self awareness is the conscious knowledge or ability to monitor our own emotions, character and feelings. It is the key cornerstone to EI. Self awareness is clarity about our feelings and thoughts and the improvement of self – awareness can increase the overall effectiveness and job satisfaction.

Self regulation is the ability to monitor and manage our own feelings, behaviour, emotion, and thoughts. A person with high level of self regulation is better able to manage their behaviour in the workplace and develop and manage good relationships with their colleague.

Motivation is the process of stimulating people to action to achieve their goal. Motivating oneself to work hard and be on right direction is one of the main aspects of EI. This aspect gives surprising results for any individual.

Empathy refers to the ability of a person to understand another person's thoughts, feelings from their point of view, rather than from our point of view.

Social skill means handling skills well in interaction with others. Social skills are the skills we use to communicate with each other both verbally and non- verbally.

All these components directly or indirectly influence the Agricultural Officers work environment.

3.3.1.2 Job stress

In this study, job stress has been operationally defined as the destructive physical, mental, and emotional reaction when there exists a mismatch between job demand and competencies.

The scale developed by Shrivastav and Singh (1981) was used for the study. (See Appendix II)

This scale measures the amount of stress which employees perceive from various constituents and conditions of their work. The scale consists of 46 statements, each to be rated on five-point continnum namely strongly disagree, agree, undecided, disagree and strongly disagree with scores of 5,4,3,2 and 1 respectively for positive statements and reversed for negative statements. Out of 46 statements 28 are positive and 18 are negative statements. Role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, under participation, powerlessness, poor peer relation, intrinsic impoverishment, low status, strenuous working conditions and unprofitability are the sub-components of job stress and these are related to all relevant components of work life which cause stress in one or another way. The maximum score one could obtain was 230 and the lowest score 46.

The definitions of these dimensions are as follows:

Role overload means it is a condition in which individuals have too much work pressure.

Role ambiguity is a situation in which there is lack of knowledge about job responsibilities and lack of role clarity.

Role conflict is concerned about the contradictory instructions and insufficient facilities to complete the given task. It includes instructions given by supervisors and colleagues in performing for the task completion.

Unreasonable group and political pressure includes conflicts in following the rules and regulations for job performance of Agricultural Officer under the pressure or influence of groups or any ideological grouping at the workplace.

Responsibility for persons constitutes the responsibility towards efficiency and productivity of employee's future and the progress of the organization.

Under participation is a situation in which Agricultural Officers suggestions are not sought, his opinions are not taken in policy formulation and modification of work system in spite of his position in the formal structural organization.

Powerlessness is a situation in which an Agricultural Officer has a formal structured position in the organization but whose decisions and instructions, suggestions and opinions regarding work are not considered in the organization.

Poor peer relations is operationalised as the poor relationship in the workplace, low mutual trust, low supportiveness and low interest in listening to and dealing with organizational problems of the employees.

Intrinsic impoverishment is concerned with the monotonous nature of job and a specific behavioural pattern that makes an individual poor in using his ability and experience, to develop attitude and proficiency.

Low status includes the relative low prestige, low social position or lower rank, given to group or individuals by others in the organizations.

Strenuous working condition includes physical, social, economic, technical, legal and human aspects of work that cause stress to employee. The physical conditions include ventilation, temperature, canteen, rest room and alike. The social aspects relate to work group composition. The economic aspects included income, profit and related aspects. The technical aspects relates to the kind of technologies used. The legal aspect relates to contractual obligations, which are mutual and reciprocal. The human aspects relate to the quality of supervision, communication and related aspects.

Unprofitability is concerned with getting less earning in comparison to quantum of labour and work, no reward for hard work and efficient performance.

3.4 OPERATIONALISATION AND MEASUREMENT OF THE INDEPENDENT VARIABLES

3.4.1 Age

Age was operationally defined as the number of calendar years completed by the Agricultural Officers at the time of investigation.

Agricultural Officers were having a definite retirement age so, following age categorization has been adopted.

Sl. No.	Age category	Score
1	Less than 35	1
2	35-45	2
3	More than 45	3

3.4.2 Marital status

Marital status can be operationally defined as the condition of being married or unmarried. The scoring procedure was developed by the researcher for the purpose of the study as single with code of 1, married 2, separated 3 and widow/widower 4.

3.4.3 Educational status

Educational status was operationally defined as the highest extent of formal educational qualification acquired by the Agricultural Officers. The different educational qualifications of the Agricultural Officers were scored as follows.

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Sl. No.	Level of education	Score
1	Diploma / VHSC	1
2	B.Sc. (Agri.)	2
3	M. Sc	3
4	Ph. D	4

3.4.4 Family size

Family size was operationally defined as the total no of members in the respondent's family at the time of investigation. Actual number of family members at the time of interview were enumerated and the results were expressed as frequency and percentage.

3.4.5 Job experience

Job experience refers to the total number of completed years of service by the Agricultural Officers in the State Department of Agriculture. The score of 1 was given for experience below 10 years, 2 for 10-20 years and 3 for more than 20 years of service.

3.4.6 Promotional opportunities

Promotional opportunities refer to the reward system existing in the Department of Agriculture where the Agricultural Officer has the opportunity for promotion based on merit and competence of his/her performance. This was recorded by the respondents as low or high and the score of 1 was given for low and 2 for high.

3.4.7 Attitude towards profession

Attitude towards profession is defined as the positive or negative mental disposition of the Agricultural Officer towards his/her profession.

The measurement procedure developed by Sobhana (1982) was used for this study. The measurement had 10 statements and the score range was between 10 and 50. It was measured using five point continuum namely, strongly agree, agree, undecided, disagree, and strongly disagree with weightage of 5, 4, 3, 2 and 1 respectively for positive statements and reversed for negative statements. The scores obtained for every statement was cumulated which formed the total attitude towards profession score of the respondents.

3.4.8 Self confidence

Self confidence refers to the sense of an Agricultural Officer about his ability, initiative and zeal to achieve his goal or aim.

The scale developed by Nehru (1993) was used. The scale consisted of eight statements and the possible scores range was between 8 and 40. It was measured using five point continuum namely, strongly agree, agree, undecided, disagree, and strongly disagree with weightage of 5, 4, 3, 2 and 1 respectively for positive statements and reversed for negative statements.

3.4.9 Perceived work load

Perceived work load was operationalised as the perception of the Agricultural Officer about the work load assigned to him within a specific time.

This variable was quantified by adopting the scale developed by Kirmeyer and Dougherty (1988). This scale consists of three statements and the possible score ranged from 3 to 15. Five point continuum was used to measure this variable namely, strongly agree, agree, undecided, disagree, and strongly disagree with weightage of 5,

4, 3, 2 and 1 respectively for positive statements and reversed for negative statements. The scores obtained for every statement were cumulated which formed the total perceived work load score of the respondents.

3.4.10 Political orientation

Political orientation is operationally defined as the degree to which a person recognizes the power relations existing in the society and believes that democracy, distributive justice and political parties are relevant and important for resolving the problems of people in order to achieve the objective of people's sustainable development.

The scale developed by Kumaran (2008) was used for this study. It consists of ten statements. The respondents were asked to indicate their agreement or disagreement on a two point continuum *viz.*, agree and disagree with the scores of two and one respectively for positive statements and the scoring was reversed in the case of negative statement. The scores range between 10 to 20.

3.4.11 Leadership quality

Leadership quality is operationally defined as the ability of the Agricultural Officers to influence others to co-operate in the attainment of a goal.

This variable was quantified by using the scale developed by Meera (2001). This scale consists of five statements. The responses were obtained in a three point continuum *viz.,* always, sometimes, and never with scores of 2, 1 and 0. The possible score ranges from 0 to 10.

3.4.12 Organizational climate

Organizational climate is operationally defined as the overall perception of an Agricultural Officer perceives about his organization.

The scale developed by Nehru (1993) was used in the study. The scale had seven statements and the response was obtained on a three point continnum ranging from agree, somewhat agree and disagree with weightage of 3, 2, and 1 respectively and the possible score ranges from 7 to 21.

3.4.13 Distance from workplace

Distance from workplace refers to the remoteness of the work place of individual Agricultural Officers from the place of residency. The score of 1 for less than 10 km, score of 2 for 11-20 km and score of 3 for more than 20 km.

3.5 CONSTRAINTS PERCEIVED BY THE RESPONDENTS

With the help of detailed review of literature and discussion with experts 15 constrains faced by the Agricultural Officers were enlisted. The constraints so identified were included in the interview schedule and respondents were asked to indicate their response for each constraint on a 4 point continnum ranging from most important, important, least important and not important. The constraints were finally scored and ranked.

Sl. No.	Statement	MI (4)	I (3)	LI (2)	NI (1)
1	Political interference in day to day activity				
2	Excessive work load				
3	Lack of promotional opportunities				
4	Poor communication				
5	Lack of proper training to the officer				
6	Lack of timely availability of inputs				

7	Irregular pay of TA				
8	Lack of basic living facilities in village				
9	Lack of career development opportunities				
10	Lack of incentives and reward system for better performance				
11	Poor interpersonal relationship among employees				
12	Lack of need based schemes and its implementation in different localities				
13	Lack of opportunities for job enrichment				
14	Delayed disbursement of salary and other allowances				
15	Inadequate administrative support				
M= Most important, I= Important, LI= Least important, NI=Not important					

3.6 METHODS USED FOR DATA COLLECTION

The interview schedule including all aspects mentioned above were prepared in English for collecting data from the Agricultural Officers. The interview schedules were given directly to the Agricultural Officers by the researcher individually. The response collected from the 90 Agricultural Officers were analyzed.

3.7 STATISTICAL TOOLS USED FOR THE STUDY

3.7.1. Mean

The respondents were grouped into categories with reference to the mean as check of the selected independent variables. After grouping the respondents into categories, their percentages were worked out.

3.7.2. Percentage analysis

After grouping the Agricultural Officers into various categories, simple percentage was worked out to find out the percentage distribution of respondents.

3.7.3. Standard deviation

This measure was used to categorize the dependent and independent variables of Agricultural Officers. Standard deviation is a measure of the amount of dispersion of a data set.

3.7.4. Correlation analysis

Correlation analysis was done to illustrate the relationship between the dependent and independent variables of study. Correlation coefficient measures the relation or association between the dependent variable and the different independent variables.

3.7.5. Kruskal - Wallis test

The Kruskal - Wallis test by ranks is a non-parametric method for testing whether there is any significant difference between the samples of equal size or different size. It is used to compare P independent samples. It is also known as non-parametric equivalent of one-way ANOVA.

3.7.6. Mann - Whitney U test

Mann - Whitney U test was done to test whether any gender wise difference existed in emotional intelligence and job stress of Agricultural Officers.

3.7.7. Factor analysis

Factor analysis was performed to understand the contribution of each dimensions to job stress. Factor analysis was used to reduce a large number of variables into fewer numbers of factors and extracts maximum common variance from all variables and puts them into a common score.

3.8 CONCEPTUAL MODEL OF THE STUDY

The conceptual model was developed before for the study and is been presented in the fig.2. This facilitates to generate a brief idea about the present study. Emotional intelligence and job stress were the dependent variables and were expected to be influenced by independent variables that are represented in the centre with arrows pointing towards the two dependent variables.

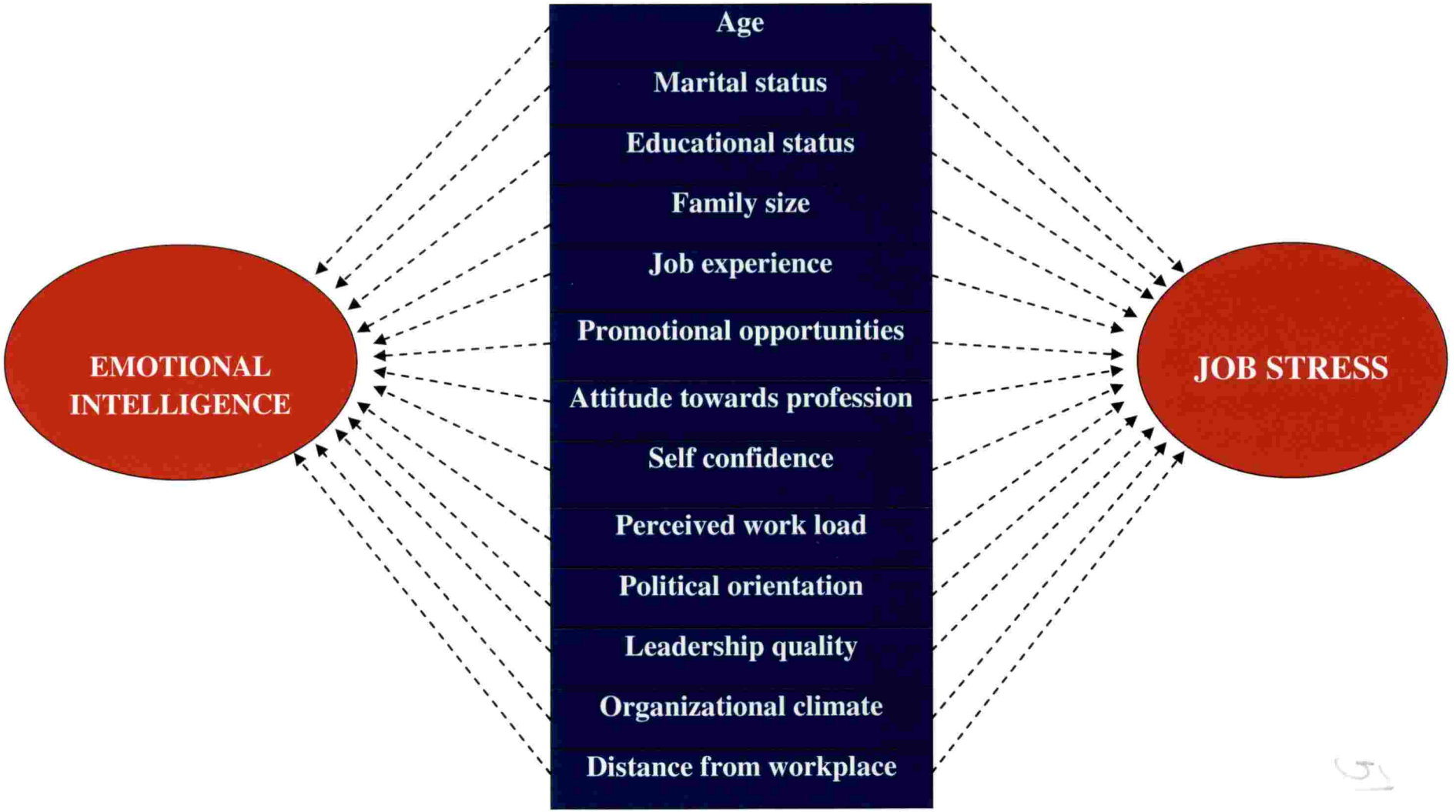

Fig. 2 CONCEPTUAL FRAMEWORK OF THE STUDY

Results & Discussion

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4. RESULTS AND DISCUSSION

The findings of the present study in line with the objectives are presented in this chapter, with appropriate discussions, under the following sub headings.

4.1 Emotional intelligence of Agricultural Officers

4.2 Job stress of Agricultural Officers

4.3 Gender wise difference in emotional intelligence and job stress of Agricultural Officers

4.4 Profile characteristics of Agricultural Officers

4.5 Factors influencing emotional intelligence

4.6 Factors influencing job stress

4.7 Constraints experienced by the Agricultural Officers

4.8 Suggestions for overcoming the constraints

4.1. EMOTIONAL INTELLIGENCE OF AGRICULTURAL OFFICERS

Table 1. Distribution of Agricultural Officers based on the level of emotional intelligence.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<170)	1	3.33	7	23.33	1	3.33	9	10.00
Medium (170-205)	24	80.00	20	66.67	25	83.33	69	76.67
High (>205)	5	16.67	3	10.00	4	13.33	12	13.33
Min = 50, Max = 250, Mean = 188.01, SD =17.52								

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Total emotional intelligence score was calculated by adding the scores of 5 sub-components *viz.,* self awareness, managing emotions, motivating oneself, empathy and social skill. The emotional intelligence score ranged from 50 to 250 with an average score of 188. The total score was classified into low (<170), medium (170 - 205) and high (>205) and the results are presented in Table 1.

The above Table 1 reveals that majority (76.67 %) of the respondents were having medium level of emotional intelligence followed by 13.33 per cent of the respondents were having high level of emotional intelligence and 10 per cent were having low level of emotional intelligence.

In Thiruvananthapuram district, 80 per cent of the respondents were having medium level of emotional intelligence, whereas 16.67 per cent of the respondents were having high level of emotional intelligence and 3.33 per cent were having low level of emotional intelligence.

In Thrissur district, 66.67 per cent of the respondents had medium level of emotional intelligence, while 23.33 per cent and 10 per cent of the respondents were having low and high level of emotional intelligence.

Majority of the respondents (83.33 %) were having medium level of emotional intelligence, followed by 13.33 per cent of the respondents were having high level of emotional intelligence and only 3.33 per cent were having low level of emotional intelligence in Kasaragod district.

Hence it can be concluded from the results that the scenario of existing status of emotional intelligence skills of respondents were very good as most of them were in medium to high category. This could be because most of the respondents were under middle age category and they were having more than 10 years of job experience. So these officers can identify and express emotions of oneself and others. These respondents can manage their emotions well and motivate themselves to do

their work very efficiently so that they can manage their work life very well. The present findings are in the line with the findings of Pushpa (2014) and Gardner and Stough (2002). Fig.3. shows the distribution of respondents based on emotional intelligence.

4.1.1 Comparison between dimensions of emotional intelligence of Agricultural Officers among the three districts.

The relationship between districts drawn through Kruskal-Wallis one-way ANOVA is presented in Table 2

Table 2. Comparison between dimensions of emotional intelligence of Agricultural Officers among the three districts.

Sl. No.	Components	Thiruvananthapuram (n=30)	Thrissur (n=30)	Kasaragod (n=30)	KW	Total (N=90)
1	Self awareness	40.2	38.93	39.87	0.986	39.67
2	Managing emotions	35	33.07	35.2	4.307	34.42
3	Motivating oneself	36.87	35.87	39.27	8.542*	37.33
4	Empathy	39.53	38.27	37.83	2.948	38.54
5	Social skills	40.47	36.17	37.5	9.956**	38.04
	Total	192.07	182.3	189.67	3.949	188.01

X^2-5% (0.05) – 5.99 **X^2- 1% (0.01) - 9.21**

*** significant at 5 % level** **** significant at 1 % level**

The overall emotional intelligence scores and emotional intelligence dimension scores of Agricultural Officers under three districts are presented in Table.2. Kruskal - Wallis test was done to find whether overall emotional intelligence and emotional intelligence dimensions of Agricultural Officers vary among the three districts. It was observed from the table that there was no significant difference in emotional intelligence of Agricultural Officers in three districts, but there was significant difference in the sub-components *viz.,* motivating oneself (8.54) and social skills (9.96). These dimensions vary with regards to region. Motivating oneself was significantly different at five per cent level of significance and social skills was significantly different at one per cent level of significance.

The table points to glaring difference in two dimensions *viz.,* 'Social skills' and 'Motivating oneself' as highly significant in terms of its relationship with EI. 'Social skill' was positively significant at 1% significance and the dimension 'Motivating oneself' was significant at 5% significance. This could be attributed to different reasons.

In Thrissur district Agricultural Officers had to deal with Kole land farmers who are labour intensive. The production practices in a fragile ecosystem like this demands more effort from the Agricultural Officers in terms of time, space and resource use. This might have influenced their EI.

4.2. JOB STRESS OF AGRICULTURAL OFFICERS

Job stress is defined as the destructive physical, mental, and emotional reaction when there exists a mismatch between job demand and competencies.

Job stress had twelve sub-components and the score of all sub-components were added to obtain the total score of job stress. The total score of job stress varied from 46-230 with an average of 142.26. The range of the job stress was grouped into low (<125), medium (125-159), high (>159) by taking equal call interval for group.

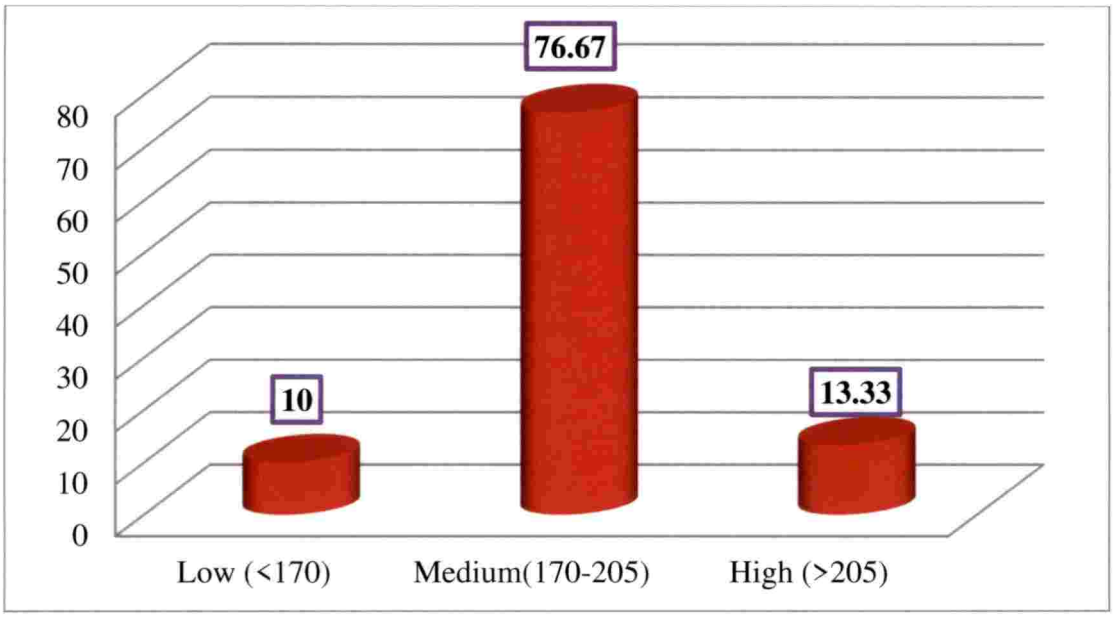

Fig 3. Distribution of respondents based on emotional intelligence

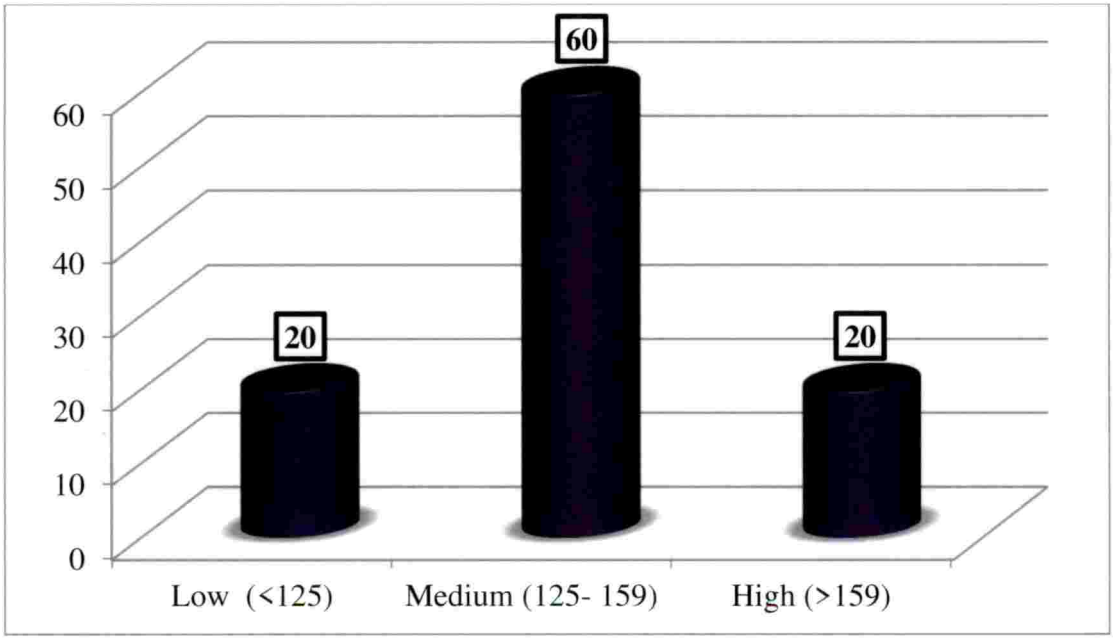

Fig 4. Distribution of respondents based on Job stress

Table 3. Distribution of Agricultural Officers based on the level of job stress.

Category	Thiruvananthapuram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<125)	7	23.33	4	13.33	7	23.33	18	20
Medium (125-159)	20	66.67	15	50.00	19	63.33	54	60
High (>159)	3	10.00	11	36.67	4	13.33	18	20
Min = 46, Max = 230, Mean = 142.26, SD = 16.75								

The findings in Table 3 revealed that comparatively more number (60 %) of respondents were in medium job stress category, while 20 per cent had low and 20 per cent experienced high job stress.

The district wise comparison on the job stress of Agricultural Officers revealed that job stress was highest for the respondents from Thrissur district (36.67%). However in general, majority of the respondents belongs to medium category of job stress irrespective of the districts they work, especially by the AO's of Thrissur district. The work load, the pressure in dealing with farmers, handling two or three offices at a time, burdened with office work and hence getting little time to be in farmers field thereby being in the unhappy list of farmers, outlay sourcing and distribution problems were the practical reasons that could have affected the minds of Agricultural Officers who opined that they face stress during work.

Also, the possible reason contributing to high incidence of medium level of job stress may be due to the medium to high level of emotional intelligence. To identify the relationship between emotional intelligence and job stress, correlation

coefficient was worked out and it was found to be negative and significant (-0.339**) with emotional intelligence at 1% level of significance. This was an indicator of inverse relationship between job stress and emotional intelligence. If the emotional intelligence increases, job stress decreases, which was evident from the study by Yamani *et al.* (2014). The results were on par with the results of Manjula (2000), Nagananda (2005). Fig.4. shows the distribution of respondents based on job stress.

4.2.1 Comparison between dimensions of job stress of Agricultural Officers among the three districts.

A comparative analysis of job stress score and its subcomponents of Agricultural Officers across the district was done by using Kruskal-Wallis test and the results are presented Table 4

Table 4. Comparison between dimensions of job stress of Agricultural Officers among the three districts.

Sl. No.	Components	Thiruvananthapuram (n=30)	Thrissur (n=30)	Kasaragod (n=30)	KW	Total (N=90)
		MS	MS	MS		
1	Role overload	22.33	22.57	24.7	10.512**	23.2
2	Role ambiguity	10.6	11.97	13.57	16.241**	12.04
3	Role conflict	15.4	16.3	14.63	5.556	15.44
4	Group and political pressure	13.34	13.7	12.6	3.192	13.24

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5	Responsibility for persons	10.47	11.17	11.3	4.202	10.98
6	Under participation	11.17	12.23	10.47	5.721	11.29
7	Powerlessness	8.57	8.97	8.17	2.564	8.57
8	Poor peer relations	10.67	10.7	10.07	1.48	10.48
9	Intrinsic impoverishment	12.2	11.8	9.6	13.33**	11.20
10	Low status	7.3	7.5	7.53	0.403	7.44
11	Strenuous working conditions	13.33	13.27	12.6	2.395	12.73
12	Unprofitability	5.03	6.1	5.77	7.790**	5.63
	Total	**139.5**	**146.28**	**141.01**	**8.737***	**142.26**
X^2-5% (0.05) – 5.99			**X^2- 1%(0.01) - 9.21**			
*** significant at 5 % level**			**** significant at 1 % level**			

Table 4 shows the overall job stress scores and job stress dimension scores of Agricultural Officers under three districts. Kruskal - Wallis test was done to find whether overall job stress and job stress dimensions of Agricultural Officers vary among the three districts. It could be observed from the table that overall (8.737) there was significant difference in job stress of Agricultural Officers in three districts. The subcomponents role overload (10.52), role ambiguity (16.24), intrinsic

impoverishment (13.33) and unprofitability (7.79) were also found to be significant in three districts. These dimensions vary with regards to region. Role overload, role ambiguity, intrinsic impoverishment were significant at one per cent level of significance and unprofitability was significant at five per cent level of significance.

Here, it was observed that job stress was varying with region. This might be due to the fact that the area cultivated and crops differ from region to region. In Kasaragod district each respondents has to handle two to three Krishi Bhavan unlike Agricultural Officers in other districts. Cross culturation to regional standards could be another issue for job stress because the Agricultural Officers could be a native from a different district and culture which will have to frequently interact with unique style of culture prevailing in their district of posting with special reference to varying socio – economic, political, technological and environmental situations.

4.2.2 Distribution of respondents based on factor loadings of subcomponents of job stress.

Table 5. Distribution of respondents based on Factor loadings of subcomponents of job stress.

Components	Loading on factor1	Loading on factor2	Communality
Role overload	0.60	-0.009	0.62
Role ambiguity	0.70	0.24	0.66
Role conflict	0.71	0.23	0.67
Group and political pressure	0.72	0.01	0.56
Responsibility for persons	0.19	-0.41	0.41
Under participation	0.14	0.76	0.62
Powerlessness	0.3	0.79	0.66
Poor peer relations	0.03	0.40	0.33

Intrinsic impoverishment	0.26	0.41	0.43
Low status	0.07	0.41	0.49
Strenuous working conditions	0.67	0.04	0.59
Unprofitability	0.30	-0.05	0.35
Variance explained (%)	47	36.70	
Cumulative variance (%)	47	83.82	

Factor analysis was performed to understand the contribution of each dimensions to job stress and the results are presented Table 5. Factor 1 explained 47 per cent of total variation present in job stress of Agricultural Officers followed by factor 2 (36.7%). The first two factors together accounted for 83.82 per cent of the total variation and the influence of subcomponents was identified on the basis of loadings of component on factors and communality.

The results of the factor analysis are presented in the Table 5. Role overload (0.60), role ambiguity (0.70), role conflict (0.71), group and political pressure (0.72) and strenuous working conditions (0.67) had high loadings on factor 1. While under participation (0.76) and powerlessness (0.79) had high loadings on factor 2. Inorder all these components had high communality ranged from 0.56 to 0.66. Above 50 per cent of respondents indicated that high percentage of variation explained by each component. Role overload (0.62), role ambiguity (0.66), role conflict (0.67), group and political pressure (0.56), under participation (0.62) and powerlessness (0.66) and strenuous working conditions (0.59) were the major components that contributed more to job stress faced by the Agricultural Officers.

4.3 GENDER WISE DIFFERENCE IN EMOTIONAL INTELLIGENCE AND JOB STRESS OF AGRICULTURAL OFFICERS

Table 6. Distribution of respondents based on gender wise difference in emotional intelligence and job stress of Agricultural Officers in Kerala.

Gender	**Emotional Intelligence**	**Job Stress**
	Mean score	**Mean score**
Male	192.29	139.40
Female	183.73	145.11
MW(0.05)	1.885	1.514
P value	0.059	0.130

In order to analyse the gender role in job stress and emotional intelligence the respondents were further grouped into male and female and Mann-Whitney U test was applied to confirm the null hypothesis of no difference between two groups.

4.4 PROFILE CHARACTERISTICS OF AGRICULTURAL OFFICERS

4.4.1 Age

Table 7. Distribution of Agricultural Officers based on age

Age	**Thiruvanantha-puram (n=30)**		**Thrissur (n=30)**		**Kasaragod (n=30)**		**Total (N=90)**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
<35	0	0.00	8	26.67	10	33.33	18	20.00
35-45	14	46.67	10	33.33	15	50.00	39	43.33
>45	16	53.33	12	40.00	5	16.67	33	36.67

On perusal of Table 7, it was inferred that less than half (43.33%) of the respondents belonged to the age category of 35-45 years, followed by 36.67 per cent of the respondents belonged to the age category of more than 45 years and 20 per cent of them belonged to the age category of less than 35 years.

In Thiruvananthapuram district, 53.33 per cent of the respondents belonged to the age category of more than 45 years, whereas 46.67 per cent of the respondents belonged to age category of 35-45 years and none of them belonged to less than 35 years.

In Thrissur district, 40 per cent of respondents belonged to the age category of more than 45 years, where as 33.33 per cent of the respondents belonged to the age category of 35-45 years and 26.67 per cent of them belonged to the age category of less than 35 years.

In Kasaragod district, 50 per cent of respondents belonged to the age category of 35-45 years, where as 33.33 per cent of the respondents belonged to the age category of less than 35 years and 16.67 per cent of them belonged to the age category of more than 45 years.

In Thrivananthapuram district none of the respondents belonged to the age category of less than 35 years. This might be due to the reason that, the facilities and comfort available in Thiruvananthapuram district were more, whenever a vacancy is opened, the senior Agricultural Officers of other district request for a transfer to their respective branches in Thiruvananthapuram district.

In Kasaragod majority of the respondents were young age category this was because massive recruitment have been taken place in the recent time due to the shortage of Agricultural Officers. The results are on par with the results of Jyothi and Hanchinal (2008).

Fig.5. shows the distribution of respondents based on their age.

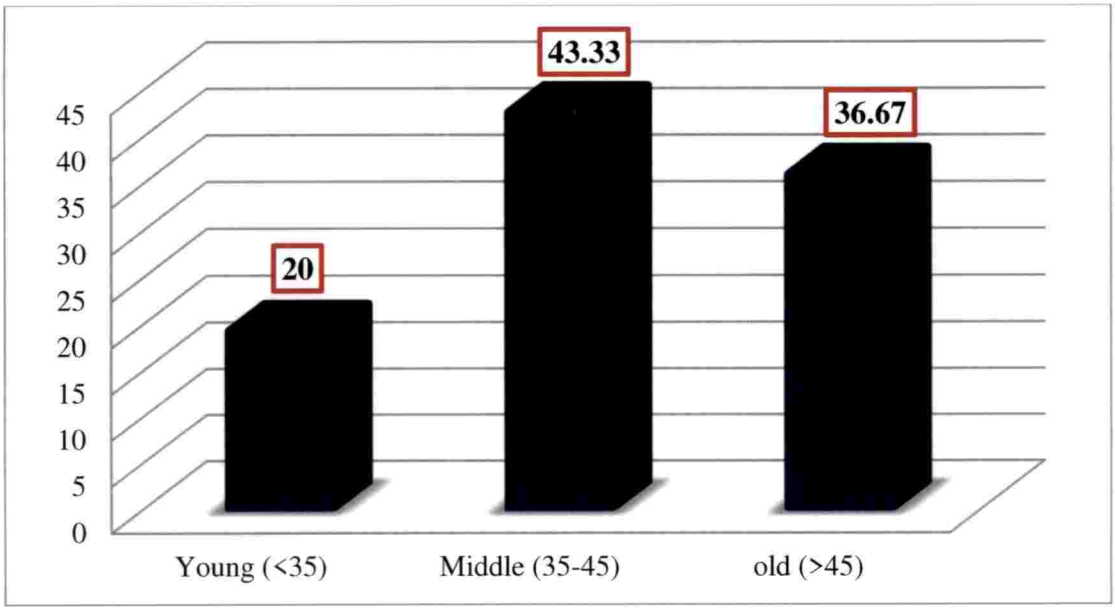

Fig 5. Distribution of respondents based on age

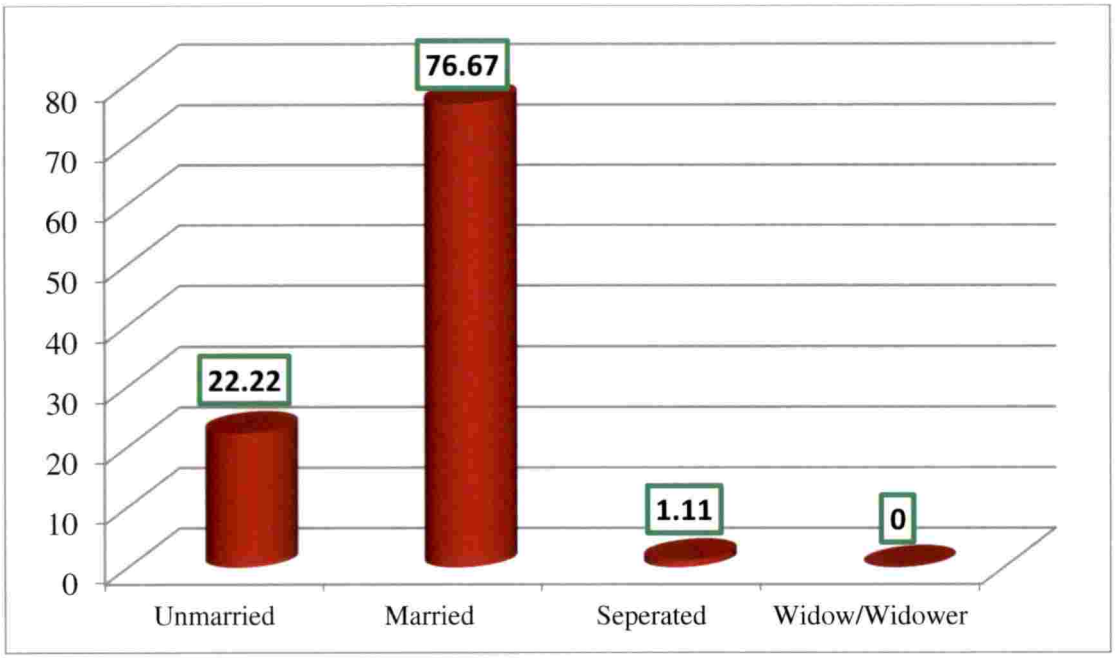

Fig 6. Distribution of respondents based on marital status

4.4.2 Marital status

Table 8. Distribution of Agricultural Officers based on marital status.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	F	F	%	F	%
Unmarried	1	3.33	8	26.67	11	36.67	20	22.22
Married	28	93.33	22	73.33	19	63.33	69	76.67
Separated	1	3.33	0	0	0	0	1	1.11
Widow/ Widower	0	0	0	0	0	0	0	0.00

The results present in Table 8 revealed that majority (76.67%) of the respondents investigated were married, followed by 22.22 per cent were unmarried and 1.11 per cent were separated. It is important to note that only 1.11% of the total respondents were separated, which is a clear sign that the Agricultural Officers have a strong family bond and a notable aspect to be emulated by employees of other vocations like in IT field where there are reports that divorce percentage is in a rise. Similar pattern was noticed in Thiruvananthapuram, Thrissur and Kasaragod and none of the respondents belonged to widow or widower category.

From the results of above analysis it is clear that 93.33 per cent of the respondents from Thiruvananthapuram, 73.33 per cent of the respondents from Thrissur and 63.33 per cent of the respondents from Kasaragod districts were married. In Thiruvananthapuram 3.33 per cent of the respondents were unmarried followed by 26.67 per cent and 36.67 per cent of the respondents from Thrissur and Kasaragod respectively were unmarried. Only 3.33 per cent of the respondents were

separated in Thiruvananthapuram district. The results are in consensus with the results of Lalitha (2005). Fig.6. shows the distribution of respondents based on their marital status.

4.4.3 Educational status

Table 9. Distribution of Agricultural Officers based on educational status.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	F	F	%	F	%
Diploma / VHSC	0	0.00	0	0.00	0	0.00	0	0.00
B.Sc. (Agri.)	17	56.67	13	43.33	19	63.33	49	54.44
M. Sc	13	43.33	15	50.00	11	36.67	39	43.33
Ph. D	0	0.00	2	6.67	0	0.00	2	2.22

It was inferred from Table 9 that, the results shows that more than half (56.67 %) of the respondents had bachelor's degree, followed by 43.33 per cent had master's degree and none of them had diploma/ VHSC or doctors degree in Thiruvananthapuram district. In Thrissur district, fifty per cent (50%) of the respondents had master's degree, 43.33 per cent of the respondents had bachelor's degree and doctoral degree was possessed by 6.67 per cent of the respondents. In Kasaragod district, more than sixty (63.33 %) of the respondents were B. Sc. graduates followed by 36.67 per cent were M. Sc. graduates none of them had diploma/ VHSC or doctors degree.

The overall data reveals that, more than half (54.44 %) of the respondents had bachelors degree, 43.33 per cent had masters degree and 2.22 per cent had doctors

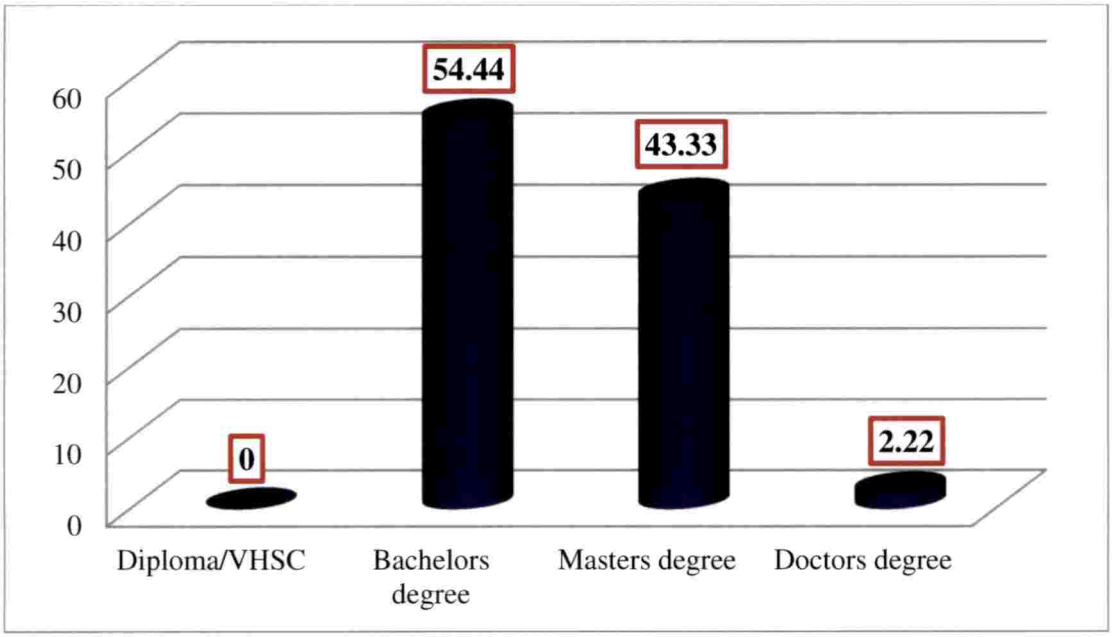

Fig 7. Distribution of respondents based based on the educational status

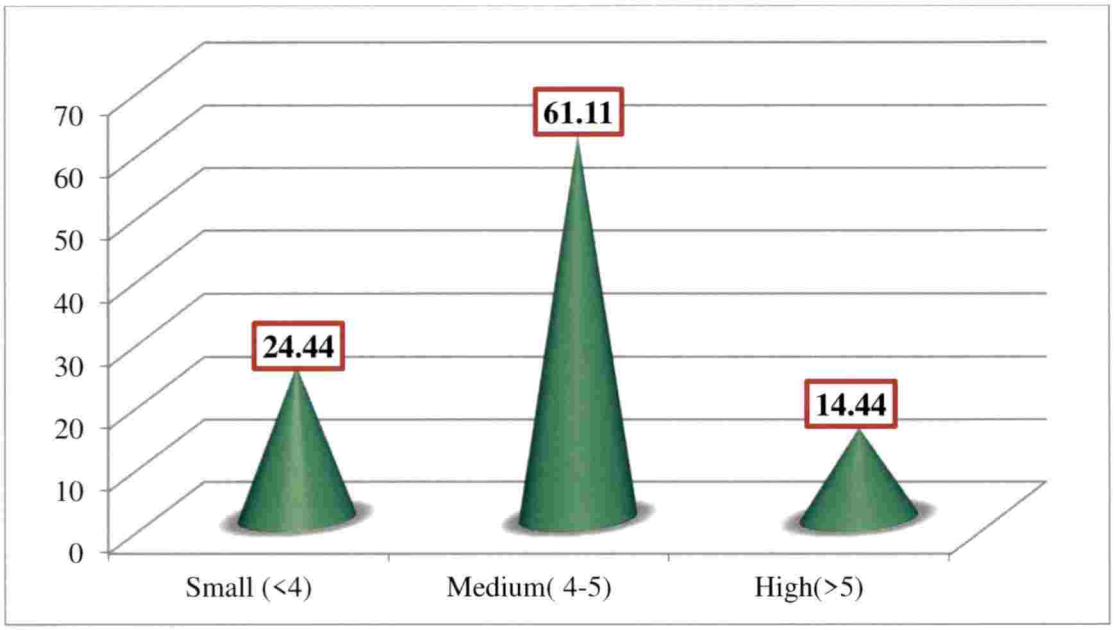

Fig 8. Distribution of respondents based on the family size

degree. None of them had diploma/ VHSC. Most of the respondents had bachelor's degree and this might be due to the fact that most of them have joined for service immediately after completion of the degree. Moreover, the required minimum basic qualification to get in to the service was bachelor's degree only. The results are on par with the results of Manjula (2000). Fig.7. shows the distribution of respondents based on their educational status.

4.4.4 Family size

Table 10. Distribution of Agricultural Officers based on family size.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
< 4 members	8	26.67	10	33.33	4	13.33	22	24.44
4-5 members	19	63.33	15	50.00	21	70.00	55	61.11
>5 members	3	10.00	5	16.67	5	16.67	13	14.44

It was evident from Table 10 that majority (63.33 %) of the respondents from Thiruvananthapurm district had a family size with 4-5 members, followed by 26.67 per cent had a family with less than 4 members and 10 per cent had more than 5 members.

In Thrissur district, 50 per cent of the respondents had a family size with 4-5 members, followed by 33.33 per cent had a family with less than 4 members and 16.67 per cent had more than 5 members.

In Kasaragod district, 70 per cent of the respondents had a family with 4-5 members, followed by 16.67 per cent had a family with more than 5 members and 13.33 per cent had a family with less than 4 members.

The overall data reveals that most (61.11 %) of the respondents had a family size ranging from 4 to 5. However, 24.44 per cent of the respondents had a family size of less than 4 members. In the case of families with more than 4 members, 14.44 per cent of the respondents belonged to this category. The results are typical in nature prevailing in Kerala across different vocations of having a nuclear structure and the findings are in tandom with the results of Fazely (2016). Fig. 8 denotes the distribution of respondents based on family size.

4.4.5 Job experience

Table 11. Distribution of Agricultural Officers based on job experience.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
<10	5	16.67	12	40.00	15	50.00	32	35.56
10 to 20	16	53.33	17	56.67	11	36.67	44	48.89
>20	9	30.00	1	3.33	4	13.33	14	15.55

Based on the result of job experience in Table 11, more than half (53.33 %) of the respondents in Thiruvananthapuram district had 10 - 20 years of job experience, while 30 per cent of the respondents had more than 20 years of job experience and 16.67 per cent had less than 10 years of job experience. In Thrissur district, 56.67 per cent of the respondents had 10 - 20 years of job experience, followed by 40 per cent of the respondents had less than 10 years of job experience

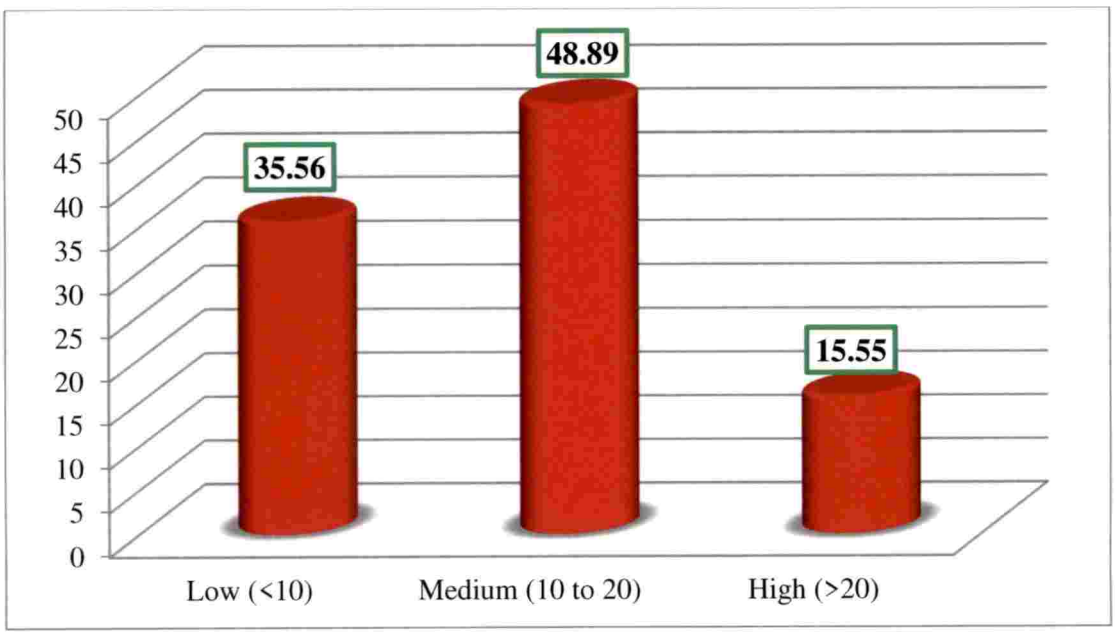

Fig 9. Distribution of respondents based on job experience

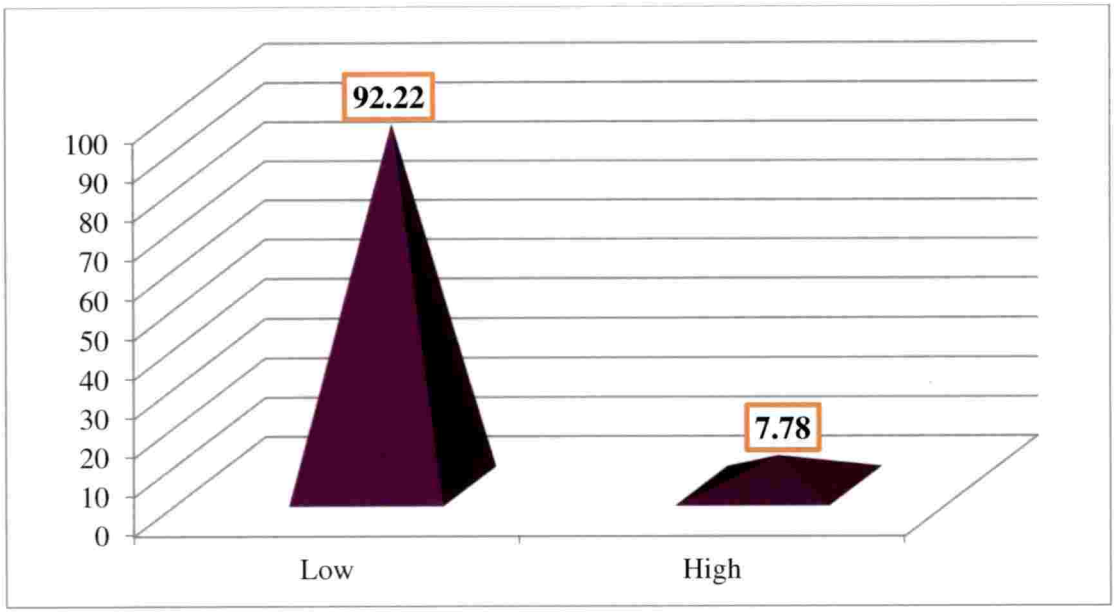

Fig 10. Distribution of respondents based on promotional opportunities

and only 3.33 per cent of the respondents had more than 20 years of job experience. In Kasaragod district half (50 %) of the respondents had less than 10 years of job experience, followed by 36.67 per cent of the respondents had 10 - 20 years of job experience and 13.33 per cent of the respondents more than 20 years of job experience.

Table 11 clearly shows that less than half of the respondents (48.89 %) belongs to the job experience category of 10-20 years, while 35.56 per cent of them were in 10-20 years of job experience and only 15.55 per cent of the respondents were having more than 20 years of job experience.

In Kasaragod, half of the respondents were having less than 10 years of job experience. This is due to appointment of newly recruits AOs to the Kasaragod district. In case of Thiruvananthapuram district as high as 83.33 per cent were having more than 10 years of job experience. Older respondents were attracted towards the facilities, comforts available in Thiruvananthapuram district and also due to less job stress and work pressure compared to other district. The results are in line with the results of Mishra (2005). Fig.9 denotes the distribution of respondents based on job experience.

4.4.6 Promotional opportunities

Table 12. and Fig 10. Shows the distribution of Agricultural Officers based on promotional opportunities.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low	28	93.33	30	100	25	83.33	83	92.22
High	2	6.67	0	0	5	16.67	7	7.78

The results present in Table 12 that, from Thiruvananthapuram district 93.33 per cent of the respondents opined that they have very low promotional opportunities, whereas only 6.67 per cent of the respondents opined that they have high promotional opportunities, whereas in, Thrissur district all the respondents (100 %) opined that they have low promotional opportunities and in the case of Kasaragod district, 83.33 per cent of the respondents opined that they have low promotional opportunities, whereas only 16.67 per cent of the respondents opined that they have high promotional opportunities.

It is also evident from the Table 12, that as high as (92.22 %) of the respondents opined that they have very low promotional opportunities, whereas only 7.78 per cent of the respondents opined that they have high promotional opportunities. This might be due to the fact that Agricultural Officers can hardly expect one promotion in 22-25 years to the higher post. .

4.4.7 Attitude towards profession

Table 13. Distribution of Agricultural Officers based on attitude towards profession.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<37)	4	13.33	9	30	1	3.33	14	15.56
Medium (37 to 47)	22	73.33	17	56.67	26	86.67	65	72.22
High (>47)	4	13.33	4	13.33	3	10	11	12.22
Min = 10, Max = 50, Mean = 41.62, SD = 5.10								

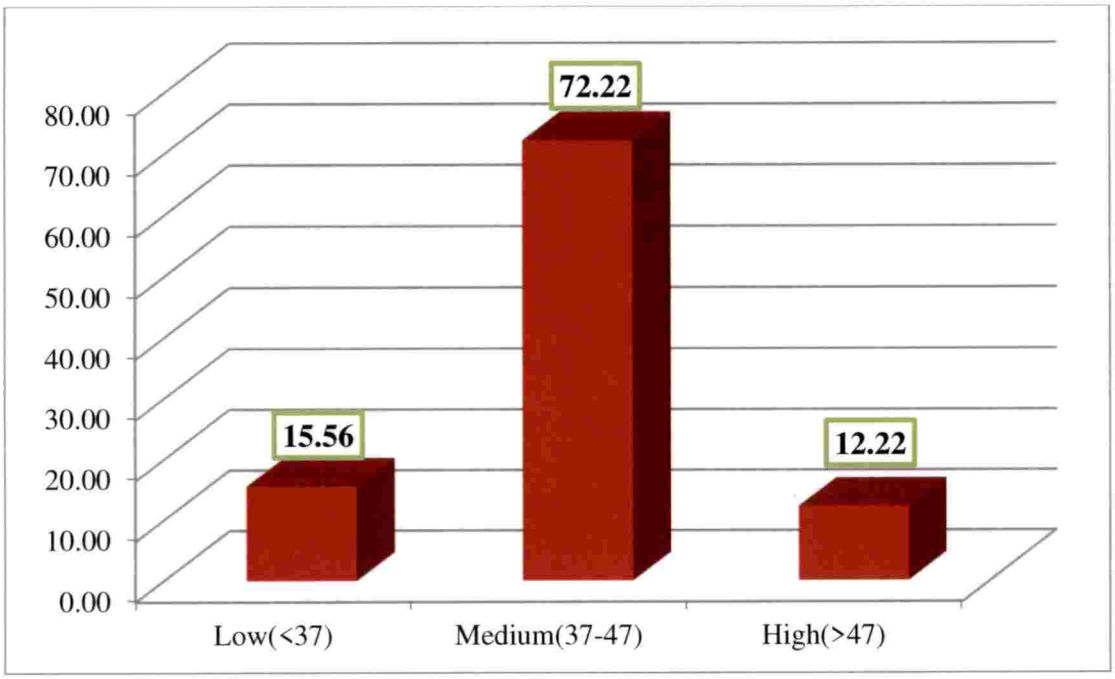

Fig 11. Distribution of respondents based on attitude towards profession

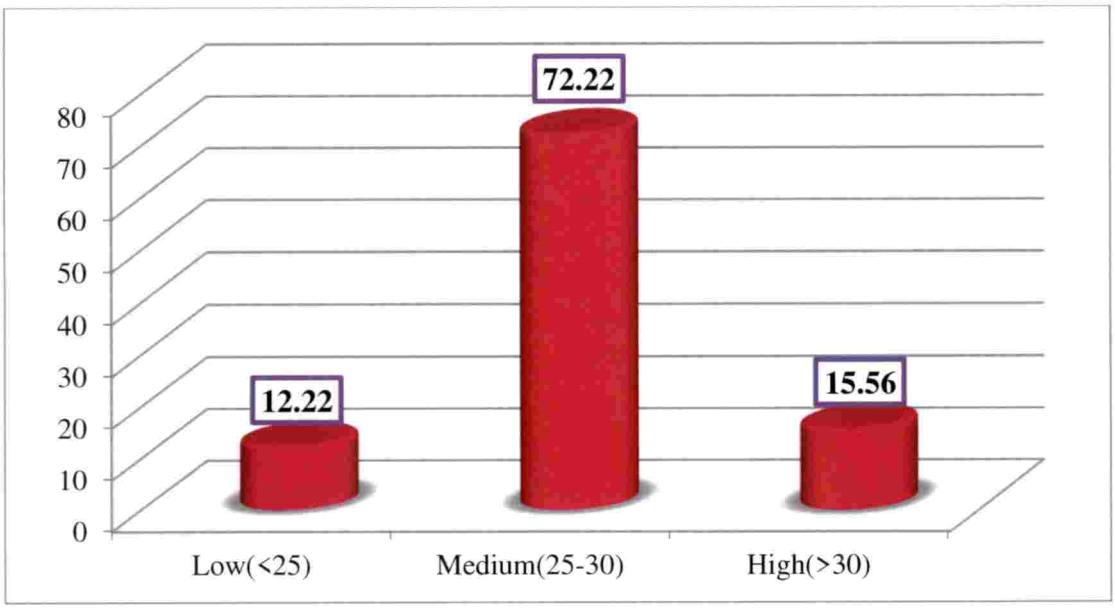

Fig 12. Distribution of respondents based on self confidence

The results presented in the Table 13 observed that majority (72.22 %) of the respondents had medium attitude towards profession, followed by 15.56 per cent of the respondents had low attitude towards profession and 12.22 per cent were having high attitude towards profession.

In Thiruvananthapuram district, more than half (73.33 %) of the respondents were having medium attitude towards profession, whereas equal percentage (13.33%) of the respondents were having low and high attitude toward profession.

In Thrissur district, more than half (56.67%) of the respondents were having medium attitude toward profession, while 30 per cent of the respondents had low attitude toward profession and 13.33 per cent were having high attitude toward profession.

In the case of Kasaragod district, majority (86.67 %) of the respondents were having medium attitude toward profession, followed by 10 per cent of the respondents were having high attitude toward profession and 3.33 per cent were having low attitude toward profession. The results are on par with the results of Kiran (2007). Fig.11 denotes the distribution of respondents based on attitude towards profession.

4.4.8 Self confidence

Table 14. Distribution of Agricultural Officers based on self confidence.

Category	Thiruvananthapuram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<25)	1	3.33	6	20.00	4	13.33	11	12.22
Medium (25-30)	25	83.33	18	60.00	22	73.33	65	72.22

High (>30)	4	13.33	6	20.00	4	13.33	14	15.56
Min = 8, Max = 40, Mean = 27.6, SD = 3.02								

The results presented in the Table 14 showed that majority (72.22 %) of the respondents were having medium level of self confidence, whereas 15.56 per cent of the respondents were having high level of self confidence and 12.22 per cent of them having less self confidence.

In Thiruvananthapuram district, 83.33 per cent of the respondents were having medium level of self confidence, followed by 13.33 per cent of the respondents were having high self confidence and 3.33 per cent were having less self confidence. In Thrissur district, 60 per cent of the respondents were having medium self confidence, while 20 per cent of the respondents were having high self confidence and remaining 20 per cent were having low self confidence. In Kasaragod district, 73.33 per cent of the respondents were having medium self confidence, while an equal percentage of respondents were found in the high and low self confidence. The results are on par with the results of Venkaiaba (1991). Fig.12 shows the distribution of respondents based on self confidence.

4.4.9 Perceived work load

Table 15. and Fig 13 Shows the distribution of Agricultural Officers based on perceived work load.

Category	Thiruvananthapuram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<9)	6	20.00	6	20.00	2	6.67	14	15.56
Medium (9 to 11)	19	63.33	19	63.33	21	70.00	59	65.56
High (>11)	5	16.67	5	16.67	7	23.33	17	18.89
Min = 3, Max = 15, Mean = 10.33, SD = 1.62								

It is evident from Table 15, that more than sixty percentage (65.56 %) of respondents perceived their work load as medium, followed by 18.89 per cent of respondents perceived as high and 15.56 per cent of them perceived it as light.

In Thiruvananthapuram and Thrissur district, more than sixty percentage (63.33 %) of the respondents perceived their workload as medium, 20 per cent of the respondents perceived their workload as light and 20 per cent of the respondents perceived their workload as heavy.

In Kasaragod district majority (70 %) of the respondents perceived their workload as medium, 23.33 per cent of the respondents perceived their workload as heavy and 6.67 per cent of the respondents perceived their workload as light. In Kasaragod district each respondents has to handle two to three panchayath unlike Agricultural Officers in other districts. The results are on par with the results of Reddy and Maraty (2007).

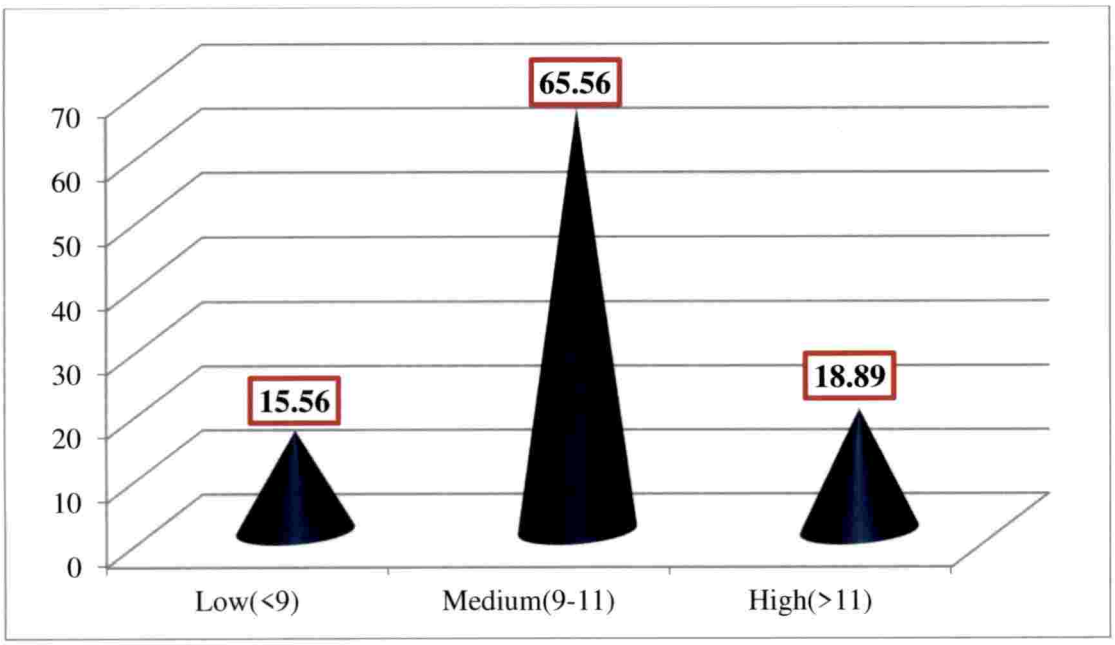

Fig 13. Distribution of respondents based on perceived work load

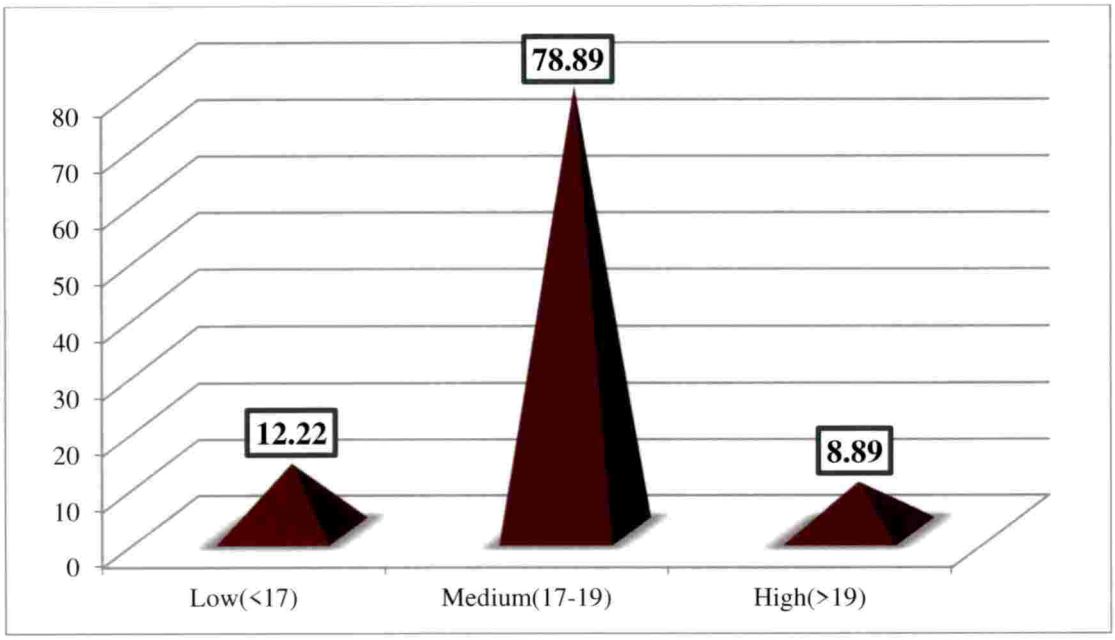

Fig 14. Distribution of respondents based on political orientation

4.4.10 Political orientation

Table 16. Distribution of Agricultural Officers based on political orientation.

Category	Thiruvananthapuram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<17)	3	10.00	3	10.00	5	16.67	11	12.22
Medium (17-19)	24	80.00	25	83.33	22	73.33	71	78.89
High (>19)	3	10.00	2	6.67	3	10.00	8	8.89
Min = 10, Max = 20, Mean = 17.99, SD = 1.31								

On the perusal of Table 16 it can be observed that, 80 per cent of the respondents from Thiruvananthapuram district had medium level of political orientation, while an equal percentage of respondents were found in low and high political orientation. In Thrissur district, 83.33 per cent of the respondents had medium level of political orientation, followed by 10 per cent of the respondents had low political orientation and 6.67 per cent had high political orientation. In Kasaragod district, 73.33 per cent of the respondents had medium level of political orientation, whereas 16.67 per cent of the respondents had low level of political orientation and 10 per cent had high level of political orientation.

The total data found that majority (78.89%) of the respondents had a medium level of political orientation, while 12.22 per cent and only 8.89 per cent of them had low and high level of political orientation. This might be due to Agricultural Officers were generally graduates and more aware of the political situation in the society in

which they are living. Fig.14 denotes the distribution of respondents based on political orientation.

4.4.11 Leadership quality

Table 17. Distribution of Agricultural Officers based on leadership quality.

Category	Thiruvananthapuram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<6)	7	23.33	6	20.00	3	10.00	16	17.78
Medium (6 to 9)	19	63.33	24	80.00	24	80.00	67	74.44
High (>9)	4	13.33	0	0.00	3	10.00	7	7.78
Min = 0, Max = 10, Mean = 7.03, SD = 1.52								

Based on the score of leadership quality in Table 17 it can be found that majority (74.44 %) of the respondents were having medium leadership quality, while 17.78 per cent of the respondents were having low leadership quality and remaining 7.78 per cent were having high leadership quality.

In Thiruvananthapuram district, 63.33 per cent of the respondents were having medium leadership quality, while 23.33 per cent of the respondents were having low leadership quality and 13.33 per cent were having high leadership quality.

In Thrissur district, 80 per cent of the respondents were having medium leadership quality, while 20 per cent of the respondents were having low leadership quality and none of them were having high leadership quality.

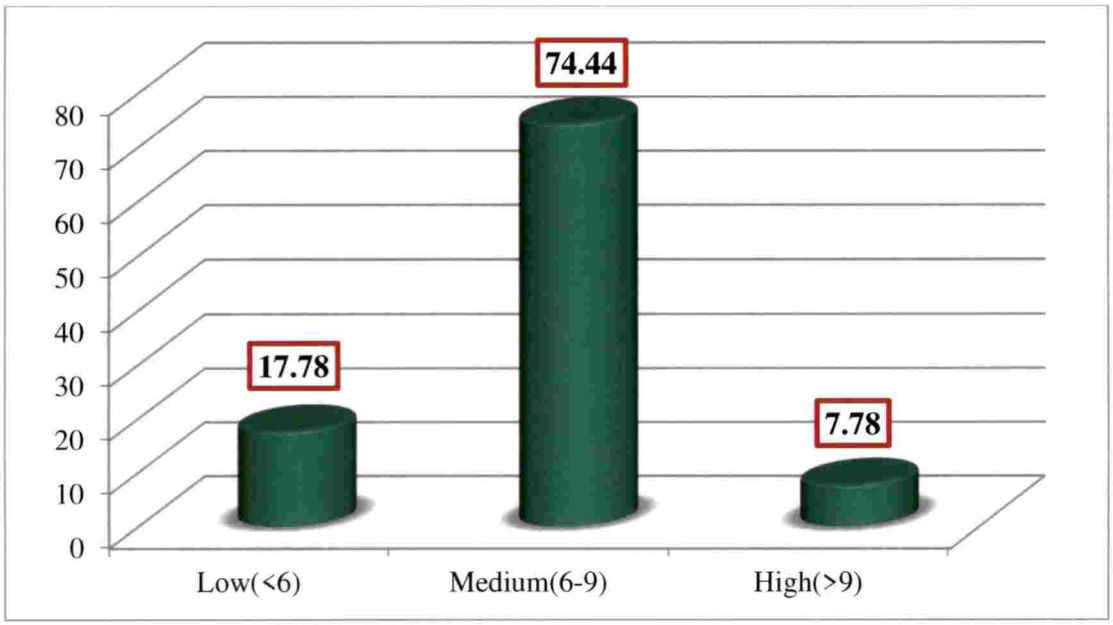

Fig 15. Distribution of respondents based on leadership quality

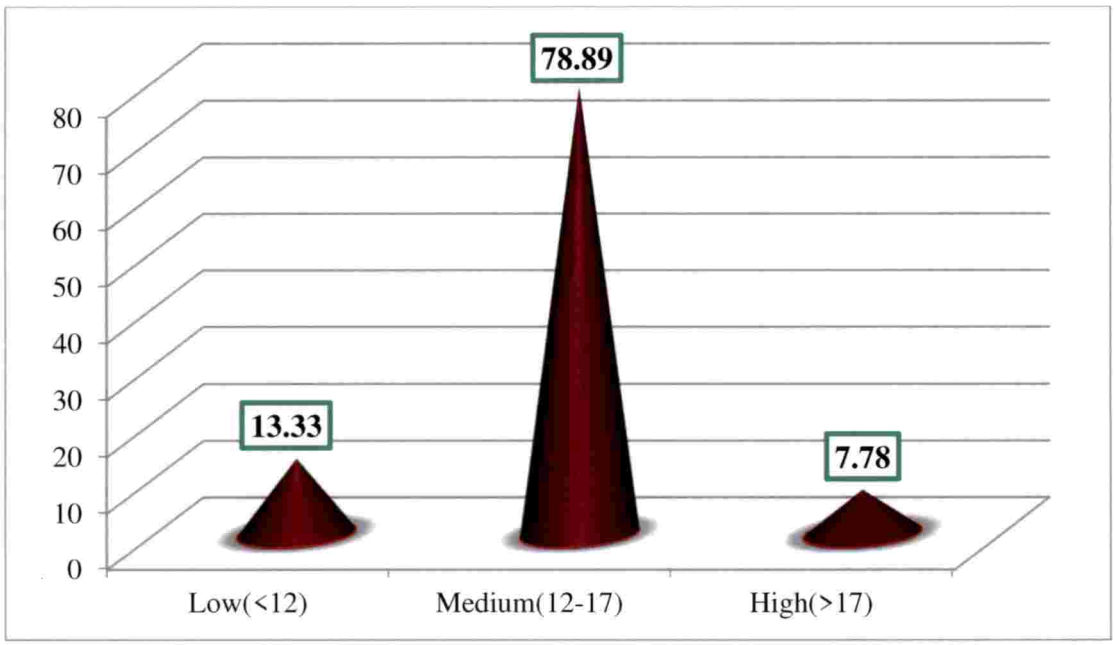

Fig 16. Distribution of respondents based on organizational climate

80

In Kasaragod district, as high as (80%) of respondents were found in the medium leadership quality, while an equal percentage of respondents were found in low and high leadership quality.

Leadership quality was high in Thiruvananthapuram district it may be due to fact that as age and job experience increases leadership quality also increase.Fig.15 Denotes the distribution of respondents based on leadership quality.

4.4.12 Organizational climate

Table 18. Distribution of Agricultural Officers based on organizational climate.

Category	Thiruvanantha-puram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
Low (<12)	3	10.00	3	10.00	6	20.00	12	13.33
Medium (12 to 17)	27	90.00	22	73.33	22	73.33	71	78.89
High (>17)	0	0.00	5	16.67	2	6.67	7	7.78
Min = 7, Max = 21, Mean = 14.81, SD = 2.41								

The results from the Table 18 reveals that more than seventy percentage (78.89 %) of the respondents were having medium organizational climate, whereas 13.33 per cent of the respondents were having low organizational climate and only 7.78 percent of them were having high organizational climate.

In Thiruvananthapuram district, a higher per cent (90 %) of the respondents had medium organizational climate, followed by 10 per cent of the respondents had low organizational climate and none of them belonged to high organizational climate.

In Thrissur district, more than seventy percentage (73.33 %) of the respondents had medium organizational, followed by 16.67 per cent of the respondents had high organizational climate and 10 per cent were having low organizational climate.

In Kasaragod district, majority (73.33 %) of the respondents had medium organizational, followed by 20 per cent of the respondents had high organizational climate and only 6.67 per cent were having low organizational climate. The results are on par with the results of Vijaibabu (2005), Remyamol (2010) and Basco (2000).

Fig.16 Denotes the distribution of respondents based on organizational climate.

4.4.13 Distance from workplace

Table 19. and Fig 17. Distribution of Agricultural Officers based on distance from workplace.

Category	Thiruvananthapuram (n=30)		Thrissur (n=30)		Kasaragod (n=30)		Total (N=90)	
	F	%	F	%	F	%	F	%
<10	6	20	5	16.67	13	43.33	24	26.67
10 to 20	15	50	14	46.67	11	36.67	40	44.44
> 20	9	30	11	36.67	6	20.00	26	28.89

Regarding the distance from work place, less than half (44.44 %) of the respondents had to travel 10-20 km to the place of work, whereas 28.89 per cent of the respondents had to travel more than 20 km to the place of work and 26.66 per cent of the respondents had to travel less than 10 km to the place of work.

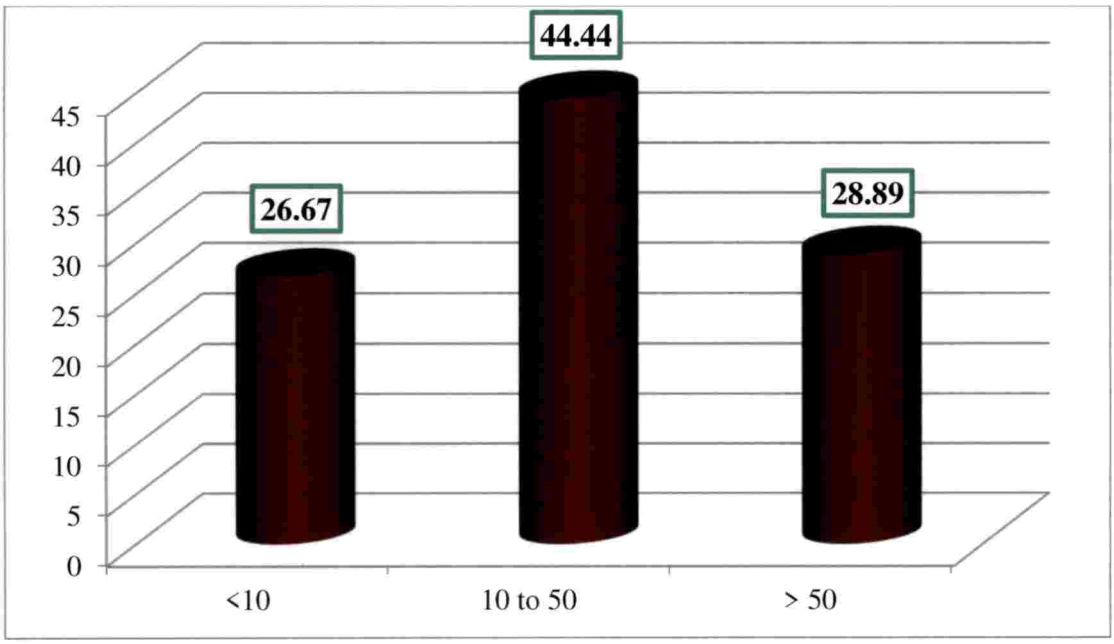

Fig 17. Distribution of respondents based on distance from workplace

In Thriruvananthapuram district, half (50 %) of the respondents had to travel 10-20 km to the place of work, followed by 30 per cent of the respondents had to travel more than 20 km to the place of work and 20 per cent had to travel less than 10 km to the place of work.

In Thrissur district, less than half (46.67 %) of the respondents had to travel 10-20 km to the place of work, while 36.67 per cent of the respondents had to travel more than 20 km to the place of work and 16.67 per cent of the respondents had to travel less than 10 km to the place of work.

In Kasaragod district, most (43.33 %) of the respondents had to travel less than 10 km to the place of work, followed by 36.67 per cent of the respondents had to travel more than 10-20 km to the place of work and 20 per cent had to travel more than 20 km to the place of work. This might be due to the reason that most of the respondents in Kasaragod were new recruits and were posted away from the native place and were unmarried too. So they prefer living at a residence near to the workplace.

4.5 FACTORS INFLUENCING EMOTIONAL INTELLIGENCE

Table 20. Correlation of emotional intelligence with profile characteristics.

Sl. No.	**Independent variables**	**Correlation coefficient 'r' value**
1	Age	0. 023
2	Marital status	0.031
3	Educational status	0.043
4	Family size	-0.120
5	Job experience	0.159
6	Promotional opportunities	0.060
7	Attitude towards profession	0.181

8	Self confidence	0.302**
9	Perception of work load	-0.061
10	Political orientation	0.064
11	Leadership quality	0.448**
12	Organizational climate	0.184
13	Distance from work place	-0.003
*** significant at 5 % level**		**** significant at 1 % level**

It is evident from the Table 20 that self confidence and leadership quality are the two factors that possessed positive and significant relation with emotional intelligence at 1% level of significance.

The correlation analysis also shows that, the officers who had high self confidence also had a high emotional intelligence. To act as an effective agricultural officer in the field level in addition to technical knowledge and communication ability, the officer should possess self confidence in the mind. The self confidence act as a motivator and gives power to act as even in unfavorable field situation.

There was an association between Agricultural Officers emotional intelligence and his ability to lead the farmers. Leadership is intrinsically an emotional process, whereby leaders recognize followers emotional status, attempt to evoke emotions in followers and then seek to manage followers emotional state accordingly. Emotionally intelligent leaders can promote effectiveness at all level in organizations. The EI of the leader plays an important role in the quality and effectiveness of social interactions with other individual. So the leadership quality increases as the emotional intelligence increase.

4.6 FACTORS INFLUENCING JOB STRESS

Table 21. Correlation of job stress with profile characteristics.

Sl. No.	Independent variables	Correlation coefficient 'r' value
1	Age	-0.078
2	Marital status	0.026
3	Educational status	0.001
4	Family size	0.039
5	Job experience	-0.219*
6	Promotional opportunities	-0.033
7	Attitude towards profession	-0.326**
8	Self confidence	-0.336**
9	Perception of work load	0.057
10	Political orientation	-0.122
11	Leadership quality	-0.282**
12	Organizational climate	-0.350**
13	Distance from work place	-0.117
*** significant at 5 % level**	**** significant at 1 % level**	

The results in the Table 21. reveals that out of the thirteen factors selected five factors *viz.,* job experience, attitude towards profession, self confidence, leadership quality and organizational climate were significantly correlated with job stress. Job experience had significant and negative correlation at 5 per cent level of significance, whereas, attitude towards profession, self confidence, leadership quality and organizational climate were found negatively significant with the job stress at 1 per cent level of significance.

Job stress is related to years of job experience, this might be due the fact that if the experience increases the officers were totally aware about their work so, they can handle emergency situations quickly. The more favorable attitude towards profession helps in building up sufficient technical competency and communication ability and self confidence. Self confidence helps the Agricultural Officer for implementing different schemes, policies, solving farmer's problems, solving the conflicts. Leadership quality gives more self confidence to do work and the leader can manage their organization very well. Organizational climate is the enduring quality of the internal environment experienced by its members and, which influence their behavior.

4.7 CONSTRAINS EXPERIENCED BY THE AGRICULTURAL OFFICERS

Table 22. Distribution of respondents based on the major constraints in three districts.

Sl. No.	Statement	Mean scores	Rank
1	Excessive work load	360	1
2	Lack of promotional opportunities	333	2
3	Lack of proper training to the officer	323	3
4	Lack of need based schemes and its implementation in different localities.	297	4
5	Political interference in day to day activity	296	5

Out of the several constraints studied, the major constraints identified in the case of Agricultural Officers were, excessive work load, lack of promotional

opportunities, lack of proper training to the officer, lack of need based schemes and its implementation in different localities, political interference in day to day activity.

4.8. SUGGESTIONS FOR OVERCOMING THE CONSTRAINTS

A number of suggestions can be put forward for the better performance of the Agricultural officers based on this study conducted and constraints identified. They were,

- Arranging induction training programme for the Agricultural Officers will also improve their competency and self confidence in the job to be performed.
- Time bound promotions should be strictly follow.
- Different schemes should be implemented based on its needs and suitability in different localities.
- Cadre strength should be increased based on the area of the Panchayath.
- A clerical post should be made in the Krishi Bhavan inorder to reduce the work load.
- Efforts should be made for developing an effective and supportive relationship among subordinates and boss.
- Provision of rewards/incentives for the honest, sincere and hardworking employees.
- Data bank and different schemes should be digitalized inorder to reduce the paper work.

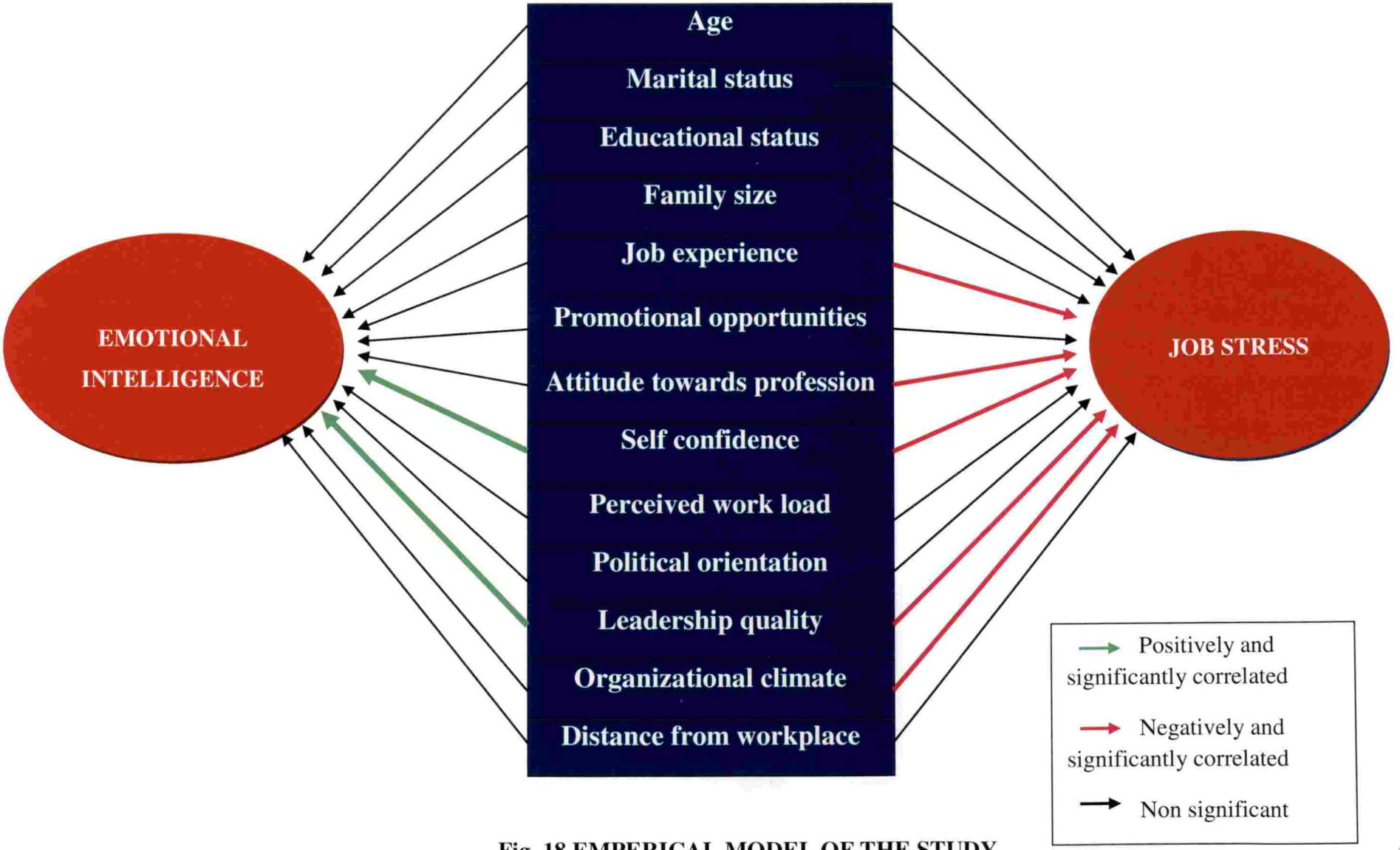

Fig. 18 EMPERICAL MODEL OF THE STUDY

Summary

5. SUMMARY

India is a country where majority of population depends on agriculture, and development of our nation is in relation with development of farmers. It is through Agricultural Officers, the government executes various extension services, development polices and Transfer of Technology for the development of farmers and agriculture itself. The effectiveness of all these programs solely depends on the job performance and efficiency of Agricultural Officers who acts as the key extension personnel at panchayath level. The job stress and psychology of these officers affects their interaction with farmers and various decision making process.

Hence the present study on emotional intelligence and job stress of Agricultural Officers of 'Kerala State Department of Agriculture' was designed to assess the emotional intelligence and job stress of Agricultural Officers working in Krishi Bhavan of the Kerala State Department of Agriculture.

The present investigation was undertaken with the specific objectives of Study the emotional intelligence and job stress of Agricultural Officers of 'Kerala State Department of Agriculture' and analyzes the factors which influence emotional intelligence and job stress. Constraints experienced by the Agricultural Officers and the profile characteristics were also studied.

The study was undertaken in the three zones of Kerala *viz.,* Kasaragod from North Kerala, Thrissur from Central Kerala and Thiruvananthapuram from South Kerala. The Agricultural Officers working in the Kerala State Department of Agriculture in Thiruvananthapuram, Thrissur and Kasaragod were randomly selected for the present study. Totally 90 Agricultural Officers of which 30 from Thiruvanathapuram, 30 from Thrissur and 30 from Kasaragod district were randomly selected using simple random sampling procedure of the 30 respondents from each district it was ensured that 15 were female and 15 were male respondents.

Detailed review of literature and discussion with experts and scientist were used in the selection of variables. The dependent variables selected for the study were emotional intelligence and job stress. Thirteen independent variables *viz.,* age, marital status, educational status, family size, job experience, promotional opportunities, attitude towards profession, self confidence, perceived workload, political orientation, leadership quality, organizational climate and distance from workplace were studied.

A structured interview schedule was prepared for data collection. Frequency, percentage analysis, mean, standard deviation, simple correlation, Kruskal - Wallis test, Mann - Whitney U test and factor analysis were employed in the analysis and interpretation of data.

The salient findings of the study are summarised below:

1. The distribution of respondents based on the level of emotional intelligence revealed that majority (76.67%) of the respondents were having medium level of emotional intelligence followed by 13.33 per cent of the respondents with high level of emotional intelligence and 10 per cent with low level of emotional intelligence.
2. Comparison between dimensions of emotional intelligence of Agricultural Officers among the three districts using Kruskal – Wallis test, revealed that there was no significant difference between emotional intelligence among the three districts. But there was significant difference in the case of dimensions of emotional intelligence *viz.,* motivating oneself and social skills.
3. The distribution of respondents based on the level of job stress revealed that comparatively more number (60 %) of respondents were in medium job stress category, while 20 per cent had low and 20 per cent had experienced high job stress.

4. Kruskal – Wallis test revealed that overall there was significant difference in job stress between the three districts. This significance was mainly because of role overload, role ambiguity, intrinsic impoverishment and unprofitability.
5. Using factor analysis it was observed that out of the 12 components, role overload, role ambiguity, role conflict, group and political pressures, under participation, powerlessness and strenuous working conditions were the major contributors to the job stress.
6. The Mann – Whitney U test revealed that there was no significant difference in emotional intelligence and job stress of male and female Agricultural Officers.
7. Regarding age, it was inferred that less than half (43.33%) of the respondents belonged to the age category of 35-45 years, followed by 36.67 per cent of the respondents belonged to the age category of more than 45 years and 20 per cent of them belonged to the age category of less than 35 years.
8. In the case of marital status, majority (76.67%) of the respondents investigated were married, followed by 22.22 per cent were unmarried and 1.11 per cent were separated.
9. Considering educational status, more than half (54.44 %) of the respondents had bachelors degree, 43.33 per cent had masters degree and 2.22 per cent had doctors degree. None of them had diploma/ VHSC.
10. Regarding family size, most (61.11 %) of the respondents had a family size ranging from 4 to 5. However, 24.44 per cent of the respondents had a family size of less than 4 members. In the case of families with more than 4 members, 14.44 per cent of the respondents belonged to this category.
11. In the case of job experience, less than half of the respondents (48.89 %) belonged to the job experience category of 10-20 years, while 35.56 per cent of them were in 10-20 years of job experience and only 15.55 per cent of the respondents were having more than 20 years of job experience.

12. Considering promotional opportunities, as high as (92.22 %) of the respondents opined that they have very low promotional opportunities, whereas only 7.78 per cent of the respondents opined that they have high promotional opportunities.
13. Regarding attitude towards profession, majority (72.22 %) of the respondents had medium attitude toward profession, followed by 15.56 per cent of the respondents with low attitude towards profession and 12.22 per cent with high attitude towards profession.
14. In the case of self confidence, more than seventy percentage (72.22 %) of the respondents were having medium level of self confidence, whereas 15.56 per cent of the respondents were having high level of self confidence and 12.22 per cent of them having less self confidence.
15. In the case of perceived workload, more than sixty percentage (65.56 %) of respondents perceived their work load as medium, followed by 18.89 per cent of respondents perceived as high and 15.56 per cent of them perceived it as light.
16. Regarding political orientation, more than seventy percentage (78.89%) of the respondents had a medium level of political orientation, while 12.22 per cent and only 8.89 per cent of them had low and high level of political orientation.
17. Considering leadership quality, more than seventy percentage (74.44 %) of the respondents were having medium leadership quality, while 17.78 per cent of the respondents were having low leadership quality and remaining 7.78 per cent were having high leadership quality.
18. In the case of organizational climate, more than seventy percentage (78.89 %) of the respondents were having medium organizational climate, whereas 13.33 per cent of the respondents were having low organizational climate and only 7.78 percent of them were having high organizational climate.

19. Regarding distance from work place, less than half (44.44 %) of the respondents had to travel 10-20 km to the place of work, whereas 28.89 per cent of the respondents had to travel more than 20 km to the place of work and 26.66 per cent of the respondents had to travel less than 10 km to the place of work.
20. The factors which influenced emotional intelligence were self confidence and leadership quality. Self confidence and leadership quality possessed positive and significant relation with emotional intelligence at 1% level of significance.
21. Job experience, attitude towards profession, self confidence, leadership quality and organizational climate were the main factors which influenced job stress. Job experience had significant and negative correlation at 5 per cent level of significance, whereas, attitude towards profession, self confidence, leadership quality and organizational climate were found negatively significant with the job stress at 1 per cent level of significance.
22. The major constraints identified in the case of Agricultural Officers were, excessive work load, lack of promotional opportunities, lack of proper training to the officer, lack of need based schemes and its implementation in different localities, political interference in day to day activity.

SUGGESTIONS FOR OVERCOMING THE CONSTRAINTS

A number of suggestions can be put forward for the better performance of the Agricultural officers based on this study conducted and constraints identified. They were,

- Arranging induction training programme for the Agricultural Officers will also improve their competency and self confidence in the job to be performed.
- Time bound promotions should be strictly followed.

- Different schemes should be implemented based on its needs and suitability in different localities.
- Cadre strength should be increased based on the area of the panchayath.
- A clerical post should be made in the Krishi Bhavan inorder to reduce the work load.
- Efforts should be made for developing an effective and supportive relationship among subordinates and boss.
- Provision of rewards/incentives for the honest, sincere and hardworking employees.
- Data bank and different schemes should be digitalized inorder to reduce the paper work.

Plate 1. Interaction with AO Xavier M

Plate 2. Interaction with AO Melvin Jose V. J

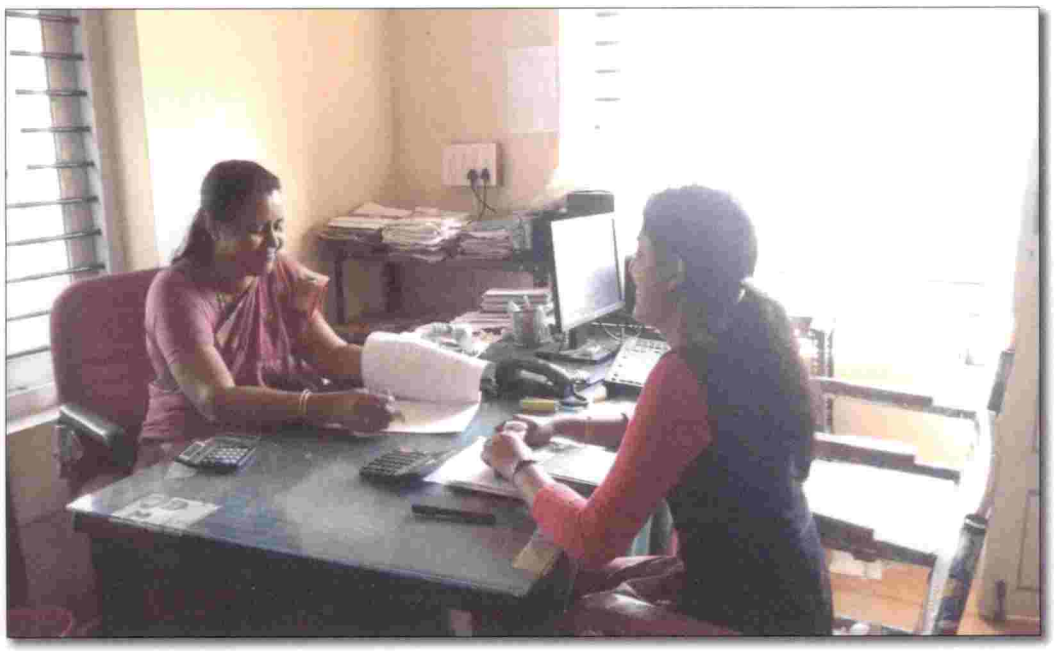

Plate 3. Interaction with AO Chithra V. G

Plate 4. Interaction with AO Rethna Raj

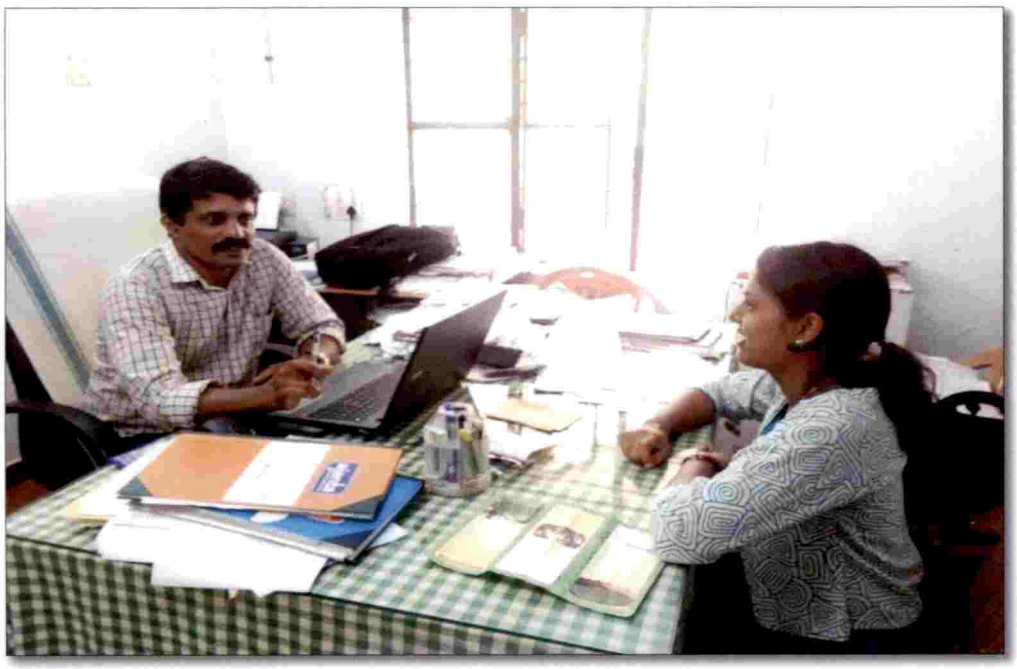

Plate 5. Interaction with AO Venugopal

Plate 6. Interaction with AO Deepa. J

Plate 7. Interaction with AO Rani T. G

Plate 8. Interaction with AO Apsara Madhav

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Abstract

110

EMOTIONAL INTELLIGENCE AND JOB STRESS OF AGRICULTURAL OFFICERS OF KERALA STATE DEPARTMENT OF AGRICULTURE: A PSYCHO–PERSONAL ANALYSIS.

by

Reshma A Victor

(2016-11-082)

ABSTRACT

Submitted in partial fulfillment of the

Requirements for the degree of

MASTER OF SCIENCE IN AGRICULTURE

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Kerala Agricultural University

DEPARTMENT OF AGRICULTURAL EXTENSION

COLLEGE OF AGRICULTURE

VELLAYANI, THIRUVANANTHAPURAM- 695522

KERALA, INDIA

2018

ABSTRACT

The study entitled "Emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture: A psycho–personal analysis" was conducted from 2016 – 2018 to study the emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture and analyze the factors which influence emotional intelligence and job stress. Constraints experienced by the Agricultural Officers and the profile characteristics were also be studied.

The study was undertaken in the three districts of Kerala viz., Kasaragod from North, Thrissur from Central and Thiruvananthapuram from South Kerala. From each district, 30 Agricultural Officers (15 female and 15 male) were randomly selected using simple random sampling. The total sample size was 90.

A structured interview schedule was prepared for data collection. Frequency, percentage analysis, mean, standard deviation, simple correlation, Kruskal - Wallis test, Mann - Whitney U test and factor analysis were employed in the analysis and interpretation.

The study had two dependent variables and 13 independent variables. The dependent variables were emotional intelligence and job stress. Emotional intelligence was measured by using the scale developed by Goleman (1995) with 5 sub-components, self awareness, managing emotions, motivating oneself, empathy and social skill. The job stress was assessed by using the scale developed by Shrivastav and Singh (1981) with 12 sub-components, role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, under participation, powerlessness, poor peer relation, intrinsic impoverishment, low status, strenuous working conditions and unprofitability.

Based on the analysis of data, it was revealed that majority (76.67%) of the respondents were having medium emotional intelligence in three district. Using Kruskal - Wallis it was found that there was no significant difference between emotional intelligence in the three districts. The study found that, majority (60%) of the respondents were having medium job stress. There was significant difference in job stress among the three districts. Using factor analysis it was observed that out of the 12 components role overload, role ambiguity, role conflict, group and political pressures, under participation, powerlessness and strenuous working conditions were the major contributors to the job stress.

Most (43.33%) of the respondents belonged to the age category of 35-45 years. More than half (76.67%) of the respondents were married and more than half (54.44%) of the respondents had Bachelor's degree only. More than half (61.11%) of the respondents were having 4-5 members in their family. It was also found that 48.89 per cent of the respondents were having 10-20 years of job experience. Majority (92.22%) of the respondents opined that they have very low promotional opportunities. Majority of the respondents had medium level of attitude towards profession (72.22%), self confidence (72.22%), perceived workload (65.56%), Political orientation (78.89%), leadership quality (74.44%) and organizational climate (78.89%). Regarding the distance from work place, less than half (44.44%) of the respondents had to travel 10-20 km to the place of work.

The factors which influenced emotional intelligence were self confidence and leadership quality. Job experience, attitude towards profession, self confidence, leadership quality and organizational climate were the main factors which influenced job stress.

The major constraints faced by the respondents were excessive workload, lack of promotional opportunities, lack of proper training schedule of the officer, lack of

suitability of different schemes and its implementation in different localities and political interference in day to day activity.

Thus, the study revealed that majority of the respondents were having medium level of emotional intelligence and job stress. Three districts had no significant difference regarding emotional intelligence whereas there was significant difference in the case of job stress. The constraints faced by the respondents need attention from the policy makers and government for improving the performance of the Agricultural Officers.

Appendices

APPENDIX I

KERALA AGRICULTURAL UNIVERSITY
COLLEGE OF AGRICULTURE, VELLAYANI, TRIVANDRUM
DEPARTMENT OF AGRICULTURAL EXTENSION

INTERVIEW SCHEDULE

'Emotional intelligence and job stress of Agricultural Officers of Kerala State Department of Agriculture: A psycho–personal analysis.'

1. **Name** :
2. **Designation** :
3. **Age** :
4. **Gender** : Male/Female
5. **Marital status** : Single/ Married/ Divorce/ Widow/ Widower
6. **Educational Status** :

   Put (✓) mark in your highest academic qualification from the item given below

   a) Diploma/ VHSC ☐
   b) Bachelors degree ☐
   c) Masters degree ☐
   d) Doctors degree ☐
   e) Others (any others specify) ☐
7. **Family size** :
8. **Job experience**

   a) Total numbers of years in Dept. of Agriculture .....

   b) Total numbers of years in other related dept. .....
9. **Annual Income** :

10. Promotional opportunities : High ☐ Low ☐

11. Attitude towards profession

Please indicate your degree of agreement/ disagreement with the followed statement by putting tick mark (✓) in the appropriate column against each statement. (SA= Strongly agree, A= Agree, UD= Undecided, DA= Disagree, SDA= Strongly disagree)

Sl. No	Statement	Response pattern				
		SA	A	UD	DA	SDA
1.	I hate my profession because it requires working in rural area.					
2.	Extension profession officers have little opportunity to get acquainted with all kind of people.					
3.	AOs can act as an effective force in bringing about agricultural development					
4.	Extension profession have very little to contribute towards national development.					
5.	An AOs can contribute a lot for agricultural development					
6.	Extension job offers sufficient opportunity for development of leadership style.					
7.	Extension profession is satisfying for me					
8.	Honestly I wish I had not become an AOs					
9.	Professional standards of extension					

	work is far inferior to their professions.					
10.	An AOs has ample opportunity to display his initiatives					

12. Self confidence

Please indicate your extent of agreement/ disagreement to the followed statement by putting tick mark (✓) in the appropriate column against each statement. (SA= Strongly agree, A= Agree, UD= Undecided, DA= Disagree, SDA= Strongly disagree)

Sl. No.	Statement	Response pattern				
		SA	A	UD	DA	SDA
1.	I feel no obstacle can stop me from achieving my final goal					
2.	I am generally confident of my own ability					
3.	I am bothered by inferiority feeling					
4.	I do not have initiative					
5.	I usually work out things for myself rather than get someone to show me					
6.	I get discouraged easily					
7.	Life is a strain for me in much of time					
8.	I find myself working about something or other					

13. Perception of work load

The statement given below are reflecting work load to your job. Please indicate your extent of agreement/ disagreement to the followed statement by putting tick mark (✓) in the appropriate column against each statement. (SA= Strongly agree, A= Agree, UD= Undecided, DA= Disagree, SDA= Strongly disagree)

Sl. No.	Statement	Response pattern				
		SA	A	UD	DA	SDA
1.	I feel busy or rushed busy or rushed					
2.	I feel pressurized					
3.	I feel that the number of request, complains, or problems dealt with was more than expected.					

14. Political Orientation

Sl. No.	Items of observation	Agree	Disagree
1	Recognizing power relations existing in the society is very important in resolving the problems of the society		
2	Democracy is the best political principle and philosophy for ideal governance		
3	Individual approach will not help in solving problems		
4	Organizing people for asserting their		

	genuine and fundamental rights is an important pre-requisite for a democratic society		
5	Political parties are inevitable and indispensable for a vibrant democratic society functioning in accordance with the constitution.		
6	Sustainable progress and welfare of people can be achieved only through organized political and social interventions		
7	A political approach to social issues actually preserve the existing power relations and prevent distributive justice, social transformation and progress		
8	Political parties and other social organizations play no role in social development and therefore it is a curse to the society		
9	Principles like freedom , equality and fraternity should be the guiding cardinal principles of a strong civil society		
10	Distributive justice makes a social system humane and modern		

15. Leadership Quality

Sl. No.	Statement	Always	Sometimes	never
1	Do you think you can change the attitude of others?			
2	Do you guide and influence the behavior of others in taking decisions?			
3	Do you lead meeting and discussion?			
4	Do you feel others are convinced by you?			
5	Are you available to others at any time to extend necessary help to them?			

16. Organizational climate

Sl. No.	Statement	Agree	Somewhat agree	Disagree
1	Do you agree that? In the department, there are many rules and practices to which you have to conform rather than being able to do your work as you see fit.			
2	You can made decisions and solve problems without checking with supervisors at each step on the work			

3	The organization sets challenging goals for itself, communicates this goal commitment to its members and emphasizes on quality performance and outstanding production			
4	Things are well organized and goals are clearly defined in the dept rather than being disorderly or confused			
5	Friendliness, interpersonal trust and mutual support are very much prevalent in the organization			
6	As needs for leadership arise, members feel free to take leadership roles and are rewarded for successful leadership			
7	The organization recognizes and rewards for good work of members rather than ignoring, critizicing or punishing when something goes wrong			

17. Distance from workplace

Are you residing near to the office? Yes ☐ No ☐

In the same Panchayath you work? Yes ☐ No ☐

Distance from workplace?.....

Where is your permanent native place?.....

EMOTIONAL INTELLIGENCE

Please indicate your extent of agreement/ disagreement to the followed statement by putting tick mark (✓) in the appropriate column against each statement. (SA= Strongly agree, A= Agree, UD= Undecided, DA= Disagree, SDA= Strongly disagree)

Sl. No	Statements	Response pattern				
		SA	A	UD	DA	SDA
1.	I realize immediately when I lose my temper					
2.	I can 'reframe' bad situations quickly					
3	I am able to motivate myself to do difficult tasks					
4	I am always able to see things from the other person's viewpoint					
5	I am an excellent listener					
6	I know when I am happy					
7	I do not wear my 'heart on my sleeve'					
8	I am usually able to prioritize important activities at work and get on with them					
9	I am excellent at empathizing with someone else's problem					
10	I never interrupt other people's conversations					
11	I usually recognize when I am stressed					

12	Others can rarely tell what kind of mood I am in					
13	I always meet deadlines					
14	I can tell if someone is not happy with me					
15	I am good at adapting and mixing with a variety of people					
16	When I am being 'emotional' I am aware of this					
17	I rarely'fly off the handle' at other people					
18	I never waste time					
19	I can tell if a team of people are not getting along with each other					
20	People are the most interesting thing in life for me					
21	When I feel anxious I usually can account for the reason(s)					
22	Difficult people do not annoy me					
23	I do not prevaricate					
24	I can usually understand why people are being difficult towards me					
25	I love to meet new people and get to know what makes them 'fit'					
26	I always know whom I'am being unreasonable					
27	I can consciously alter my frame of mind or mood					
28	I believe you should do the difficult things first					

29	Other individuals are not 'difficult' just 'different'					
30	I need a variety of work colleagues to make my job interesting					
31	Awareness of my own emotions is very important to me at all times					
32	I do not let stressful situations or people affect me once I have left work					
33	Delayed gratification is a virtue that I hold to					
34	I can understand if I am being unreasonable					
35	I like to ask questions to find out what it is important to people					
36	I can tell if someone has upset or annoyed me					
37	I rarely worry about work or life in general					
38	I believe in 'Action this Day'					
39	I can understand why my actions sometimes offend others					
40	I see working with difficult people as simply a challenge to win them over					
41	I can let angers 'go' quickly so that it no longer affects me					
42	I can suppress my emotions when I need to					
43	I can always motivate myself even when I feel low					
44	I can sometimes see things from others point of view					

45	I am good at reconciling differences with other people					
46	I know what makes me happy					
47	Others often do not know how am feeling about things					
48	Motivations has been the key to my success					
49	Reasons for disagreements are always clear to me					
50	I generally build solid relationships with those I work with					

JOB STRESS SCALE

Put a tick mark (✓) below that answer to indicate the extent to which you agree or disagree with each statement to describe the nature and conditions of your job and also your experiences and feelings about your job.

Give your responses frankly. Your responses will be kept confidential

Sl. No	Statements	Response pattern				
		SA	A	UD	DA	SDA
1.	I have to do a lot of work in this job.					
2.	The available information relating to my job-role and its outcomes are vague and insufficient.					
3	My different Officers often give contradictory instructions regarding my work.					
4	Sometimes it becomes complied problem for me to make adjustment between political/.group pressures and formal rules and instructions.					
5	The responsibility for the efficiency and productivity of many employees is thrust upon me.					
6	Most of my suggestions are heeded and implemented here.					
7	My decisions and instruction concerning distribution of assignments among employees are properly followed.					
8	I have to work with persons whom I like.					

9	My assignments are of monotonous nature.					
10	Higher authorities do care for myself respect.					
11	I get less salary in comparison to the quantum of my labour/work.					
12	I do my work under tense circumstances.					
13	Owing to excessive workload I have to manage with insufficient number of employees and resources.					
14	The objectives of my work-role are quite clear and adequately planned.					
15	Officials do not interfere with my jurisdiction and working methods.					
16	I have to do some work unwillingly owing to certain group/ political pressures.					
17	I am responsible for the future of a number of employees.					
18	My co-operation is frequently sought in solving the administrative or industrial problems at higher level.					
19	My suggestions regarding the training programmes of the employees are given due significance.					
20	Some of my colleagues and subordinates try to defame and malign me as unsuccessful.					

21	I get ample opportunity to utilize my abilities and experience independently.					
22	This job has enhanced my social status					
23	1 am seldom rewarded for my hard labour and efficient performance.					
24	Some of my assignments are quite risky and complicated.					
25	I have to dispose of my work hurriedly owning to excessive workload.					
26	I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities.					
27	I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me.					
28	In order to maintain group-conformity sometimes I have to produce more than the usual.					
29	I bear the great responsibility for the progress and prosperity of this organisation.					
30	My opinions are sought in farming important policies of the Organisation/Department.					
31	My interest and opinion are duly considered in making appointments for important posts.					
32	My colleagues do co-operate with me voluntarily in solving administrative and industrial problems.					

33	I get ample opportunity to develop my aptitude and proficiency properly.					
34	My higher authorities do not give due significance to my post and work.					
35	I often feel that this job has made my life cumbersome.					
36	Being too busy with official work I am not able to devote sufficient time to my domestic and personal problems.					
37	It is not clear that what type of work and behaviour my higher authorities and colleagues expect from me.					
38	Employees attach due importance to the official instructions and formal working pressures.					
39	I am compelled to violate the formal and administrative procedures and policies owing to group/political pressures.					
40	My opinion is sought in changing or modifying the working system, instruments and conditions.					
41	There exists sufficient mutual co-operation and team-spirit among the employees of this Organisation/Department.					
42	My suggestions and co-operation are not sought in solving even problems for which I am quite competent.					
43	Working conditions are satisfactory here from the point of view of our welfare and convenience.					

44	I have to do such work as ought to be done by others.					
45	It becomes difficult to implement all of a sudden the new dealing procedures and policies in place of those already in practice.					
46	I am unable to carry out my assignment to my satisfaction on account of excessive load of work and lack of time.					

Constraints faced by the Agricultural Officers:

(Please tick (✓) wherever applicable) MI- Most important, I -Important, LI- Least important, NI- Not important

Sl. No.	Statement	MI (4)	I (3)	LI (2)	NI (1)
1	Political interference in day to day activity				
2	Excessive work load				
3	Lack of promotional opportunities				
4	Poor communication				
5	Lack of proper training to the officer				
6	Lack of timely availability of inputs				
7	Irregular pay of TA				
8	Lack of basic living facilities in village				
9	Lack of career development opportunities				

10	Lack of incentives and reward system for better performance				
11	Poor interpersonal relationship among employees				
12	Lack of need based schemes and its implementation in different localities				
13	Lack of opportunities for job enrichment				
14	Delayed disbursement of salary and other allowances				
15	Inadequate administrative support				
M= Most important, I= Important, LI= Least important, NI=Not important					