

Appendix A

Interview Schedule Used in the Study

Department of Agricultural Extension

Hajee Mohammad Danesh Science and Technology University (HSTU)

Dinajpur

An Interview Schedule
on
Effect of Work Design on Job Performance of SAAOs of DAE

Sample No.:-----

Date:-----

Name of the Respondent: -----

Block:-----; Union:-----

Upazila:-----; Mobile No.: -----

(Please provide the following information. Your information will be kept confidential and will be used for research purpose only.)

1. Age: How old are you? -----years

2. Additional education: Please mention of your additional educational qualification (other than Agriculture Diploma) ----- passed.

3. Family size: How many members are in your family? ----- members.

4. Annual family income: Please mention your annual family income in the last year according to the following sources.

Sources of income	Amount (in BD taka)
1. Agricultural sources	
• Crops	
• Fruits and vegetables	
• Trees/nursery	
• Livestock	
• Fisheries	
2. Non-agricultural sources	
• Services	
• Businesses	
• Others (if any)	
Total income (in BD taka)	

5. Service tenure: Please mention your length of service years.

6. Job facilities: Please indicate by putting a tick (✓) on the following working facilities that accelerate your performance at your working place.

Sl. no.	Facilities	Extent of facilities		
		Easily available	Available with difficulties	Not available
1.	Transport			
2.	Travel allowance			
3.	Farmer's training			
4.	Training materials			
5.	In-service training			
6.	Appropriate technology			
7.	ICT facilities			
8.	Necessary fund			
9.	Agricultural publication			
10.	Promotion/Upgradation			

7. Need of professional training : Please indicate your need of training by putting a tick (✓) any one of the four responses against each subject below.

Sl. no.	Name of training	Extent of need			
		Not needed	Slightly needed	Moderately needed	Highly needed
1.	New varieties of crops				
2.	Leadership development				
3.	Computer literacy and ICT				
4.	Cropping system (Pattern and intercropping)				
5.	Soil management for cropping				
6.	Pest and disease management				
7.	Nursery and tree plantation				
8.	Water management for cropping				
9.	Post-harvest management				
10.	Safe food and nutrition				

8. Managerial orientation: Please state the degree of your agreement or disagreement to each of the statements.

Sl. no.	Statements	Level of agreement			
		Strongly agree	Agree	Disagree	Strongly disagree
	Planning orientation				
(+)1.	Each year, one should think afresh about the crop to be cultivated in each type of land				
(-)2.	It is not necessary to make prior decision about the varieties of crop to be cultivated in the land				
(+)3.	It is possible to increase the yield through farm production plan				
(-)4.	It is not necessary to think ahead the cost involved in raising a crop				
	Production orientation				
(+)5.	Seed rate should be used as recommended by the specialists				
(-)6.	Timely planting of a crop cannot ensure good yield				
(+)7.	Determining fertilizer requirements by soil testing saves the production cost				
(-)8.	One should use as much fertilizers as he/she likes				
	Marketing orientation				
(+)9.	One should initiate those enterprises, which produce more market-demand-oriented products				
(-)10.	Market price is not so important for a large farmer				

9. Psychological strain: Please indicate the extent of your view about psychological strain by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of agreement			
		Not at all	Little	Moderate	High
1.	Able to concentrate on responsibilities				
2.	Felt capable of making decisions				
3.	Felt capable of solving difficulties by yourself				
4.	Been able to enjoy day-to-day activities				
5.	Not losing confidence				
6.	Felt as a worthy person for the organization				

10. Affective commitment: Please indicate the extent of your view about affective commitment by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of commitment			
		Not at all	Little	Moderate	High
1.	Strongly committed to the organization				
2.	Institutions are very important in personal and social life				
3.	I am proud to discuss my organization with others				
4.	The problems of the organization seem like own problem				
5.	Always follow honesty, devotion and rules and regulations of the organization				

11. Self-efficacy: Please indicate the extent of your view about efficacy by putting tick (✓) in any of the four responses.

Sl. no.	Statements	Extent of agreement			
		Disagree	Neutral	Agree	Strongly agree
1.	I use appropriate channel to convey message				
2.	I know what is right or wrong under any circumstances				
3.	I can do better seed selection than others				
4.	I can identify the culture of the farmers				
5.	I can develop alternative ways of doing work				
6.	I am resourceful in handling difficult situations				
7.	I can do all of my works well				
8.	I have the ability for fulfillment of job responsibilities				
9.	I am very much eager to perform the job responsibilities				
10.	Others are jealous of my work				

12. Job satisfaction: Please indicate the extent of your view about job satisfaction by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of satisfaction			
		Dissatisfied	Fairly Satisfied	Satisfied	Highly Satisfied
1.	Pleasant working environment in my office				
2.	Work environment in my block				
3.	Working with farmers				
4.	Proper recognition from the authorities and farmers				
5.	Punishment is effective for absenteeism due to negligence				
6.	Freedom to choose own way of working				
7.	Adequate financial support				
8.	Salary structure				
9.	Necessary supplies from office on time				
10.	Satisfaction with the duration of working hour				

13. Work design

13.1. Job demands: Please indicate the extent of your view about job demand by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of demand			
		Not at all	Little	Moderate	High
Attention demands					
1.	Work requires constant attention				
2.	Need to do multiple things at once				
3.	Need to take immediate action to prevent problems arising				
4.	Additional attention is required for work planning				
Problem-Solving demands					
5.	Complex problems require more time to solve				
6.	Field level of knowledge is required to solve bureaucratic problems				
7.	Work is done by following the monitoring and evaluation process				
Responsibility demands					
8.	Require attention to avoid various kinds of damage				
9.	Require effective problem identification to avoid production damage				
10.	Arrangement for timely training of the farmers				
11.	Require forecasting to prevent crop damage				
Quantitative demands					
12.	Require to work very quickly				
13.	Require teamwork to do a lot				
14.	Working under extreme pressure				
15.	Feel good to be busy at work				

13.2. Job control: Please indicate the extent of your view about job control by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of control			
		Not at all	Little	Moderate	High
Timing control					
1.	Need to perform work periodically and on time				
2.	Can determine the speed of work according to the work-plan				
3.	There is always extra time to work in the office				
4.	Obey properly during office hours				
Methods control					
5.	There is freedom to choose the method of work				
6.	Can complete the work according to the plan of work				
7.	Can control the quality and quantity of the crop production in my block				
8.	Can control which crops farmers will cultivate				
Skill discretion:					
9.	New things can be learned through work				
10.	Need high skill for the changing nature of the job				
11.	Require experience to solve problems quickly				
12.	Availability of opportunities to develop special abilities				
Decision authority:					
13.	Job allows to make a lot of decisions				
14.	Provision for taking the advice of others when making decisions				
15.	Decisions are made in accordance with the rules				
16.	The authorities are functional towards my decisions				

13.3. Perceived organizational support: Please indicate the extent of your view about perceived organizational support by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of perception			
		Not at all	Little	Moderate	High
1.	Evaluate works regularly				
2.	Show very little concern for me				
3.	Consider unintentional mistakes				
4.	Cares about opinions				
5.	Willingly help when problems arise				

13.4. Perceived colleagues' support: Please indicate the extent of your view about perceived colleagues' support by putting tick (✓) in any of the four responses.

Sl. no.	Items	Extent of perception			
		Not at all	Little	Moderate	High
1.	Provides helpful information or advice				
2.	Expresses sympathetic emotions and concerns				
3.	Provides practical help with feedback				
4.	Feel fair competition with colleagues				
5.	Feel a friendly working atmosphere with colleagues				

14. Job performance: Please indicate the extent of your view about job performance by putting tick (✓) in any of the four responses

Sl. No.	Items	Extent of performance			
		Excellent	Good	Fair	Unsatisfactory
1.	Routine field visit				
2.	Regular diary maintenance				
3.	Ability to identify the problems and needs of the farmers and provide them solutions				
4.	Timely organization, management, and participation in farmers' meeting				
5.	Timely organization and management of extension teaching aids and methods (like-farmers' rally, field day, distribution of leaflets, booklets, posters, and demonstration, etc.)				
6.	Timely suggestions provided about crop production (in all steps, such as irrigation, seedling, drainage, disease control, pest control, IPM, etc.)				
7.	Provide advanced notice in case of unavailability in the block				
8.	Proper technical support to the farmers in moments of crisis				
9.	Conduction of need-based training program for the farmers				
10.	Assist farmers through mobile phone conversations				

15. Challenges for improving work design and job performance: Please indicate the challenges of your view needed for improving work design and job performance by putting tick (✓) in any of the four responses

Sl. No.	Issues	Extent of improvement required			
		High	Medium	Low	Not required
Challenges for improving work design					
1.	Involvement in the Upazila program planning process				
2.	Authority delegation to solve work-related problems				
3.	Need of training for sustainable agriculture				
4.	Giving more focus on crop production to market economy				
5.	Enhancement of communication with farmers and dealers				
6.	Need of more attention on area-based planning				
7.	Need of more focus on small and landless farmers				
8.	Need of more categorical and fair support to the farmers				
9.	Need of more concentration to minimize the social and political pressure				
10.	Need of strict official chain of command				
Challenges for improving job performance					
1.	Ease of use regarding ICT devices				
2.	Vehicle support to work in remote areas				
3.	Need of partial decision-making power in moment of crisis				
4.	Need of training from abroad on updated technologies				
5.	Necessity of financial support for extra work				
6.	Crop-wise development of frontline agriculture officer				
7.	Support to work jointly with agro-based NGOs				
8.	Availability of necessary funds for organizing training and its materials				
9.	Sympathetic support from authority to develop confidence				
10.	Regularly organize awarding facilities for doing good work				

Thank you for completing this questionnaire and for being part of my study.

Signature of the Interviewer with date

Authority's Evaluation regarding Job Performance of SAAO

It is necessary to evaluate the job performance of the selected SAAO's for research purposes. Therefore, you are requested to give your opinion on the following activities of the selected SAAO's. Indicate your opinion for each activity by marking anyone. Your opinion will be kept confidential and used for research purpose only.

Evaluation Sample No: -----

Date: -----

Name of the AEO/UAO: -----

Name of the concern SAAO: -----

Block: -----; Union: -----

Upazila: -----; Mobile No: -----

Sl. No.	Items	Extent of performance			
		Excellent	Good	Fair	Unsatisfactory
1.	Routine field visit				
2.	Regular diary maintenance				
3.	Ability to identify the problems and needs of the farmers and provide them solutions				
4.	Timely organization, management, and participation in farmers' meeting				
5.	Timely organization and management of extension teaching aids and methods (like-farmers' rally, field day, distribution of leaflets, booklets, posters, and demonstration, etc.)				
6.	Timely suggestions about crop production (in all steps, such as irrigation, seedling, drainage, disease control, pest control, IPM, etc.)				
7.	Provide advanced notice in case of unavailability in the block				
8.	Proper technical support to the farmers in moments of crisis				
9.	Conducting need-based training program for the farmers				
10.	Assist farmers through mobile phone conversations				

Thanks for your kind cooperation.

Signature of the Interviewer with date

Farmer's Evaluation regarding Job Performance of SAAO

It is necessary to evaluate the job performance of the selected SAAO's for research purposes. Therefore, you are requested to give your opinion on the following activities of the selected SAAO's. Indicate your opinion for each activity by marking anyone. Your opinion will be kept confidential and used for research purpose only.

Evaluation Sample No: -----

Date: -----

Name of the Farmer: -----

Name of the concern SAAO: -----

Block: -----; Union: -----

Upazila: -----; Mobile No: -----

Sl. No.	Items	Extent of performance			
		Excellent	Good	Fair	Unsatisfactory
1.	Routine field visit				
2.	Regular diary maintenance				
3.	Ability to identify the problems and needs of the farmers and provide them solutions				
4.	Timely organization, management, and participation in farmers' meeting				
5.	Timely organization and management of extension teaching aids and methods (like-farmers' rally, field day, distribution of leaflets, booklets, posters, and demonstration, etc.)				
6.	Timely suggestions provided about crop production (in all steps, such as irrigation, seedling, drainage, disease control, pest control, IPM, etc.)				
7.	Provide advanced notice in case of unavailability in the block				
8.	Proper technical support to the farmers in moments of crisis				
9.	Conduction of need-based training program for the farmers				
10.	Assist farmers through mobile phone conversations				

Thanks for your kind cooperation.

Signature of the Interviewer with date