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### Job satisfaction of extension personnel of Bundelkhand region of Uttar Pradesh

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#### Abstract

Job satisfaction can be defined as an individual's attitude about work roles and the relationship to worker motivation. Job satisfaction is "the collection of feelings and beliefs that people have about their current jobs. Agricultural extension services may significantly increase the efficacy of the majority of initiatives aimed at attaining agricultural development since they play crucial roles in creating and distributing information and assisting farmers in becoming competent decision-makers. The population for the study was comprised of the ATM, BTM of ATMA project and Technical assistant (TA) working in the selected 3 districts of Bundelkhand region of Uttar Pradesh. The total number of extension personnel working in selected districts was 134. Considering the limited number of extension personnel, census method was applied for data collection. But due to busy schedule of extension personnel and availability of limited resources, the total 114 extension personnel get response through interview method. The semi structured interview schedule was used for data collection. The collected data were analyzed by using correlation coefficient and regression analysis through SPSS v28. The results shows that, all the selected twelve independent variables viz. age, qualification, experience, perceived workload, achievement motivation, attitude towards Job, organization climate, work environment, mass media exposure, job involvement, interpersonal contact and attitude towards farmers put together nearly 29% of variation in the job satisfaction, as indicated by their 'R<sup>2</sup>' value. Results can be used to help attract new agents, improve recruitment strategies, provide direction for future professional development and career assistance, and reduce attrition.

**Keywords:** Job satisfaction, extension personnel, workload, organization, extension system

#### 1. Introduction

Agriculture growth depends on various factors such as rainfall, creating irrigation infrastructure, agriculture research and development and prices stabilization, etc. Besides these, the other critical factor is agriculture extension as it translates innovations in the labs to lands of farmer's. The right information at the right time and place through proper channels is crucial for the farming community to take informed decisions (Nandi and Nedumaran, 2019) [19]. The extension has been playing an important role in agriculture development for a long time especially during the early period of India's first Green Revolution (Babu *et al.* 2013) [4].

Agricultural extension has often been conceptualized as an educational process, which promotes learning. It uses the

combined findings of biological sciences and the principles of social science to bring about changes in knowledge, skills, attitudes and practices in an out of school setting (Ibrahim *et al.*, 2008) [10]. Since agricultural extension services play important roles with formulating and disseminating knowledge and helping farmers to be competent decision-makers, these services can highly contribute to effectiveness of the most projects aiming at achieving agricultural development (Mohammadi, 2006) [16]. Although developing countries that rely on agriculture, continue to invest considerable amounts of resources toward the training of qualified agricultural manpower, the intensification of agricultural research, and the development of favorable agricultural policies, little attention is given to the workplaces of key individuals in the success of the

sector - the agricultural personnel responsible for extension work - who oversee the development, dissemination to farmers, and implementation by farmers of major technological innovations and knowledge (Mulinge and Mueller, 1998) [17]. According to Tladi (2004) [23], the success or failure of any extension programs is dependent on effective performance by extension agents.

Thus, organizational initiatives must be directed at understanding employees. Extension personnel who are saddled with this responsibility need to be satisfied with and committed to their job in order to perform their duties effectively (Banmeke and Ajayi, 2005) [5].

### Materials and Methods

The study was conducted in Bundelkhand region of Uttar Pradesh. Bundelkhand region consists of 7 districts of Uttar Pradesh. For making the study more concise, three districts namely Banda, Chitrakoot, and Mahoba were selected through simple random sampling method. The population for the study was comprised of the Assistant Technology Manager (ATM), Block Technology Manager (BTM) of ATMA project and Technical assistant (TA) working in the selected districts of Bundelkhand region of Uttar Pradesh. The total number of extension personnel working in selected districts was 134. Considering the limited number of extension personnel, census method was applied for data collection. Due to busy schedule of extension personnel and availability of limited resources, total 114 respondents give to response.

Job satisfaction is the collection of feelings and beliefs that extension personnel have about their current jobs. Satisfaction creates a pleasant feeling that directs a positive work attitude and greater satisfaction leads to a simple and direct way to superior performance. It is the degree to which the job is perceived to be meeting the physical and psychological needs of extension personnel.

The job satisfaction scale developed by Abdul Fazely (2016) [8] with slight modifications in the present investigation was used. The scale consist seventeen items/statements were administrated to the respondents along with 'very much satisfied', 'satisfied', 'partially satisfied', 'dissatisfied' and 'very much dissatisfied' with assigned score of 5, 4, 3, 2 and 1, respectively. The job satisfaction scores for all the statements were summated to get the satisfaction scores of extension personnel. The classification of respondents into low, medium and high levels of job satisfaction was done by following cumulative square root frequency method.

In consultation with the subject experts, rigorous review of literature, appropriate interview schedule was prepared based on the objectives of study. The collected data has been analyzed with the help of the Statistical Package for Social Sciences (SPSS, 22.0 version). Correlation analysis was employed to measure the relationship between the independent variables and job satisfaction of the extension personnel of the study area, followed by multiple linear regression to determine the relative contribution of the selected independent variables and their combined effect on the dependent variable, 'job satisfaction'.

### Result and Discussion

#### Item wise analysis of Job Satisfaction of extension personnel

In the present study, the job satisfaction was operationally defined as the degree to which the extension personnel were satisfied or dissatisfied with different aspects of their job. Such as Flexibility in job, Organizational culture, Working condition, Facilities, and Joining & encouragement.

The result provided in Table 1 shows that the activities that opined to be in terms of highest degree of job satisfaction by the extension personnel were 'With regard to the opportunities in the job to utilize personal abilities' with mean score of 3.91. The higher degree of satisfaction was also shown towards receiving 'Help, guidance and encouragement from superiors' with mean score of 3.89 and 'Status and prestige as an employee in the Agriculture department' with mean score of 3.81. Low degree of satisfaction was observed in case of 'Provision of equipment, vehicle and other resources necessary to execute the responsibilities', 'Opportunities to express the professional developmental needs' and 'Freedom for flexibility in work provided by the Agriculture department' with the mean score of 3.25, 3.37 and 3.62 of statements, respectively.

The orgationtional culture dimension was studied with 3 items/statements. The highest degree of satisfaction was recorded towards job & responsibilities as extension personnel (Mean score 3.95). Whereas respondents showed relatively lower level of satisfaction towards policies and procedures of the department in relation to the job' and 'The scope and opportunity available for self- development' with mean score of 3.82 and 3.72, respectively.

In table summarizes perceived the level of satisfaction towards working condition dimension. Extension personnel reported highest level of satisfaction in case of 'The promotional opportunities provided in the present job' (mean score 3.67). The satisfaction of respondents towards 'The budget provided to organize extension activities' was low (mean score 3.56). In case of 'The present salary commensurate with the work' and 'Appropriate extension program leading to promotions are available' the very low satisfaction level was recorded with mean score of 3.21 and 3.26, respectively.

It is evident from facilities dimension that the majority of respondents (58.00%) were dissatisfied with facilities provided for education of their children while 53% of them were dissatisfied with the residential facilities provided by the department. The mean score for both of the items were recorded as 2.57 and 2.70 respectively.

A cursory look at the dimension summarizes the extent of satisfaction of respondents towards "Joining & Encouragement" (74%) majority of respondents reflected their greater satisfaction towards their posting to the places of liking. The mean score of which was recorded as 3.90. Majority of respondents (50%) were also satisfied with the encouragement received from the department to participate in seminar, symposium and other capacity building activities (Mean score 3.28).

**Table 1:** Item wise analysis of Job Satisfaction of extension personnel n=114

S. No	Statements	Degree of Satisfaction					Mean Score
		Very much satisfied	Satisfied	Partially satisfied	Dissatisfied	Very much dissatisfied	
		f (%)	f (%)	f (%)	f (%)	f (%)	
<b>I Flexibility in job</b>							
1.	Freedom for flexibility in work provided by the Agriculture department.	9 (7.90)	66 (57.90)	28 (24.60)	9 (7.90)	2 (1.80)	3.62
2.	With regard to the opportunities in the job to utilize personal abilities.	21 (18.40)	67 (58.80)	22 (19.30)	3 (2.60)	1 (0.90)	3.91
3.	Opportunities to express the professional developmental needs.	6 (5.30)	52 (45.60)	35 (30.70)	20 (17.50)	1 (0.90)	3.37
4.	Status and prestige as an employee in the Agriculture department.	20 (17.50)	60 (52.60)	27 (23.70)	6 (5.30)	1 (0.90)	3.81
5.	Provision of equipment, vehicle and other resources necessary to execute the responsibilities	8 (7.00)	42 (36.80)	39 (34.20)	21 (18.40)	4 (3.50)	3.25
6.	Help guidance and encouragement from superiors.	22 (19.30)	64 (56.10)	21 (18.40)	7 (6.10)	0 (0.00)	3.89
<b>II Organizational culture</b>							
1.	The policies and procedures of the department in relation to the job.	9 (7.90)	66 (57.90)	28 (24.60)	9 (7.90)	2 (1.80)	3.82
2.	The description of job and responsibilities as extension personnel.	21 (18.40)	67 (58.80)	22 (19.30)	3 (2.60)	1 (0.90)	3.95
3.	The scope and opportunity available for self- development.	6 (5.30)	52 (45.60)	35 (30.70)	20 (17.50)	1 (0.90)	3.72
<b>III Working condition</b>							
1.	The present salary commensurate with the work	9 (7.90)	66 (57.90)	28 (24.60)	9 (7.90)	2 (1.80)	3.21
2.	The promotional opportunities provided in the present job.	21 (18.40)	67 (58.80)	22 (19.30)	3 (2.60)	1 (0.90)	3.67
3.	Appropriate extension program leading to promotions are available.	6 (5.30)	52 (45.60)	35 (30.70)	20 (17.50)	1 (0.90)	3.26
4.	The budget provided to organize extension activities.	20 (17.50)	60 (52.60)	27 (23.70)	6 (5.30)	1 (0.90)	3.56
<b>IV Facilities</b>							
1.	Education facilities available for the children	7 (6.10)	19 (16.70)	21 (18.40)	52 (45.60)	15 (13.20)	2.57
2.	Residential facilities provided by the department.	6 (5.30)	28(24.60)	18 (15.80)	50 (43.90)	12 (10.50)	2.70
<b>V Joining &amp;Encouragement</b>							
1.	With respect to the posting to the place of liking.	28 (24.60)	57 (50.00)	20 (17.50)	7 (6.10)	2 (1.80)	3.90
2.	Encouragement to participate in seminars, symposia/ conferences and their capacity development programs.	7 (6.10)	50 (43.90)	30 (26.30)	22 (19.30)	5 (4.40)	3.28

**Component wise level of job satisfaction of extension personnel:** The study reveals that the highest level of job satisfaction was found in case of ‘flexibility of job’. The mean score was recorded as 21.85. The level of job satisfaction with working condition was found moderate. However, it was ranked second, but the mean score was recorded as 13.70, which was far behind then the mean score of first determinant i.e. flexibility in job. The domain of organizational culture was ranked as third. The perceived level of satisfaction was found moderate with the mean score of 11.70. Two out of five components, ‘joining and encouragement’ and ‘facilities’ were observed with low level of satisfaction with the mean score of 7.17 and 5.27, respectively.

**Table 2:** Component wise level of job satisfaction of extension personnel n=114

S. No.	Component	Mean Score	Rank
1.	Flexibility in Job	21.85	I
2.	Organisational Culture	11.50	III
3.	Working Condition	13.70	II
4.	Facilities	5.27	V
5.	Joining & Encouragement	7.17	IV

**Overall Job satisfaction of Extension personnel**

The Table 3 shows that majority (69.30%) of extension personnel had medium level of job satisfaction whereas 16.67% with high level and 14.03% with low level job satisfaction, respectively.

Major contributors for such findings were the greater satisfaction towards ‘the opportunities in the job to utilize personal abilities’, ‘promotional opportunities provided in the present job’, ‘improved organizational climate that makes their work more meaningful’, ‘enriching and rewarding as well as the relative pay, occupation, prestige and coworker cooperation.

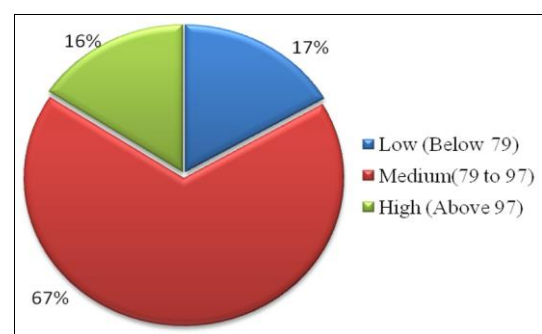
Dissatisfaction towards residential and education facilities for the children provided by the department, provision of equipment, vehicle and other resources, working condition, job facilities, location of job and lack of proper office facilities might be the reasons for low level of satisfaction of respondents.

Asadi *et al.* (2008) [3], Rezvanfar *et al.* (2010) [21], Madhavan M. (2015) [24], and Kusumalatha (2018) [12] also reported the similar findings.

**Table 3:** Distribution of extension personnel according to overall Job satisfaction n = 114

S. No.	Category	f	%
1.	Low (Below 55)	16	14.03
2.	Medium (55 to 72)	79	69.30
3.	High (Above 72)	19	16.67
Total		114	100.00

Mean: 63.48; SD: 8.30



**Fig 1:** Distribution of extension personnel according to overall job satisfaction

**Association between independent variables and job satisfaction of the extension personnel**

The relationship between selected independent variables

with job satisfaction of extension personnel of was measured with the help of correlation coefficient (r), followed by multiple linear regression analysis.

From the correlation coefficient analysis as depicted in the Table 4. Achievement motivation, attitude towards job, origination climate, work environment, mass media

exposure, job involvement and attitude towards farmers show positive and highly significantly correlation with job satisfaction and perceived workload was negatively significantly correlated with job satisfaction. Variables viz. age, qualification, experience, and interpersonal contact were positively non-significant with job satisfaction.

**Table 4:** Relationship between selected independent variables and job satisfaction n = 114

S. No.	Variables	Independent / Variable	Correlation Coefficient ('r' value)
1.	X <sub>1</sub>	Age	.126
2.	X <sub>2</sub>	Qualification	.172
3.	X <sub>3</sub>	Experience	.171
4.	X <sub>4</sub>	Perceived workload	-.193*
5.	X <sub>5</sub>	Achievement Motivation	.257**
6.	X <sub>6</sub>	Attitude towards Job	.223*
7.	X <sub>7</sub>	Organization climate	.197*
8.	X <sub>8</sub>	Work environment	.210*
9.	X <sub>9</sub>	Mass Media exposure	.211*
10.	X <sub>10</sub>	Job involvement	.293**
11.	X <sub>11</sub>	Interpersonal contact	.129
12.	X <sub>12</sub>	Attitude towards farmers	.243**

\*\* Significant at the 0.01 level of significance

\* Significant at the 0.05 level of significance

The achievement motivation was positive and highly significantly correlated with job satisfaction. The 'r' value of 0.257 was found to be significant at 1% level of probability. Chandrawaty & Widodo (2020) [7], Carvalho *et al.* (2020) were also revealed that achievement motivation has a significant effect on job satisfaction. The attitude towards job of the extension personnel was found positive and significantly associated with job satisfaction of extension personnel of Bundelkhand region with computed valued ('r'= 0.223) of coefficient of correlation. The probable reason may be that having favorable attitude towards their job, this made them to have satisfaction about their job. The observations were in line with the findings reported by Murai (2016) [16] and Madhavrao (2020) [14].

The calculated coefficient of correlation value ('r'=0.197) of organization climate of the extension personnel was positive and significant relationship with job satisfaction of the extension personnel. The probable reason may be that more freedom given to the extension personnel to take independently decisions than better performs their job, and get high satisfaction. The similar results were reported by Fazely (2016) [8] and Jaysingh *et al.* (2022) [25]. It was observed that, the computed coefficient of correlation value ('r'= 0.210) of work environment was positive and significantly associated at 5% level of probability with job satisfaction of the extension personnel. This may be due to timely guidance they receive from superior and other necessary resources are affecting the job, it means higher the work environment, higher the job satisfaction and lower the work environment lower the job satisfaction of extension personnel. Murai (2016) [16] and Madhavrao (2020) [14] also observed the same findings. The computed value of coefficient of correlation ('r'= 0.211) of mass media exposure clearly shows the positive and significant association between mass media exposure and job satisfaction of extension personnel. Madhavrao (2020) [14] and Jaysingh *et al.* (2022) [25] also quoted the similar result that the fact that extension personnel having average exposure to the mass media which helps in knowing new

ideas, different methods & techniques of approaching problem and better perform than get higher satisfaction. Job involvement of extension personnel was found positive and highly significant in correlation with job satisfaction of the extension personnel at 1% level of probability ('r'= 0.293). Madhavrao (2020) [14] was also revealed that person involved in the job does the job for self-satisfaction with complete mind and soul in it. So, a deep involvement in one's job, better would be the performance and higher satisfaction. The interpersonal contact of the extension personnel had shown positive and no significant correlation with job satisfaction. The calculated 'r' value was found as 0.129. Good interpersonal contacts were aware of new information and schemes provided by different agencies. It does not reflect on their job satisfaction. The similar result was reported by Jaysingh *et al.* (2022) [25]. It was depicted that attitude towards farmers was positive and highly significant correlation with job satisfaction. The calculated 'r' value was found as ('r'= 243). Kusumlata (2018) [26] also recognition they were getting from the farmers made them to show favorable attitude which in turn made them to be satisfied with their job. Perceived workload was negatively significant at 5% level of probability with job satisfaction. The computed coefficient value of correlation ('r'= -0.193). The amount of work assigned is more than their capabilities so, it affect the satisfaction of extension personnel i.e. more perceived workload, less job satisfaction (Madhavrao, 2020) [14]. The computed coefficient value of correlation ('r'=0.126) of age was positively non-significant with job satisfaction. It is may be due to the older aged group have higher experienced and are satisfied with their work. Fazely and Murai (2016) [8], Kusumlata (2018) [26] observed the similar findings. The qualification was found positive and non-significantly related with job satisfaction of the extension personnel with the calculated value of coefficient of correlation ('r'=0.172). The probable reason may be that satisfaction is a psychological factor so every person has own point of view some of extension personnel were satisfied with work whereas highly qualified extension

personnel might have understood the responsibilities and they try to perform well, always trying to achieve and do best in job career more than their achievements. The findings are similar Meena (2003) [15]. Experience was found no significant relationship with job satisfaction of the respondents. The calculated value of coefficient of

correlation ( $r=0.171$ ). This is may be to the reason that the older aged group had higher experience than new aged grouped because new aged grouped lack in different capability combatively aged group so the performance gets balanced and total experience not have effect on job satisfaction. Murai (2016) [16] observed the same findings.

**Table 5:** Multiple regression analysis of profile of the extension personnel with Job Satisfaction n = 114

S. No.	Variables	Regression coefficient (b)	Standard error	t-value
1.	Age	.086	.093	.925
2.	Qualification	.484	1.450	.334
3.	Experience	.042	.142	.293
4.	Perceived workload	-.242	.338	-.715
5.	Achievement Motivation	.142	.231	.614
6.	Attitude towards Job	.273	.165	1.652
7.	Organization climate	.192	.193	.995
8.	Work environment	.221	.267	.827
9.	Mass Media exposure	.152	.250	.609
10.	Job involvement	.364	.162	2.241*
11.	Interpersonal contact	.261	.259	1.010
12.	Attitude towards farmers	.325	.269	1.209

$R^2 = 0.293$

F- value = 3.480

NS = Non-Significant

\* Significant at 0.05 level of probability

\*\* Significant at 0.01 level of probability

It is evident from Table 5 that, all the selected twelve independent variables *viz.* age, qualification, experience, perceived workload, achievement motivation, attitude towards Job, organization climate, work environment, mass media exposure, job involvement, interpersonal contact and attitude towards farmers put together nearly 29% of variation in the job satisfaction, as indicated by their ' $R^2$ ' value. After the testing of partial regression coefficient (b), it is revealed that out of twelve independent variables, the one variable *viz.* Job involvement contributed positively and significantly towards job satisfaction of extension personnel. From the significant 't' value of the variables it can be observed that if there is one unit increase in job involvement there would be 2.241 increases, respectively in job satisfaction of extension personnel.

### Conclusion

The efficiency of the any extension system depends on the job satisfaction of the extension personnel. There were five determinants identified for measuring the job satisfaction *viz.* Flexibility in job; Organizational culture; Working condition; Facilities; and Joining & Encouragement. It is also concluded that majority of the respondents had medium level of our all job satisfaction. In twelve variables only job involvement variables show positively and significantly towards job satisfaction of extension personnel but some other variables are also play the significant role in job satisfaction. According to the findings, one of the most essential aspects for increasing job satisfaction factors like level of aspiration, awards and recognition, achievement motivation, perceived workload, mass media exposure and commitment to work significantly contributed to the variation of the job satisfaction, thus deserving due importance. Results can be used to help attract new agents, improve recruitment strategies, provide direction for future professional development and career assistance, and reduce

attrition. The ability to recruit and retain long-term, high quality professionals must be a high priority for extension to remain a viable and successful educational outreach system. The consequences of the study would be supportive to the policy formulations for the betterment of the extension personnel. Further studies on the job satisfaction of extension personnel working in different areas are encouraged to obtain a generalized picture of the job satisfaction of the extension personnel.

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