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### A job profile study on grade A, grade B and grade C employees of district agricultural offices in Meghalaya

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#### ABSTRACT

The survey was conducted during 2017-18 and the results of the study revealed information about the profile characteristics of employees of districts agricultural offices in Meghalaya. Majority of grade A employees belongs to young age, BSc. (Agri.) graduates, low experience, low salary, very low trained, medium work load, medium level of information seeking behaviour, higher career opportunities, high job satisfaction and medium extension service orientation groups. While majority of grade B employees belongs to middle age, 12<sup>th</sup> passed, low experience, low salary, very low trained, light work load, high level of information seeking behaviour, medium career opportunities, high job satisfaction and medium extension service orientation groups and majority of grade C employees belongs to young age, 10<sup>th</sup> passed, low experience, low salary, very low trained, heavy work load, high level of information seeking behaviour, medium career opportunities, very high job satisfaction and very high extension service orientation groups.

#### 1. Introduction

The District Agricultural Offices of Meghalaya are the apex organizations at the district level. These play a prominent role in providing extension service to farmers of Meghalaya in the field of agriculture and allied sectors. The Department of Agriculture Assam was established in 1882. Later the separation of the Meghalaya from the Assam this renamed as the Department of Agriculture, Meghalaya. The mandate of the department was to bring about increased crop production and productivity. The Directorate of Agriculture was set up with the objective of implementing farmer oriented schemes of the state and the centre. It also formulates various schemes for harnessing the potential of human and natural resources available in the state. The directorate provides agricultural extension services to farmers including transfer of the latest technical knowledge, introduction of high yielding

varieties, field demonstrations. It is also imparting training to farmers to improve skills & knowledge to boost up the agricultural production and productivity. The directorate also assesses requirements of agricultural inputs well in advance and monitors timely supply of seeds, fertilizers and pesticides, implements, credit etc., to the farmers. The Directorate performs the statutory functions under various acts and regulations (i.e., quality control) to ensure supply of quality agricultural inputs to farmers. It also carries out certain other facilitating functions such as soil testing, watershed management, soil survey, credit assessment / arrangements, media production, training to farmers, arranging plant protection campaigns/diagnostic team visits whenever necessary, monitoring and evaluation, disaster management, crop insurance, agricultural mechanization, extending technical assistance to various agencies etc., (GoM. 2017). The profile is an essential criterion that is required to be analysed by any public or private agency who

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offers any job. Job demands its own requirements that need to be possessed by the aspirant who wishes to join to particular post. This profile study gives an idea to the Meghalaya department of agriculture that what is the present level of qualifications and skills possessed by the existing employees (who were taken as respondents for this study), the improvements that need to be taken. This also helpful to standardise the qualification requirements to different posts in each grade level for future recruitments.

## 2. Materials and Methods

Among 11 district agricultural offices four were selected based on the maximum number of available employees in all three selected grades with the help of secondary data of employees from Directorate of Agriculture, Meghalaya. The study was taken with following objective:

- To study the profile of employees of district agricultural offices in Meghalaya.

The total sample size of 80 respondents was made where 27, 25 and 28 employees from grade A, grade B and grade C levels were selected respectively with proportionate stratified random sampling technique. The selected profile characteristics and their measurements were given in the table 1. The descriptive statistics used as tool to categorize the employees and to draw the inferences accordingly.

## 3. Results and Discussion

Majority of the grade A employees fell in young age category (42.86 %) followed by old age (39.29 %) and middle age (17.86 %). In education majority were BSc. (Agri.) degree holders (67.90 %) followed by MSc.(Agri.) degree holders (21.40 %), MSc.(Hort.) (10.70 %) and no employees found in remaining categories as BSc.(Agri.) degree is a minimum qualification for majority of the posts in this grade.. In experience majority fell in low experience (46.43 %) followed by high (32.14 %) and medium (21.43 %) experience category may be due to the reason majority were young. In salary majority belonged to low salary category (46.43%) followed by medium (28.57%) and high (25.00 %) salary. In case of training majority were in very low trained (64.29 %) followed by low (14.29 %), medium (14.29 %) and highly trained

(7.14 %) categories. In case of work load majority belonged to medium work load category (42.86 %) followed by light (39.29 %) and heavy (17.86 %) work load may be because of the reason that this grade employees need not to do any physically intensive works. In information seeking behaviour majority were medium information seekers (50.00 %) followed by high information seekers (39.29 %) and low information seekers (10.71 %). In career / professional growth majority belonged to high professional growth category (50.00 %) followed by medium (35.71 %) and low (14.29 %) this is due to more number of higher level posts and opportunities of promotion based on the service experience. In case of job satisfaction majority had high job satisfaction (35.71 %) followed by very high (32.14 %), low (17.86 %) and average (14.29 %) category. In case of extension service orientation majority belonged to medium level of extension service orientation (46.43 %) followed by high (25.00 %), very high (21.43 %) and low (07.14%) category as mentioned in the table 2.

In case of grade B employees, majority were in middle age category (44.00 %) followed by young (36.00 %) and old (20.00 %). In education majority were 12th passed (76.00 %) followed by any other degree holders (24.00 %) and no employees found in remaining categories may be the reason that this grade posts are with minimum qualification level of 12th pass. In experience majority had low experience (44.00 %) followed by medium (40.00%) and high experience (16.00 %). In salary majority belonged to low salary category (60.00 %) followed by medium (32.00%) and high (08.00%). In case of training majority were very low trained (88.00 %) followed by low trained (08.00 %), highly trained (04.00 %) and no one found in medium trained category. In case of work load majority had light work load (56.00 %) followed by medium work load (36.00 %) and heavy work load (08.00 %). In information seeking behaviour majority were high information seekers (72.00%) followed by low (12.00 %) and medium (10.71 %) categories. In career / professional growth majority had medium professional growth opportunities (68.00 %) followed by high and low categories with equal percentage i.e., 16.00 per cent. In case of job satisfaction majority had high job satisfaction (44.00 %) followed by average (36.00%), low (12.00 %) and very high level (08.00 %) categories. In case of extension service orientation majority belonged to very high level of extension service orientation (36.00 %) followed by medium (24.00 %) and equal percentage in the both high and low categories i.e., 20.00 per cent as mentioned in the table 2.

**Table 1: Measurement of the profile characteristics of the grade A, grade B and grade C employees:**

Sl. No.	Profile characteristics (operational definition)	Measurement technique		
1.	<b>Age</b> (The number of completed years of the respondent at the time of enquiry.)	Chronological age in completed years <b>Scoring (years):</b>		
		<b>Grade A:</b> Young (<41) Middle (41-48) Old (>49)	<b>Grade B:</b> Young (<40) Middle (40-48) Old (>49)	<b>Grade C:</b> Young (<38) Middle (38-48) Old (>49)
2	<b>Education</b> (The different qualifications through certificates, one obtained from school, colleges and universities.)	Actual degree that the respondent possess Scoring (Score): 10th pass-1 12th pass-2 BSc.(Agri.)-3 BSc.(Hort.)-4 MSc.(agri.)-5 MSc.(Hort.)-6 Ph.D.-7 Any other-8		
3.	<b>Experience</b> (The total number of years of service of staff in the Department of Agriculture.)	<b>Scoring (years):</b>		
		<b>Grade A:</b> Low (<16) Medium (16-24) High (>25)	<b>Grade B:</b> Low (<13) Medium (13-24) High (>25)	<b>Grade C:</b> Low (<14) Medium (14-26) High (>27)
4.	<b>Salary</b> (The amount received by the employee in rupees per month.)	<b>Scoring (rupees in thousands):</b>		
		<b>Grade A:</b> Low (< ₹61) Medium (₹61 - ₹81) High (> ₹82)	<b>Grade B:</b> Low (< ₹33) Medium (₹33 - ₹46) High (> ₹47)	<b>Grade C:</b> Low (< ₹25) Medium (₹25 - ₹34) High (> ₹35)
5.	<b>Training undergone</b> (The number of days of training received by the employees within the last three years.)	<b>Scoring (scores)</b>		
		<b>Grade A:</b> Very low (<9) Low (9-16) Medium (17-24) High (>25)	<b>Grade B:</b> Very low (<24) Low (24-46) Medium (47-69) High (>70)	<b>Grade C:</b> Very low (<13) Low (13-25) Medium (26-38) High (>39)
6.	<b>Work load</b> (The feeling of the staff towards the work load in their job as rated by themselves.)	<b>Average hours of work per week</b> <b>Scoring (hours):</b>		
		<b>Grade A:</b> Light (<34) Medium (34-37) Heavy (>37)	<b>Grade B:</b> Light (<32) Medium (32-38) Heavy (>39)	<b>Grade C:</b> Light (<24) Medium (24-31) Heavy (>32)
7.	<b>Information seeking behaviour</b> (The frequency of contact or exposure of a staff to different sources for obtaining information related to the job.)	<b>Scoring (scores):</b>		
		<b>Grade A:</b> Low (<32) Medium (32-38) High (>39)	<b>Grade B:</b> Low (<23) Medium (23-31) High (>32)	<b>Grade C:</b> Low (<22) Medium (22-29) High (>30)
8.	<b>Career / Professional growth</b> (Whether the staff was given enough opportunities to work towards his / her career and professional growth.)	<b>Scoring (scores):</b>		
		<b>Grade A:</b> Low (<3.88) Medium (3.88-6.34)	<b>Grade B:</b> Low (<2.18) Medium (2.18-	<b>Grade C:</b> Low (<1.24) Medium (1.24-4.02)

Sl. No.	Profile characteristics (operational definition)	Measurement technique		
		High (>6.34)	4.70 High (>4.70)	High (>4.02)
9.	Job satisfaction (The degree to which the employees are satisfied or dissatisfied with different aspects of their job.)	Scoring (scores):		
		Grade A: Low (<31) Average (31-32) High (33-34) Very high (>35)	Grade B: Low (<28) Average (28-31) High (32-35) Very high (>36)	Grade C: Low (<27) Average (27-29) High (30-32) Very high (>33)
10.	Extension service orientation (The degree to which the employees were oriented to provide extension and advisory services to the farmers.)	Scoring (scores):		
		Grade A: Low (<49) Medium (49-53) High (54-58) Very high (>59)	Grade B: Low (<43) Medium (43-46) High (47-50) Very high (>51)	Grade C: Low (<39) Medium (39-43) High (44-48) Very high (>49)

Table 2: Profile of grade A, grade B and grade C employees (N=80)

Sl. No.	Independent variable	Grade A (n <sub>1</sub> =28)		Grade B (n <sub>2</sub> =25)		Grade C (n <sub>3</sub> =27)	
		Category	F (%)	Category	F (%)	Category	F (%)
1.	Age	Young (<41)	12 (42.86)	Young (<40)	09 (36.00)	Young (<38)	13 (48.15)
		Middle (41-48)	05 (17.86)	Middle (40-48)	11 (44.00)	Middle(38-48)	07 (25.93)
		Old (>49)	11 (39.29)	Old (>49)	05 (20.00)	Old (>49)	07 (25.93)
2.	Education	10th pass	0 (0.00)	10th pass	0 (0.00)	10th pass	17 (62.96)
		12th pass	0 (0.00)	12th pass	19 (76.00)	12th pass	04 (14.81)
		BSc.(Agri.)	19 (67.90)	BSc.(Agri.)	0 (0.00)	BSc.(Agri.)	0.00
		BSc.(Hort.)	0 (0.00)	BSc.(Hort.)	0 (0.00)	BSc.(Hort.)	0.00
		MSc.(Agri.)	06 (21.40)	MSc.(Agri.)	0 (0.00)	MSc.(Agri.)	0.00
		MSc.(Hort.)	03 (10.70)	MSc.(Hort.)	0 (0.00)	MSc.(Hort.)	0.00
		Ph.D.	0 (0.00)	Ph.D.	0 (0.00)	Ph.D.	0.00
3.	Experience	Any other	0 (0.00)	Any other	06 (24.00)	Any other	06 (22.22)
		Low (<16)	13 (46.43)	Low (<13)	11 (44.00)	Low (<14)	19 (70.37)
		Medium (16-24)	06 (21.43)	Medium (13-24)	10 (40.00)	Medium (14-26)	03 (11.11)
4.	Salary	High (>25)	09 (32.14)	High (>25)	04 (16.00)	High (>27)	05 (18.52)
		Low (< ₹61)	13 (46.43)	Low (< ₹33)	15 (60.00)	Low (< ₹25)	18 (66.67)
		Medium (₹61 - ₹81)	08 (28.57)	Medium (₹33 - ₹46)	08 (32.00)	Medium (₹25 - ₹34)	06 (22.22)
5.	Training	High (> ₹82)	07 (25.00)	High (> ₹47)	02 (8.00)	High (> ₹35)	03 (11.11)
		Very low (<9)	18 (64.29)	Very low	22	Very low	26

Sl. No.	Independent variable	Grade A (n <sub>1</sub> =28)		Grade B (n <sub>2</sub> =25)		Grade C (n <sub>3</sub> =27)	
		Category	F (%)	Category	F (%)	Category	F (%)
	undergone			(<24)	(88.00)	(<13)	(96.30)
		Low (9-16)	04 (14.29)	Low (24-46)	02 (8.00)	Low (13-25)	0 (0.00)
		Medium (17-24)	04 (14.29)	Medium (47-69)	0 (0.00)	Medium (26-38)	0 (0.00)
		High (>25)	02 (7.14)	High (>70)	01 (4.00)	High (>39)	01 (3.70)
6.	Work load	Light (<34)	11 (39.29)	Light (<32)	14 (56.00)	Light (<24)	01 (3.70)
		Medium (34-37)	12 (42.86)	Medium (32-38)	09 (36.00)	Medium (24-31)	10 (37.04)
		Heavy (>37)	05 (17.86)	Heavy (>39)	02 (8.00)	Heavy (>32)	16 (59.26)
7.	Information seeking behaviour	Low (<32)	03 (10.71)	Low (<23)	03 (12.00)	Low (<22)	04 (14.81)
		Medium (32-38)	14 (50.00)	Medium (23-31)	04 (16.00)	Medium (22-29)	06 (22.22)
		High (>39)	11 (39.29)	High (>32)	18 (72.00)	High (>30)	17 (62.96)
8.	Career / Professional growth	Low (<3.88)	04 (14.29)	Low (<2.18)	04 (16.00)	Low (<1.24)	05 (18.52)
		Medium (3.88-6.34)	10 (35.71)	Medium (2.18-4.70)	17 (68.00)	Medium (1.24-4.02)	13 (48.15)
		High (>6.34)	14 (50.00)	High (>4.70)	04 (16.00)	High (>4.02)	09 (33.33)
9.	Job satisfaction	Low (<31)	05 (17.86)	Low (<28)	03 (12.00)	Low (<27)	02 (7.41)
		Average (31-32)	04 (14.29)	Average (28-31)	09 (36.00)	Average (27-29)	08 (29.63)
		High (33-34)	10 (35.71)	High (32-35)	11 (44.00)	High (30-32)	08 (29.63)
		Very high (>35)	09 (32.14)	Very high (>36)	02 (8.00)	Very high (>33)	09 (33.33)
10.	Extension service orientation	Low (<49)	02 (7.14)	Low (<43)	05 (20.00)	Low (<39)	02 (7.41)
		Medium (49-53)	13 (46.43)	Medium (43-46)	06 (24.00)	Medium (39-43)	12 (44.44)
		High (54-58)	07 (25.00)	High (47-50)	05 (20.00)	High (44-48)	05 (18.52)
		Very high (>59)	06 (21.43)	Very high (>51)	09 (36.00)	Very high (>49)	08 (29.63)

\*Values in parenthesis are in percentage, F= frequency and %= per cent.

Almost half of the sampled grade C employees were young (48.15 %). Another half were almost equally distributed among both middle (25.93%) and old age categories (25.93 %). In education majority were 10th passed (62.96 %) followed any other degree holders (22.22 %), 12th passed (14.81 %) and no employee found in remaining categories as this grade employees minimum qualification is 10th standard. In experience majority were with low experience (70.37 %)

followed by low (18.52 %) and medium (11.11 %) categories. Majority were receiving low salary (66.67 %) followed by medium (22.22 %) and high (11.11 %) categories. In case of training majority were very low trained (96.30%) followed by highly trained (03.70 %), and no one found in medium and low trained categories as no much training is required to this grade employees due to the reason that they used to perform unskilled works. In case of work load majority had heavy

work load (59.26 %) followed by medium work load (37.04 %) and light work load (03.70 %). In information seeking behaviour majority were high information seekers (62.96 %) followed by medium (22.22 %) and low (14.81 %) categories. In career / professional growth majority had medium professional growth opportunities (48.15 %) followed by high (33.33 %) and low (18.52 %) career growth opportunities due to very less scope of promotions in this grade. In case of job satisfaction 33.33 per cent fell in very high job satisfaction followed by 29.63 per cent employees fell equally in high and average categories and very less employees fell in low job satisfaction level (07.41 %). In case of extension service orientation majority belonged to medium level of extension service orientation (44.44 %) followed by very high level (29.63 %), high level (18.52 %) and low level (07.41 %) categories as mentioned in the table 2.

**THE FINDINGS OF THE STUDY ARE:**

Majority of grade A and grade C employees were young may be due to new recruitments of the ADOs posts as majority of them had low experience. The finding is similar to Nagananda, 2005 conducted study in Karnataka and reported that 40.00 per cent of ADAs and 23.30 per cent of AOs were in young age group. Whereas majority of grade B employees were middle aged, this finding is in line with the findings of Kadam *et al.*, 2014 conducted study in Maharashtra and reported that more than half of the respondents comes under medium age group (53%) and Nagananda, 2005 conducted study in Karnataka and reported that 50.00 per cent of AOs and 30.00 per cent of ADAs belonged to middle age group.

Majority of grade A employees were BSc.(Agri.) degree holders may be due to the reason, all posts in grade A are ADOs and the eligibility of post is BSc.(Agri.). Similar finding was found by Nazir, 2015 conducted his study in Andaman and Nicobar Islands and reported that majority of employees were graduates [BSc.(Agri.), BSc.(Hort.), B.Sc. etc.] (40.00 %). Majority of grade B employees were 12th passed may be due to the reason, most of the posts in grade B are with eligibility of 12<sup>th</sup> passed. Whereas majority of grade C employees were 10<sup>th</sup> passed because, in grade C most of the posts are with eligibility of 10th pass and persons with higher qualifications may not like to join, this finding is in line with finding of Bosco, 2000 conducted a study in Karnataka and reported that majority of respondents were S.S.L.C passed (60.67 %).

Majority of grade A employees were BSc.(Agri.) degree holders may be due to the reason, all posts in grade A are ADOs and the eligibility of post is BSc.(Agri.). Similar finding was found by Nazir, 2015 conducted his study in

Andaman and Nicobar Islands and reported that majority of employees were graduates [BSc.(Agri.), BSc.(Hort.), B.Sc. etc.] (40.00 %). Majority of grade B employees were 12th passed may be due to the reason, most of the posts in grade B are with eligibility of 12<sup>th</sup> passed. Whereas majority of grade C employees were 10<sup>th</sup> passed because, in grade C most of the posts are with eligibility of 10th pass and persons with higher qualifications may not like to join, this finding is in line with finding of Bosco, 2000 conducted a study in Karnataka and reported that majority of respondents were S.S.L.C passed (60.67 %).

Majority of grade A, grade B and grade C employees had low experience may be due to the reason, majority of young employees in both grade A and grade C. Majority of grade B employees also middle aged and the similar finding was reported by Okoya, 2013 in his investigation took in Nigeria i.e., 32.30 per cent of respondents had 0 to 5 years of experience.

Majority of grade A, grade B and grade C employees fell in low salary category.

Majority of grade A, grade B and grade C employees were very low trained may be due to less training programmes in the department and also limited availability of career opportunities expressed by the employees as constraint and in case of grade B and grade C employees they may not need much training to carry out their normal work.

Majority of grade A employees expressed that they have medium work load may be due to fixed number of hours per day / week and they may not have work all the time in their working hours and the finding is in line with the findings of Bosco (2000) conducted a study in Karnataka and reported that 75.60 per cent of the AAOs perceived workload as medium. Nagananda, 2005 conducted study in Karnataka reported that nearly 50.00 per cent of both ADAs and AOs felt their workload as medium and Srinivasa, 2002 conducted a study in Andhra Pradesh reported that 48.33 per cent of the Horticultural Officers perceived their workload as average. Majority of grade B employees expressed that they have light work load may be because, their posts are assisting posts to the grade A employees and may not have continuous work all the time. The finding is in conformity with the finding of Nazir, 2015 conducted his study in Andaman and Nicobar Islands reported that 62.50 per cent of the respondents had light work load. Whereas the majority of grade C employees were expressed that they have heavy work load may be due to more physical work compare to grade A and grade B employees and also

long working hours per day i.e., they need to come early to office and leave late compare to grade A and grade B employees.

Majority of grade A employees had medium level of information seeking behaviour this finding is in agreement with the findings of Bosco, 2000 conducted a study in Karnataka reported that 73.17 per cent of the AAOs fell in the medium level category of information seeking behaviour and Nazir, 2015 conducted a study in Andaman and Nicobar Islands reported that 67.50 per cent of the respondents were medium information seekers.. Majority of grade B and grade C employees had high information seeking behaviour.

Majority of grade A employees expressed that they have higher career opportunities may be due to the professionalism of the posts and more opportunities of promotion to highest positions with experience, this finding is in conformity with the finding of Zulfqar *et al.*, 2010 conducted study in Pakistan and reported that 73.00 per cent of respondents perceived professional development opportunities of organizations as highly encouraging. Majority of grade B and grade C employees expressed that they have medium career opportunities because of low educational qualification as well as limited professionalism of their posts along with limited promotable positions to them in the department and the similar finding was made by Nazir, 2015 conducted his study in Andaman and Nicobar Islands reported that 55.00 per cent of the respondents had medium career growth opportunities.

Majority of grade A and grade B employees expressed that they have high level of job satisfaction may be due to the permanent job with medium work load and more career opportunities in case of grade A employees and light work load and also permanent job in case of grade B employees. Majority of grade C employees expressed that they had very high level of job satisfaction may be because of secured and permanent government job with their lowest education qualification. Majority of grade A and grade C employees had medium level of extension service orientation. Majority of grade B employees had very high level of extension service orientation, this result is in confirmation with the findings of Sangamesh, 2012 conducted a study in Northern Dry Zone of Karnataka indicated that majority of input dealers fell in high level extension service orientation. Lakshmi, 2013 conducted a study in Andhra Pradesh results revealed that 72.50 per cent of the extension personnel fell in high extension service orientation and Nazir, 2015 conducted study in Andaman and Nicobar Islands reported that majority of respondents were highly extension service oriented.

#### 4. Summary and Conclusion

Overall distribution of employees was found to be as follows. Majority of grade A employees were young (42.86 %), BSc.(Agri.) degree holders (67.86 %), low experience (46.43 %), low salary (46.43 %), very low training (64.29%), medium work load (42.86 %), medium information seeking behaviour (50.00 %), high career opportunities (50.00 %), high job satisfaction (67.85 % includes high and very high level groups) and medium level of extension service orientation (46.43 %). In case of grade B employees, majority were middle aged (44.00 %), 12th passed (76.00 %), had low experience (44.00%), low salary (60.00 %), very low training (88.00 %), light work load (56.00 %), high information seeking behaviour (72.00 %), medium career opportunities (68.00 %), high job satisfaction (52.00 % includes both high and very high level categories), and high level of extension service orientation (56.00 % includes high and very high level groups). In case of grade C employees, majority were young (48.15 %), 10th passed (62.96 %), had low experience (70.37%), low salary (66.67 %), very low training (96.30 %), heavy work load (59.60 %), high information seeking behaviour (62.96 %), medium career opportunities (48.15 %), very high job satisfaction (62.96 % includes both high and very high level categories) and medium level of extension service orientation (44.44 %). This information revealed from the study would be helpful for Meghalaya state department of agriculture to opt best combination of profile for future recruitments and to have an idea about the profile of existing employees in the department.

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