

Direct and Indirect Effects of Some Independent Variables on the Job Effectiveness of Village Extension Officers (VEOs)

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INTRODUCTION

The Village Extension Officer (VEO) being a base level extension worker, is the corner stone in the organisation of the T and V system. Ofcourse, the work of all other extension functionaries in the system, is to make the VEO more effective on his job. The role of the VEO is frequently stressed, as his function is not only persuading farmers to adopt production recommendations, but also to give feed-back to the extension and research services, information on actual farm production conditions constraints and farmers reactions to recommended practices. It is, therefore, that his proficiency in job effectiveness is raised and maintained at a high level. The effectiveness is like life energy to an organisation. India's Agricultural Development Organisation, which is the largest of its kind in the world, cannot afford to ignore this fact. If it has to achieve its objective of bringing about socio-economic transformation of India's rural farmers, it has to maintain the effectiveness of different functionaries working within its frame work at high efficiency level and keep a watch on them.

METHODOLOGY

The data were collected from 200 village Extension officers working in four canal districts under the T and V system of Andhra Pradesh. The data were analysed to find out the relationship between each of the independent variable and the dependent variable job effectiveness. When the computed value was equal to or more than the table value, then the relationship between the selected variables was considered as significant. Then, it was carried out to identify the direct and indirect effect of significant independent variables on the job effectiveness of VEOs as well as to know the nature of influence extended on the job effectiveness.

Path coefficient technique is the rate of the standard deviation of the effect due to a given cause of the total standard deviation of the effect. Path effects were obtained by solving simultaneous equations set up for the purpose using the correlation matrix. As per Singh and Choudhary (1977) considering x_1 as independent variable to be influencing the dependent variable Y the job effectiveness.

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RESULTS AND DISCUSSION

The correlation analysis of the data suggested that the observed relationship between the independent and dependent variables is only partially absolute and

variables on the dependent variable both directly as well as indirectly.

The data were presented in the Table, the highest direct effect was recorded by the variable achievement

Table : Path analysis of significantly correleated independent variables with job effectiveness of VEOs

Independent variable	Direct Effect		Total indirect Effect		Largest indirect effect through variable	
	Effect	Rank	Effect	Rank	Effect	Variable name
Achievement motivation	0.182	1	0.014	10	0.011	Guidance and supervision
Communication behaviour	0.181	2	0.005	11	0.008	Dependence
Organisational Commitment	0.056	9	0.109	4	0.028	Job satisfaction
Attitude towards T&V system	0.029	10	0.152	2	0.039	Job satisfaction
Time utilisation	0.073	8	0.133	3	0.025	Communication skill
Morale	-0.009	11	0.168	1	0.027	Job satisfaction
Job satisfaction	0.110	4	0.078	7	0.022	Guidance and supervision
Communication skill	0.113	3	0.052	8	0.017	Guidance and supervision
Dependence	0.105	5	0.042	9	0.016	Guidance and supervision
Sociability	0.101	6	0.086	6	0.019	Communication skill
Guidance and supervision	0.093	7	0.104	5	0.027	Job satisfaction

partially relative. A portion of observed relationship is the contribution made by other independent variables through which the independent variables exercise their influence jointly. It is hence, of interest to study the influence of independent

motivation 0.182, followed by the variable communication behaviour 0.181, communication skill 0.113, job satisfaction, 0.110, dependence 0.105, sociability 0.101, guidance and supervision 0.093, time utilisation 0.073, organisational

commitment 0.056, attitude towards TandV system 0.029 and morale -0.009 towards the job effectiveness of VEOs in that order. The achievement motivation had taken the first place among the variables having direct effect, probably due to the instinct that the VEOs possess to reach the goals within the stipulated time. Achievement motivation being psychological variable associated with an individual without any external factors operating, this should necessarily be a function of job effectiveness.

The table also reveals that the variable morale which occupies the least position in terms of direct effect, occupies first rank by contributing maximum to the job effectiveness of VEOs indirectly. Morale is a mental state with respect to courage, confidence, collective attitude and overall satisfaction towards working environment and job situation. As such high morale should certainly lead to better efforts and into higher job effectiveness. The results also revealed that the variables having high total indirect effect were attitude towards T and V system, organisation commitment, morale, guidance and supervision and time utilisation were analysed for their direct effects. This indicates that the above variables contributed a maximum to the job effectiveness of VEOs indirectly than directly.

Further the table also indicate that among the eleven variables the variables organisational commitment, attitude

towards T and V system, morale as well as guidance and supervision exhibited the largest indirect effects through the variable job satisfaction. The reason here is better commitment of individuals to the job, favourable attitude towards the T and V system, their high morale as well as the guidance and supervision provided in the organisation. It is logical to expect that those people who are satisfied with their job are likely to perform the job in a better way since they enjoy doing it. whereas time utilisation, sociability variables exerted their largest indirect effects through the variable communication skill. The reason may be that the VEOs are spending much of their time on educational activities like regular trainings in addition to having regular visits, contacts with the contact farmers. The variable communication behaviour exhibited largest indirect effect through the variable dependence may be because that the VEOs seek to help of agricultural innovations or agricultural technologies to the clientele.

IMPLICATION

The achievement motivation was found to have the maximum direct effect while the morale had the maximum indirect effect with the job effectiveness of village extension officers. This implies the need for further improving the job effectiveness of large majority of village extension officers by taking cognisance of the said characteristics. The achievement motivation being psychological variable

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As regards to the largest indirect effects, the variables organisational commitment, attitude towards T & V system, morale as well as guidance and supervision exhibited through the variable

job satisfaction. The better commitment of individuals to the job, favourable attitude towards the T & V system and their morale as well as guidance and supervision would increase the job effectiveness at village extension officers. It is logical to expect that those people who are satisfied with their job likely to perform the job in a better way since they enjoy doing it.

The time utilisation and sociability exerted their largest indirect effects through the communication skills. Hence the communication skills at village extension officers have to be upgraded by having more training programmes which involves more communication skills.

WANTS		
W	:	Work hard
A	:	Active
N	:	Negotiate
T	:	Trust others
S	:	Social