



Job Performance of Fisheries Extension Functionaries in Tamil Nadu

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Fisheries and aquaculture extension services respond to knowledge needs of farmers and rural people with a view to improving fish production, livelihoods, welfare and management of natural resources. Ideally, fisheries extension should facilitate the flow of information and technology from R&D to farming communities and return feedback on field requirements to researchers. A study was conducted to evaluate the job performance of Fisheries Extension Functionaries in State Department Fisheries, Tamil Nadu. Nearly half of the respondents expressed that they had done their job with high level job performance; It could be concluded that more than three – fourths of the respondents had expressed that they performed their job medium to high level. The study shows that job involvement, achievement motivation, experience in service and technical knowledge were identified as crucial variables in explaining the change in the job performance of extension personnel. One of the findings of this study showed that the job performance of the extension personnel were found to be better but it needs to be improved for effective functioning of the Fisheries Department. It may be due to the lack of promotional opportunities and monotonous type of job duties. Hence, it is suggested to simplify the job chart of extension personnel and they need to be motivated through recognition, time bound promotion etc.

Key words: Fisheries, Extension Functionaries, Job Performance

Fisheries and aquaculture play a critical role in the rural society and their economic activities. To sustain Indian fisheries the technical skills and management of fisheries manpower will have to be improved in consonance with the rapidly changing needs of our society, both nationally and internationally. Sustained development of the fishery sector is critically important to India. Fisheries and aquaculture extension services respond to knowledge needs of farmers and rural people with a view to improving fish production, livelihoods, welfare and management of natural resources. Ideally, fisheries extension should facilitate the flow of information and technology from R&D to farming communities and return feedback on field requirements to researchers. At this predicament, as Leagans (1961) pronounced that to be an effective extension worker, certain important skills have to be acquired and competencies to be developed.

The success of an organization largely depends on how well the extension personnel at field level perform their roles with interest and ingenuity in their position. The important component for the effective functioning of any organization could be a conducive organizational climate, a well perceived job and effective performance by the employees. The above

in mind it was felt necessary to study and analyze the development departments for better understanding and through that to suggest ways and means for improving their performance. Under these circumstances present study was undertaken with the specific objectives of studying the job performance of extension personnel in Fisheries Department Tamil Nadu and the relationship of characteristics of extension personnel with their perceived job performance.

Materials and Methods

The present study was related to Fisheries Extension Functionaries viz., Inspector of Fisheries, Sub-Inspector of Fisheries and Research Assistants who are working at district level in all over Tamil Nadu. All the divisions in the Fisheries Department Tamil Nadu were included for the study. Totally 243 gross root level technical personnel (Inspector of Fisheries, Sub-Inspector of Fisheries and Research Assistants) were working in 25 districts consist of Marine and Inland fisheries, Fresh water and Brackish water Aquaculture, Extension and Training, Exploratory fishery and Fisheries Staff Training Institute. Out of 243 gross root level technical personnel, 27 Research Assistants involved in the research activities were excluded and thus the remaining 216 fisheries

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extension functionaries formed the population for the study. That is Inspector of Fisheries, Sub-Inspector of Fisheries and Research Assistants working in the field possessing adequate knowledge about fisheries extension functions alone were included.

Then 150 respondents were selected as sample by using proportionate random sampling. A well structured pretested questionnaire was used to collect the data from the respondents.

Results and Discussion

Job Performance

Job Performance was operationalised as the extent to which the personnel in the organization were able to effectively carry out their job activities as per the job chart. The respondents were requested to indicate the level of performance of each job item on a five point continuum viz., very efficient, efficient, average, poor and very poor with 5,4, 3, 2 and 1 scores respectively. The total job performance score for an individual respondent was obtained by summing up the scores for all the job items. Then the respondents were grouped into low, medium and high levels of job performance following the cumulative frequency method.

The Job performance of extension personnel in Fisheries Department is given in Table 1

Table 1. Job performance of fisheries extension personnel (n=150)

Job performance	No	%
Low level performance	36	24.00
Medium level performance	40	26.66
High level performance	74	49.34

The results presented in Table.1 revealed that High level job performance was observed with nearly half of the respondents (49.34 %), followed by 26.66 per cent with medium level and the remaining 24.00 percent of the sample's job performance level was low. Hence, it could be inferred that medium to high level job performance was seen with more than three-fourths (76.00 %) of the respondents.

The respondents reported that much time was spent in attending meetings related to technical, extension, fishermen welfare activities and preparation of reports on the target achievements of the fisheries department, and this might be the reason for low job performance.

The present finding derived support from the findings of Sudarmathi (1996) Kalaivani (1999) and Meenambigai (2000).

Area wise job performance of fisheries extension personnel.

The job of fisheries extension personnel on the major areas viz., technical function, extension & training function, administrative function and other

supporting function were analysed and is given in table 2.

Table 2. Area wise job performance of extension personnel in Fisheries Department. (n=150)

Areas of Job Performance	Low		Medium		High	
	No	%	No	%	No	%
Technical Function	40	26.66	35	23.34	75	50.00
Extension & Training function	36	24.00	46	30.66	68	45.34
Administrative function						
i.Planning	33	22.00	45	30.00	72	48.00
ii.Guidance	37	24.66	37	24.66	76	50.67
iii.Supervision	36	24.00	35	23.34	79	52.66
Other Supporting function	32	21.33	39	26.00	79	52.67

Among the four major areas, nearly three-fourth (73.33 %) of the respondents of job performance was medium to high level regarding technical functions; In Extension and Training function more than three - fourths (76.00 %) perceived medium to high level of job performance. Among the administrative functions, planning function was perceived as medium to high level by 78.00 per cent of the respondents, followed by guidance and supervision function by 76.66 and 76.00 per cent respectively. Majority of the respondents (78.66 %) expressed medium to high level of job performance in supporting function.

It is encouraging to see the inference of the functionaries that in almost all the major areas of functions majority of the respondents' job performance was from medium to high level. In the fisheries department, as experienced by the extension personnel that they are well oriented with their duties and responsibilities through single line of command and they are provided with full freedom by the way of delegation of authority so as to perform their duties effectively. These might be the reasons for medium to high level of job performance among the extension personnel in fisheries department.

Activity wise job performance of fisheries extension personnel (Technical)

To find out the activity wise performance of duties, mean scores were worked out for each duty and the results are presented in table 3.

Among the 20 job items under technical function, the activities viz., "Management of provisionised water bodies under the control of the state department of fisheries" (4.47), "Assessing the water resources available for fish culture" (4.38), "Identification of water resources for fish culture" (4.31), "Maintenance of fish brood stock" (4.28), "Working on the development of equipment for improved fish farming" (4.31), "Management of reservoir fishery" (4.31), "Management of fish hatcheries" (4.28), "Stocking of fish seedlings into the reservoir" (4.28) and "Providing technical assistance to the fishermen and fish farmers" (4.22) etc. were the areas in which job performance level was more than that of the other activities. Lowest

Table 3. Activity - wise Job Performance of Fisheries Extension Personnel (Technical) (n=150)

Items of job activities	Level of Job performance						
	Mean Score	Low		Medium		High	
		No	%	No	%	No	%
Technical function							
Identification of water resources for fish culture	4.31	38	25.33	32	21.33	80	53.34
Assessing the water resources available for fish culture	4.38	31	20.66	38	25.34	81	54.00
Management of reservoir fishery	4.28	44	29.33	28	18.66	78	52.00
Management of provisionised water bodies under the control of the State Department of Fisheries	4.47	29	19.33	36	24.00	85	56.67
Management of fish hatcheries	4.28	50	33.33	24	16.00	76	50.67
Management of prawn hatcheries	3.22	74	49.33	36	24.00	40	26.66
Management of fish seed farm	4.19	43	28.66	33	22.00	74	49.34
Maintenance of fish brood stock	4.31	26	17.33	40	26.67	84	56.00
Engaged in the induced breeding of carps	4.19	31	20.66	45	30.00	74	49.34
Production of fish seedlings	4.19	34	22.66	42	28.00	74	49.34
Stocking of fish seedlings into the reservoir	4.28	33	22.00	39	26.00	78	52.00
Assessment of reservoir productivity	4.13	43	28.67	35	23.33	72	48.00
Collection of fish landing data	4.19	38	25.33	38	25.33	74	49.34
Working on the development of brackish water fisheries	4.19	45	30.00	31	20.66	74	49.34
Working on the development of marine based fish or prawn farming	4.13	42	28.00	36	24.00	72	48.00
Engaging in the improved fishing techniques both in marine and inland fisheries	4.13	43	28.67	35	23.33	72	48.00
Working on the development of fishing gears and crafts	4.10	51	34.00	29	19.33	70	46.67
Leasing the water bodies to the fish farmers	4.16	35	23.33	42	28.00	73	48.66
Providing technical assistance to the fishermen and fish farmers	4.22	33	22.00	41	27.33	76	50.66
Working on the development of equipment for improved fish farming	4.31	41	27.33	35	23.33	74	49.34

mean job performance was observed in the "Management of prawn hatcheries" (3.22).

Activity wise Job Performance of Fisheries Extension Personnel (Extension and Training)

Mean scores were worked out to find out the activity wise performance of job duties and

responsibilities and the results are presented in table 4.

An overview of the table 4 revealed that out of 22 job items under extension and training function the activities viz., Creating awareness about the welfare schemes implemented by the govt received highest

Table 4. Activity - wise Job Performance of Fisheries Extension Personnel (Extension and Training) (n=150)

Items of job activities	Level of Job performance						
	Mean Score	Low		Medium		High	
		No	%	No	%	No	%
Extension and training function							
Creating awareness among the fishermen and fish farmers about improved fishing and fish farming	4.31	22	14.66	44	29.34	84	56.00
Periodical contacts with fisheries research centres for information on research findings	4.19	33	22.00	43	28.66	74	49.34
Participation in the adaptive trials and demonstrations.	4.13	27	18.00	51	34.00	72	48.00
Participation in the field days/exhibitions/lab- to - land programmes conducted by research centres	4.06	41	27.33	39	26.00	70	46.67
Involvement in seminars / symposia/summer institutes	4.00	41	27.33	41	27.33	68	45.34
Participation in the training programmes organised	4.13	39	26.00	39	26.00	72	48.00
Studying field problems and providing feedback	3.12	65	43.33	43	28.66	41	27.34
Use of extension methods viz., News papers, radio, television, etc.,	3.12	68	45.34	42	28.00	41	27.33
Frequency of use of extension methods, Viz., Daily, Weekly, Bimonthly, Monthly, etc..	2.48	75	50.00	45	30.00	30	20.00
Effective use of various communication channels	4.14	21	14.00	56	37.33	73	48.67
Selecting extension programmes according to the needs of fishermen and fish farmers	3.39	63	42.00	39	26.00	48	32.00
Conducting method demonstrations	4.18	32	21.33	45	30.00	73	48.67
Conducting result demonstrations	4.24	22	15.33	52	34.67	75	50.00
Conducting training programmes on improved fishing and fish farming practices	4.06	19	12.66	61	41.66	70	46.67
Creating awareness about the fishing season to the fishermen.	4.18	25	23.33	42	28.00	73	48.67
Guiding fishermen to purchase fishing crafts and gears	4.15	25	23.33	43	28.67	72	48.00
Supplying inputs like crafts, gears and engines on subsidy basis.	3.97	35	23.33	46	30.67	69	46.00
Creating awareness about the welfare schemes implemented by the govt	4.64	27	18.00	38	25.33	85	56.67
Making periodical visits to fish farms	4.42	29	19.33	40	26.67	81	54.00
Assisting the fish farmers to get good quality fish fingerlings	4.14	28	18.66	52	34.66	70	46.67
Providing training on hygienic handling of fish produce	4.42	28	18.66	41	27.34	81	54.00
Facilitating better marketing practices	3.89	29	19.33	54	36.00	67	44.67

job performance mean scores (4.64), followed by Providing training on hygienic handling of fish produce (4.42), Making periodical visits to fish farms (4.42), Creating awareness among the fishermen and fish farmers about improved fishing and fish farming (4.31), Conducting result demonstrations on selected critical technologies of fishing and fish farming (4.24), Periodical contacts with fisheries research centres for information on research findings (4.19), Conducting method demonstrations on selected critical technologies of fishing and fish farming (4.18) and Creating awareness about the fishing season to the fishermen (4.18). The other activities received lesser mean scores than that of the above mentioned duties. The activity "Frequency of use of extension methods viz., individual, group and mass methods among the fish farmers" (2.48) was secured the lowest performance mean score.

Table 5. Activity wise Job Performance of Fisheries Extension Personnel (Planning and organizing) (n=150)

Items of job activities	Level of Job performance						
	Mean Score	Low		Medium		High	
		No	%	No	%	No	%
Administrative functions							
Planning and organizing							
Planning to allot his time for activities such as training, guidance, supervision and organising them effectively	4.48	28	18.66	40	26.68	82	54.67
Planning and providing relevant technical support to all subordinates	4.26	34	22.66	38	25.34	78	52.00
Planning well in advance the schedule of visit for a month	4.32	32	21.33	39	26.00	79	52.67
Planning to visit fish farms and organizing fish farm activities	3.98	39	26.00	41	27.33	70	46.67
Planning for conducting fish farm trials	3.68	30	20.00	56	37.33	64	42.67
Planning and organizing all other extension activities in accordance with the programme objectives.	4.45	34	22.67	32	21.33	84	56.00

Planning and organizing function

A cursory look on the table.5 showed that Out of the six different duties in the planning and organizing function the highest job performance mean score was observed for the activity "Planning to allot time for training, guidance, supervision and organising

Further it could be inferred that the duties "Creating awareness about the welfare schemes implemented by the govt" (56.66 %), "Creating awareness among the fishermen and fish farmers about improved fishing and fish farming" (56.00%) "Providing training on hygienic handling of fish produce" (54.00 %), "Making periodical visits to fish farms" (54.00 %) were found to be perceived at high level by more than half of the extension personnel in the fisheries department.

Activity wise Job Performance of Fisheries Extension Personnel (Administrative functions)

To find out the activity wise performance of job duties among the extension personnel, mean scores were worked out and the results are presented in table 5.

them effectively" (4.48) followed by "Planning and organizing all other extension activities in accordance with the programme objectives" (4.45) and "Planning well in advance the schedule of visit for a month" (4.32) and the other activities received less mean scores than the above three activities. The activity

Table 6. Activity wise Job Performance of Fisheries Extension Personnel (Guidance) (n=150)

Items of job activities	Level of Job performance						
	Mean Score	Low		Medium		High	
		No	%	No	%	No	%
Guidance to subordinates							
In building up their professional competency.	4.42	38	25.33	29	19.33	83	55.34
In the formulation of appropriate follow up strategies for all educational programmes.	3.89	41	27.33	41	27.33	68	45.34
In the selection and use of teaching aids	3.54	39	26.00	48	32.00	63	42.00
In the preparation of simple teaching materials, using the locally available materials for use in their work.	4.12	31	20.66	45	30.00	74	49.34
In carrying out their field activities as planned.	4.18	35	23.33	39	26.00	76	50.67
To reach their target groups	4.17	37	24.66	38	25.34	75	50.00
To analyse field problems and to find practical solutions.	4.33	38	25.33	32	21.33	80	53.34
In their field works by sharing their field experiences	4.50	33	22.00	31	20.66	86	57.34
Participating in the fortnightly training sessions.	4.17	30	20.00	45	30.00	75	50.00

"Planning for conducting fish farm trials" (3.68) received lowest job performance score than that of the other activities.

Guidance function

Among the 9 job activities under guidance function in the administrative function the activity,

Table 7. Activity wise Job Performance of Fisheries Extension Personnel (Supervisory function) (n=150)

Items of job activities	Level of Job performance						
	Mean Score	Low		Medium		High	
		No	%	No	%	No	%
Supervision							
To ascertain that fishermen and fish farmers are receiving appropriate technical recommendation and are aware of important points	4.56	40	26.66	22	14.68	88	58.67
To ascertain that the fishermen and fish farmers are being visited regularly in their place or field by subordinates	4.25	37	24.66	28	18.68	85	56.67
To ensure that fishermen and fish farmers are being adopting recommendations	4.15	35	23.33	35	23.34	80	53.34
To see that fishermen and fish farmers have been selected as per guidelines for benefits	4.33	26	17.34	39	26.00	85	56.67
Reviewing the diary of subordinates and giving suggestions for improvement if necessary	4.21	33	22.00	38	25.34	79	52.67
To ensure that all subordinates will participate regularly and actively in the training sessions meant for them	3.96	35	23.34	41	27.33	74	49.34
Submitting all the reports promptly in the prescribed proforma with all details	3.45	50	33.33	35	23.34	65	43.34
Reporting the problems of fishermen, fish farmers and subordinates with relevant details, which need special attention to the authority concerned for needful	4.23	35	23.34	36	24.00	79	52.67
Maintaining a simple daily diary in which field activities and observations are recorded	4.25	30	20.00	42	28.00	78	52.00

Guiding subordinates in their field works by sharing their field experiences (4.50) has received highest job performance mean score, followed by Guiding subordinates in building up their professional competence (4.42) Guiding subordinates to analyze field problems and to find practical solutions(4.33). Guiding subordinates carrying out their field activities as planned (4.18). The other activities have received lesser mean scores than that of the activities mentioned above. The activity "Guiding subordinates in the selection and use of teaching aids"(3.54) has received lowest mean score among the 9 activities under the guidance function.

Further it could be inferred from the table.6 that among the extension personnel more than half of them expressed high level of job performance in the activities "Guiding subordinates in their field works by sharing their field experiences" (57.33 %) and "Guiding subordinates in building up their professional competency" (55.33 %).

Supervisory function

An overview of the table 7 revealed that out of nine activities in supervisory function of extension personnel "Supervising to ascertain that fishermen and fish farmers are receiving appropriate technical recommendation and are aware of impact points" (4.56), followed by "Supervising to see that fishermen and fish farmers have been selected as per guidelines for benefits" (4.33), "Supervising to see that fishermen and fish farmers have been selected as per guidelines for benefits" , "Maintaining a simple daily diary in which field activities and observations are recorded" (4.25) and "Reporting the problems of fishermen and fish farmers and subordinates with relevant details, which need

special attention to the authority concerned for needful" (4.23). The other four job duties have received lesser mean scores than that of the others. The activity "Submitting all the reports promptly in the prescribed proforma with all details" (3.45) had seemed lowest mean score among all the activities assessed under supervisory function.

Other supporting functions

With regard to the supporting function "Identification of beneficiaries for welfare schemes" was received the highest job performance score (4.65) among the 12 activities in the other supporting functions of administrative function, followed by the activities "Attending any other duties assigned by higher authorities of the fisheries department" (4.64), "Creating awareness among the fishermen and fish farmers about welfare schemes" (4.56) and "Helping the fishermen and fish farmers to become a member of fishermen cooperative societies" (4.52). The other activities secured lesser mean scores than the above activities. The activity "Maintaining relation with other allied agencies" (3.56) received lowest mean score among all the activities.

Association and contribution of characteristics towards perceived job performance of extension personnel

The zero – order correlation and multiple regressions were worked out to know the association and contribution of independent variables with the dependent variable, job performance.

Association of characteristics with Job Performance.

The zero – order correlation was worked out to know the association of independent variables with

Table 8. Activity wise Job Performance of Fisheries Extension Personnel (Other supporting function)

Items of job activities	Level of Job performance						
	Mean Score	Low		Medium		High	
		No	%	No	%	No	%
Other supporting functions							
Maintaining relation with other allied agencies	3.56	40	26.66	42	28.00	68	45.34
Creating awareness among the fishermen and fish farmers about welfare schemes	4.56	23	15.33	39	26.00	88	58.67
Helping the fishermen and fish farmers to enroll as a member of fishermen cooperative societies	4.52	21	14.00	42	28.00	87	58.00
Helping fishermen and fish farmers to avail financial assistance from the banks and fishermen cooperative societies	4.23	47	31.34	25	16.66	78	52.00
Make aware of them about savings cum relief schemes	4.05	43	28.66	37	24.66	70	46.67
Identification of beneficiaries for welfare schemes	4.65	19	12.66	41	27.34	90	60.00
Identification of needed infrastructure like road, light, drinking water etc.,	4.14	28	18.66	48	32.00	74	49.34
Conducting survey on the assessment of quantity fish landed	4.42	27	18.00	41	27.33	82	54.67
Assisting the district administration regarding fisheries development programmes	4.06	42	28.00	36	24.00	72	48.00
Arranging cold storage facilities to the excess fish produce for fishermen and fish farmers	4.18	40	26.67	35	23.33	75	50.00
Assisting the superiors at the time of natural calamities and in the relief and aids for fishermen and fish farmers	4.18	33	22.00	41	27.33	76	50.67
Attending any other duties assigned by higher authorities of the fisheries department.	4.64	23	15.33	35	23.33	92	61.34

perceived job performance. The results are given in the table 9.

From table 9 it could be observed that out of thirteen variables six variables had shown significant association with the job performance. Out of the six variables, technical knowledge and attitude towards organization had shown positive and significant association with job performance at

1 % level of probability. The other variables, Job involvement, Achievement motivation and Employee morale had shown positive significant association with job performance at 5 % level of probability.. The non-significant association was found with Professional experience, trainings undergone, organizational stress, organizational climate, recruitment policy, Professional experience, promotional avenues and job satisfaction.

Table 9. Zero order correlation and multiple regressions of independent variables with Job Performance of extension personnel.

Variable code	Independent variable	Correlation coefficient	Partial regression coefficient(b)	Standard error of regression coefficients	't' value
X ₁	Educational status	-0.2180**	0.0806	16.2777	-1.7599*
X ₂	Professional experience	0.1249NS	0.1748	10.7970	1.3637
X ₃	Trainings undergone	-0.0316NS	0.9111	12.8932	0.1118
X ₄	Technical knowledge	0.2003**	0.0649	20.5709	1.8609*
X ₅	Job involvement	0.1994*	0.0205	16.8009	2.3351**
X ₆	Organizational stress	0.1230NS	0.6354	16.6409	0.4751
X ₇	Attitude towards organization	0.2259**	0.0943	20.2795	1.6845*
X ₈	Achievement motivation	0.1699*	0.0301	15.8543	2.1917*
X ₉	Organizational climate	-0.0229NS	0.8414	11.4943	-0.2004
X ₁₀	Recruitment policy	-0.1133NS	0.8600	11.4080	0.1766
X ₁₁	Promotional avenues.	-0.0176NS	0.9721	7.5743	0.0350
X ₁₂	Job satisfaction	-0.0895NS	0.1010	15.0111	-1.6509*
X ₁₃	Employee morale.	0.1746*	0.0209	17.2767	2.3361**

R₂ = 0. 2335

* Significant at 5.00 per cent level of probability ** Significant at 1.00 per cent level of probabilityNS- Non- Significant

Contribution of independent variables with job performance

The multiple regression analysis was carried out to find out the relative contribution of independent variables with job performance of extension personnel. The results are given in the table 9.

It could be observed from the table 9 that all the 13 variables taken together explained 23.45 per cent

variation in the perceived job performance of extension personnel. The F value (3.2047) was found to be significant. The linear regression equation fitted was as follows.

Out of thirteen variables seven variables had shown significant association with the job performance. Job involvement and Employee morale had shown positive and significant

association with job performance at 1% level of probability. The rest Technical knowledge, Attitude towards organization, Achievement motivation had shown positive significant association with job performance at 5 % level of probability. The non-significant association was found with Professional experience, Trainings undergone, Organizational stress, Organizational climate, Recruitment policy and Promotional avenues.

Conclusion

Nearly half of the respondents expressed that they had done high level job performance; It could be concluded that more than three – fourths of the respondents had expressed that they performed their job medium to high level. Among the four major areas of functions performed by Fisheries Extension Personnel, more than three -fourths of the respondents perceived medium to high level of job performance regarding Extension and Training function Among the 20 job duties and responsibilities of the fisheries extension personnel in the major area of technical function, the activities "Management of provisionised water bodies under the control of the state department of fisheries". Out of 22 job duties and responsibilities of fisheries extension personnel in the extension and training function the activities viz., creating awareness about the welfare schemes implemented by the govt received highest job performance mean scores. Among the administrative functions, planning function was perceived as medium to high level by 78.00 per cent of the respondents. Out of thirteen

variables, technical knowledge and attitude towards organization had shown positive and significant association with job performance. Regression analysis revealed that all the 13 variables together explained 23.45 per cent variation in the perceived job performance of extension personnel. Job involvement and Employee morale were identified as crucial variables contributing for the change in the job performance of extension personnel. One of the findings of this study showed that the job performance of the extension personnel were found to be better but it needs to be improved for effective functioning of the Fisheries Department. It may be due to the lack of promotional opportunities and monotonous type of job duties. Hence, it is suggested to simplify the job chart of extension personnel and they need to be motivated through recognition, time bound promotion etc.

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