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JOB SATISFACTION AND JOB AUTONOMY OF EXTENSION PERSONNEL OF THE PUBLIC AGRICULTURAL EXTENSION ORGANIZATION IN TRIPURA STATE OF NORTH-EAST INDIA

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ABSTRACT

Progress of any organization greatly depends on job satisfaction and job autonomy of the employees in the organization. Job satisfaction and job autonomy are the two important indicators of a successful organization. The study was conducted in all four districts of Tripura state of North-East India and from all districts the extension personnel were selected randomly. As per the objective of the study, the information was collected using structured interview schedule. The results of the study indicated that more than half proportion of the AOs (53.13 per cent) were less satisfied with the job, whereas, less than half of the VLWs (43.75 per cent) were highly satisfied with the job. Most of the AOs were satisfied with the job satisfaction aspects such as; type of work done by them (rank I); help, guidance and encouragement from supervisor (rank II); whereas, most of the VLWs were satisfied with job security (rank I), status and prestige as a person in the department (rank II). Two-fifth of the AOs (40.63 per cent) had low level of job autonomy; whereas, slightly less than two-fifth (37.50 per cent) of the VLWs had high level of job autonomy. Both the AOs and VLWs expressed that they had lot of their say over what happens on their job (first rank) and they had enough freedom to how to do their work (second rank).

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INTRODUCTION

Job satisfaction of the employees in organization is an important indicator of the health of the organization. The job satisfaction in the organization greatly facilitates the task of administrators because it creates favourable conditions for the overall progress of the organization (Mishra, 2005). Job autonomy also is a powerful indicator of a successful organization. Job autonomy gives the worker freedom, independence and direction in scheduling work and determining how the work is to be carried out. In most of the decentralized organization job autonomy is more and in centralized organization it is less for all types of worker. In most of the organization job satisfaction and job autonomy are the major determinants which will interfere with the performance of the employee. Extension does not only involve delivering information to farmers, but should also attempt to

make farmers creative, self-confident and competent enough to overcome their own problems and dilemmas (Sulaiman and Hall, 2003). Hence, for accomplishing the organization's mission, extension workers should have level of satisfaction with the job and more job autonomy to do the work in the organization. Therefore, the present study was conducted to measure the extent of job satisfaction and job autonomy of the extension personnel working under Department of Agriculture (DoA) in Tripura State of North-East India.

Related studies in the same area

Menasihal (1992) in the study on job satisfaction of Agricultural Assistants working under National Agricultural Extension Project in Karnataka found that 45.33 per cent of Agricultural Assistants had medium level of satisfaction; whereas, 50 per cent of them had low satisfaction followed by 19.34 per cent of them had high level of job satisfaction. Meti (1992) reported that majority (64 per cent) of the respondents had medium job satisfaction. Only 17 per cent of the

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respondents had high level of job satisfaction; while 19 per cent of them had low level of job satisfaction. Girija *et al.*, (1994) concluded that 46 per cent of them were satisfied with their job; while 25 per cent and 29 per cent were less satisfied and highly satisfied with their job. Lenin (1994) reported that 63 per cent of the AOs had low level of job satisfaction, while 37 per cent had high level of job satisfaction. Manjunath *et al.*, (1997) indicated that 40 per cent of the agricultural assistants had low job satisfaction as compared to 35 per cent with high level of job satisfaction. There were 25 per cent of AAs who had medium level of job satisfaction. Purushothama (1997) revealed that 53 per cent of the respondents belonged to medium level of job satisfaction category; while 24 per cent and 23 per cent of them belonged to low and high level of job satisfaction categories, respectively. Rao and Rao (1998) found that a majority (82 per cent) of Village Extension Officers in Andhra Pradesh had moderate to high level of job satisfaction. Mohan (2000) reported that a majority (67.07 per cent) of the Assistant Agriculture Officers (AAOs) had medium level of job satisfaction; whereas, 20.73 per cent and 12.19 per cent of the AAOs had low and high level of job satisfaction, respectively.

Manjula (2000) reported that the nearly 48.5 per cent of AAO belong to medium level of job satisfaction category; followed by one-fourth (27.2 per cent) of them were in low level of job satisfaction category, while rest 24.3 per cent of AAs were in high level of job satisfaction category. Saravanan (2003) revealed that equal proportion of the extension personnel from Raita Samparka Kendras (Farm Communication Centre of DoA) had expressed low (36.67 per cent) and medium (36.67 per cent) level of job satisfaction. Manjunath (2004) found that a majority (95.24 per cent) of the extension workers were in medium level of job satisfaction category; while only 4.76 per cent of them were in high level of job satisfaction category. It was observed that none of the extension workers was noticed in low job satisfaction category. Mishra (2005) in Karnataka state reported that 13.11 per cent of extension officers exhibited high level of overall job satisfaction, 20 per cent low level of job satisfaction and majority (62.86 per cent) of the extension officers belonged to medium level of job satisfaction category. Nagananda (2005) in Karnataka concluded that a high per cent of the total respondents (64.2 per cent) had medium level of job satisfaction; while 24.20 per cent had low level of job satisfaction and only 11.6 per cent of them had high level of job satisfaction.

Mishra *et al.* (2006) reported that 62.86 per cent of the extension officers lying in the medium job satisfaction categories followed by low (17.14 per cent) level and high (8.57 per cent) level of job satisfaction. Sandika (2006) in Karnataka reported that a majority of the respondents (70 per cent) had medium level of job satisfaction; while 18 per cent had high level of job satisfaction and 12 per cent had low level of job satisfaction. Kiran (2007) in indicated that a majority of the scientists (62.50 per cent) had medium level of job satisfaction while 20 per cent had high level of job satisfaction and the rest 17.50 per cent of them had low level of job satisfaction. Saravanan (2003) in Karnataka concluded that half (50 per cent) proportion of the extension personnel in Raita Samparka Kendras (Farm Communication Centre of DoA) expressed low level of job autonomy; followed by medium (25 per cent) and high (25 per cent) level of job

autonomy. From the above review of literature it could be concluded that a majority of the extension personnel had medium level of job satisfaction as most of the extension personnel were not fully satisfied with their job, followed by low and high level of job satisfaction and majority of the extension personnel had low level of job autonomy.

MATERIALS AND METHODS

Tripura state has been selected purposively because the Tripura State's food grain production is not very satisfactory in the North Eastern states of India. The agricultural sectors' performance is far below than the other North Eastern states like Assam, though the Department of Agriculture (DoA) is getting almost similar resources, facility and fund from the Central Government for agricultural development. The Department of Agriculture (DoA) is the only public organization which is carrying out maximum agricultural extension related work in the state level. So far, there is no comprehensive research study has been conducted in Tripura state to see the job satisfaction and job autonomy of the extension personnel of the public agricultural extension organization. The research study was conducted in Tripura state of North East India during 2012. The economy Tripura is primarily agrarian. The Agriculture sector contributes about 51% of total employment in the state and about 28% of the State Domestic Product (SDP). About 70% of the total population of the state is directly and indirectly, dependent on Agriculture. Based on the lottery method of random sampling, 80 extension personnel (Agriculture Officers and Village Level Workers) selected from the four districts. From each district 10 numbers of AOs and 10 numbers of VLWs were selected to make a total of 40 AOs and 40 VLWs.

Measurement of the variables: The variables selected for the study were discussed below

Reverse scoring was used for the negative statements and the respondents were categorized in to three groups based on the mean and standard deviation score of each variable.

For education level following classification was used;

Item wise Index and rank has been computed for the dependent variables using the following formula:

$$\text{Index} = \frac{\text{Obtained score}}{\text{Maximum possible score on each item}} \times 100$$

Personnel interview method was employed for collection of data. To find out the association between job satisfaction and extension personnel's characteristics, job autonomy and extension personnel's characteristics, chi-square test was used.

RESULTS AND DISCUSSION

Job satisfaction: Most of the AOs had medium level of job satisfaction. It is due to lack of residential facility, promotional policy which was be done after 17 years, lack of freedom for flexibility in work as they have to follow the supervisors instruction always, less scope to prove merit and excellence as there are no competition at all among the officers for promotion or for getting awards/ rewards and low salary which is less than other North Eastern States as well as Central Government Employees *etc.* which made them less satisfied with their job (table 1 and figure 1).

Sl. No	Variables	Operational definition	Measurement tools	Item numbers, continuum (weightage), score range
Dependent variables				
1	Job satisfaction	The degree to which an individual is satisfied or dissatisfied about various dimensions of his job.	Scale developed by Laharia (1978).	14 items, three-very much satisfied, satisfied and not satisfied (2, 1 & 0), zero to 28.
2	Job autonomy	The degree to which the job gives the worker freedom, independence and direction in scheduling work and determining how the work is to be carried out.	Scale of Hackmann and Lawler (1971).	4 items, three-greater extent, some extent and not at all (2, 1 & 0), zero to 8.
Independent variables				
1	Educational level	Formal educational qualification of the respondents.	Interview schedule.	Given below
2	Experience in extension work	Number of completed years of agricultural extension services in public extension organization.	Interview schedule.	For each one year of service, a score of one was assigned.
3	Job competence	Sufficiency or adequacy of the abilities or qualities possessed by a job incumbent which aid him in achieving the intended results.	Scale developed by Reddy (1990).	10 dimension & 60 items, three-great deal, to some extent & not at all (2, 1 & 0), zero to 120.
4	Job performance	The degree to which extension personnel accomplishes the tasks assigned to him in terms of quality and quantity.	Scale developed by Reddy (1990).	7 dimensions & 73 items, three-most efficient, efficient & not efficient (2, 1 & 0), zero to 146.
5	Perceived work load	The degree to which the respondents comprehension on the nature and quantum of work and its (work) relation to the quality of their performance.	Scale developed by Kiremeyer and Dougherty (1988).	4 items, three-agree, somewhat agree & dis agree (2, 1 & 0), zero to 8.
6	Organizational commitment	The extent to which an individual has a strong belief in and acceptance of organizations' goal and values and is willing to exert considerable effort on behalf of the organization and has a strong desire to stay in the organization.	Scale of Porter <i>et al.</i> (1974).	14 items, three- agree, somewhat agree & dis agree (2, 1 & 0), zero to 28.
7	Accountability to clientele	The degree of responsibility of the extension personnel to serve the interest of clientele.	Scale developed by Saravanan <i>et al.</i> , (2009).	18 items, three- agree, somewhat agree & dis agree (2, 1 & 0), zero to 36.
8	Organizational climate	The perception of an extension worker about his work place, facilities, co-workers <i>etc.</i>	Scale constructed by Kolb <i>et al.</i> (1974).	7 items, three- agree, somewhat agree & dis agree (2, 1 & 0), zero to 14.
9	Guidance and supervision	The regular counseling and advice received by the extension personnel from those in the upper hierarchy in connection with professional growth and technical matters, <i>etc.</i>	Scale developed by Reddy (1976).	7 items, three- very much satisfied, satisfied & not satisfied (2, 1 & 0), zero to 14.
10	Facilities and resources	The availability of men, money, material and methods at ones' disposal which aid in successful accomplishment of work assigned.	Scale developed by Sharma (1969).	7 items, three- very much satisfied, satisfied & not satisfied (2, 1 & 0), zero to 14.
11	Communication	The authenticity, clarity and brevity of the message received by the respondents regarding different agricultural information from different sources.	Scale developed by Sharma (1969).	6 items, three- very much satisfied, satisfied & not satisfied (2, 1 & 0), zero to 12.
12	Perceived problems	Based on review of literature, discussion with extension personnel and experts, 16 problems has been listed.	Interview schedule.	16 items, three-great extent, some extent & not at all (2, 1 & 0), zero to 32.

Sl. No.	Category (n ₁ =n ₂ =40)
1	Low < Mean - ½ SD
2	Medium = Mean ± ½ SD
3	High > Mean + ½ SD

Sl. No.	Category	Education
A. Agriculture Officers (n₁=40)		
1	Low	B. Sc. (Agri./ Horti.)
2	Medium	M. Sc. (Agri./ Horti.)
3	High	Ph. D.
B. Village Level Workers (n₂=40)		
1	Low	Matriculation
2	Medium	Higher Secondary
3	High	Graduation & above

VLWs had expressed high level of the job satisfaction, which is due to the fact that most of the VLWs were satisfied with job security as they have very less opportunity to go for other jobs because of their low educational qualification, status and prestige as a person in the department as they will not be able to get any other higher prestigious job with their educational qualification, and dissemination of technologies along with

distribution of inputs, opportunity to work with team spirit as they were able to work in a particular village as a team from the department and opportunity for self-development through which they can prove their excellence and get promotion, rewards/ awards for good work *etc.* (table 1 and figure 1))

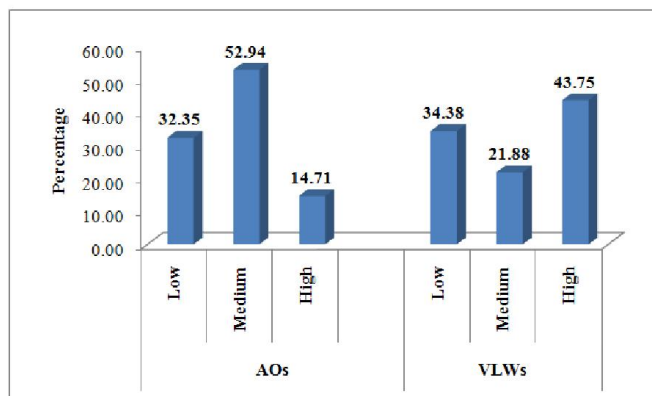


Fig. 1. Job satisfaction category of extension personnel

Table 1. Job satisfaction category of the extension personnel

Sl. No.	Category	AOs		VLWs	
		Mean score	Per cent	Mean score	Per cent
1	Low (Up to 9.56)	5.67	53.13	7.6	34.38
2	Medium (9.55 to 14.44)	10.15	34.38	14.71	21.88
3	High (14.45 & above)	17	12.50	18.89	43.75

The result was in agreement with number of studies which are indicated below. Lenin (1994) reported that majority of the AOs had less job satisfaction, Manjunath *et al.* (1997) reported that 40 per cent of the agricultural assistants had job satisfaction, Saravanan (2003) revealed that equal proportion of the extension personnel from Raita Samparka Kendras had low and medium level of job satisfaction as in the case of AOs in the present study. Whereas, Mishra (2005) found majority of Extension Officers exhibited high level of overall job satisfaction as in the case of VLWs in the present study. AOs had more control over the work done by them then the VLWs as the number of supervisor was more in case of VLWs. VLWs found the job more secure than AOs as they had very less opportunity to go for other job whereas AOs had more opportunity to go for any other job than the VLWs. As the number of immediate supervisor was less in case of AOs, they found that help, guidance and encouragement from supervisor were favourable whereas, VLWs do not found it favourable because they had to listen to a number of supervisors. For both AOs and VLWs status and prestige as a person in the department was equally favourable. Opportunity to work with team spirit was also in a good situation for both AOs and VLWs as there was lots of opportunity in the department to work together as a team (table 2).

Table 2. Item wise ranking of job satisfaction items

Sl. No.	Items	AOs (n=40)		VLWs (n=40)	
		Index	Rank	Index	Rank
1	Type of work done by you	57.50	I	80.00	III
2	Help, guidance and encouragement from supervisor	53.75	II	62.50	VI
3	Status and prestige as a person in the Department	53.75	II	82.50	II
4	Opportunity to work with team spirit	52.50	III	72.50	IV
5	Job security	46.25	IV	83.75	I
6	Praise and recognition for good work	36.25	V	63.75	V
7	Physical facility	36.25	V	63.75	V
8	Freedom to pursue original ideas	23.75	VI	17.50	XI
9	Your present salary	20.00	VII	38.75	VIII
10	Opportunity for self-development	20.00	VII	72.50	IV
11	Scope to prove your merit and excellence	13.75	VIII	42.50	VII
12	Freedom for flexibility in work	13.75	VIII	26.25	X
13	Promotion policy of the department	10.00	IX	33.75	IX
14	Residential facility	0.00	X	7.5	XII

Job autonomy: Agriculture Officers had low level of job autonomy, which is due to the fact that their superiors (Assistant Directors, Superintendent, Deputy Directors, Joint Directors and Director) used to interfere in the different aspects of job responsibilities like how to do the job, how to plan a task, how to conduct training or field visits *etc.* and they can't take any major decision of their own without discussing with the higher authorities (table 3 and figure 2). Whereas, the VLWs had high level of job autonomy because there is less intervention from the higher authorities (Agriculture Inspectors, Agriculture Officers, Assistant Directors, Superintendent, Deputy Directors, Joint Directors and Director) because the VLWs were always working in the grassroots level they not in the constant supervision of the majority of the supervisors and they have enough authority to

do the work on their own way as most of them were working in their native area having familiarity with social conditions, local language and culture of the people (table 3 and figure. 2).

Table 3. Job autonomy category of the extension personnel

Sl. No.	Category	AOs		VLWs	
		Mean score	Per cent	Mean score	Per cent
1	Low (Up to 3.03)	3	40.63	1.85	34.38
2	Medium (3.04 to 4.15)	4	28.13	3	28.13
3	High (4.16 & above)	5.33	31.25	4.4	37.50

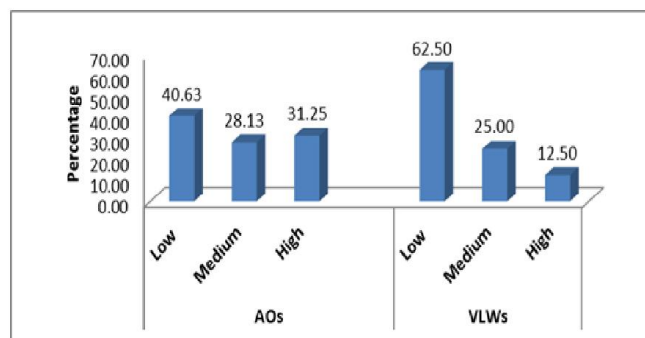


Fig. 2. Job autonomy category of the extension personnel

The result was in line with Saravanan (2003) as he reported that majority of the extension personnel in Raita Samparka Kendras (Farmers' Communication Centers) had expressed low level of job autonomy like the AOs in the present study. Both AOs and VLWs had lot to say over what happens on their job because they had enough freedom in the way of

Table 4. Item wise ranking of the job autonomy items

Sl. No.	Statements	AOs (n=40)		VLWs (n=40)	
		Index	Rank	Index	Rank
1	I have lot of my say over what happens on my job	77.50	I	81.25	I
2	I have enough freedom to how to do my work	53.75	II	46.25	II
3	My job allows me to make a lot of decision on my own	36.25	III	11.25	IV
4	I have enough authority to do my best	35.00	IV	22.50	III

completing their task in time. In case of AOs the job allows them to take a lot of decision on their own as they were the first hand supervisors for VLWs whereas, the VLWs had enough freedom to do their best because in the grass root level

they had more experience and control over the work done by them, moreover they had familiarity with the social conditions, local language and culture of the people (table 4).

Personal characteristics of the extension personnel

Almost equal proportions of the Agriculture Officers (AOs) were M.Sc. (Agri. / Horti.) and B. Sc. (Agri. / Horti.) graduates. In case of Village Level Workers (VLWs), the minimum qualification was matriculation in Tripura (table 5). Most of AOs had low level of experience which is due to the fact that most of the respondents were recruited few years back (2007 & 2010) and after long time the department used to go for recruitment. A large proportion of the AOs those who were interviewed got job during 2007 and 2010 recruitment, so they are very young and had less experience in job. A majority of the VLWs had high level of experience; which is because of the fact that there was no recruitment for VLWs for last six years. Though there was recruitment during 2006 but the number of VLWs recruited was very less and most of experienced VLWs are about to get retirement within a few years (table 5).

supervision and co-operation. The VLWs had medium level of job performance which is due to limited activities in the areas of planning, education, supply and service, supervision, co-operation, official work and evaluation (table 5). The AOs have to supervise large number of projects of State Government as well as Central Government schemes including Agricultural Technology Management Agency (ATMA), Technology Mission, and Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGA) *etc.* Majority of the VLWs also had medium level of perceived work load because they supported by the guidance of the supervising officers in all the aspects of work done by him. On the other hand the VLWs have to be in touch with the farmers always, hence they had perceived high level of workload (table 5). Equal proportion of the AOs had low and medium level of organizational commitment, which is due to the fact that though they are not satisfied with most of the aspects of job but they had very limited options in Tripura to leave the present job. Most of the AOs had expressed that if they get similar or more facility in other department, they are willing to leave the department.

Table 5. Personal characteristics of the extension personnel

Sl. No.	Characteristics	Category	AOs	VLWs
1	Education level	Low	44.12 (B.Sc. {Agri/Horti})	65.63 (Matriculation)
		Medium	50 (M. Sc. {Agri/Horti})	25 (H.S)
		High	5.88 (Ph.D)	9.38 (Graduation)
2	Experience in extension work	Low	59.38	34.38
		Medium	25.00	21.88
		High	15.63	43.75
3	Job competence	Low	28.13	25.00
		Medium	25.00	40.63
		High	46.88	34.38
4	Job performance	Low	34.38	31.25
		Medium	25.00	37.50
		High	40.63	31.25
5	Perceived workload	Low	25.00	31.25
		Medium	43.75	37.50
		High	31.25	31.25
6	Organizational commitment	Low	34.38	28.13
		Medium	34.38	40.63
		High	31.25	31.25
7	Accountability to clientele	Low	15.63	28.13
		Medium	46.88	31.25
		High	37.50	40.63
8	Organizational climate	Low	18.75	40.63
		Medium	40.63	21.88
		High	40.63	37.50
9	Guidance and supervision	Low	50.00	37.50
		Medium	37.50	31.25
		High	12.50	31.25
10	Facilities and resources	Low	28.13	43.75
		Medium	46.88	25.00
		High	25.00	31.25
11	Communication	Low	34.38	31.25
		Medium	50.00	40.63
		High	15.63	28.13
12	Perceived problems	Low	25.00	28.13
		Medium	21.88	40.63
		High	53.13	31.25

Most of the AOs had high level of job competence. This is due to the fact that they had good knowledge on recent technology, appropriate guidance, and good communication ability. The VLWs had medium level of job competence because they are more experienced after working in same village for long time and they can communicate easily with the farmers as they worked in their native area (table 5). Agriculture Officers had expressed high level of job performance because of more activities in the areas of planning, supply and service,

Almost two-fifth of the VLWs had medium level of organizational commitment because they are satisfied with most of the job aspects like job security, status and prestige in the department, work done by them, help, guidance and encouragement from supervisors *etc.* Moreover majority of the VLWs were posted in the native village or nearby village where they stay, which helps in increasing commitment as the farmers around them will be well known to them (table 5). AOs had medium level of client accountability. It is due to the

fact that the main aim of the department is overall development of the farmers. Most of the projects had its estimated target area and population, an annual plan has been prepared every year by the department indicating area and activities for each extension personnel. Hence, the AOs have to be sincere in their work and they have to complete the task assigned to them in a limited time period which made them more accountable. VLWs had high accountability to client because most of them used to work in the same locality they belonged and they are determined to work for the department to make it successful. Moreover for getting praise, recognition and awards for good work from the higher officials also play role in increasing client accountability of VLWs (table 5). Equal proportion of the AOs had expressed high and medium favorable organizational climate mainly due to friendliness, interpersonal trust, co-operation among colleagues, recognition for good work, flexibility in team work *etc.* Majority of the VLWs had expressed less favourable; followed by more favourable organizational climate, which is due to strict rules, procedures, policies and practices of the department. Moreover reward for leadership and good work was limited in the department (table 5). The Agriculture Officers had expressed low level of guidance and supervision. This is due to the fact that the supervisory officials were less motivated and does not communicate properly with the AOs. The VLWs also had expressed low level and equal proportion of them had expressed medium and high level of guidance and supervision and the probable cause was similar to AOs (table 5).

The AOs had expressed medium level of satisfaction with facilities and resources as majority of them were satisfied with input supplies, availability of demonstration equipments, office supplies and storage facility *etc.* But some of them were not satisfied with the supply procedure of input, transportation facility, repairs and maintenance *etc.* Whereas, most of the VLWs had expressed low satisfaction with facilities and resources because majority of them were not satisfied with the supply procedure of input, transportation/ conveyance facility, repairs and maintenance *etc.* of the department (table 5). The AOs of the department had expressed medium satisfaction with the communication process of the higher officials. This is due to the fact that there delay in getting information or some time there was a delay in providing required advice from the higher officials. The VLWs had expressed medium satisfaction with the communication process of the department which is due to not getting timely and required replies from higher-ups (table 5). The AOs of the department had perceived high level of problems mainly due to inadequate travelling allowances, lack of promotional opportunities, lack of residential quarter facilities, lower pay scales, lack of transportation facility *etc.* The VLWs had perceived medium and high level of problems due to inadequate travelling allowances, non-availability of inputs in time, lack of residential quarter facilities, lack of transportation/ conveyance facilities *etc.* (table 5).

Association between job satisfaction and personal characteristics of the extension personnel

The Table 6 revealed that there was significant association between AOs job satisfaction and organizational commitment, guidance and supervision, facilities and resources, and

problems; whereas, there was significant association between VLWs job satisfaction and perceived workload, organizational commitment, guidance and supervision, facilities and resources, communication and problems. Though the AOs were not satisfied with their job but they were committed to do their job, they were satisfied with guidance and supervision provided from the higher officials and the facilities and resources provided by the department for doing the job. VLWs were more or less satisfied with job they were doing, the workload forced to them was according to convenient and they can perform it well, they were more committed to the organization as they like their job very much and they want to continue their job with the department, they were also satisfied with guidance and supervision from the higher officials, facilities and resources provided by the department to perform their job properly as well as the way of communication of messages or information from the higher ups. As the problems perceived by the AOs as well as VLWs were almost same and which hinder their job satisfaction. If the perceived problems are less the job satisfaction will increase in case of AOs as well as VLWs both (table 6).

Table 6. Association between job satisfaction and other characteristics of the AOs and VLWs

Sl. No.	Characteristics	Chi-square value	
		AOs (n=40)	VLWs (n=40)
1	Education level	8.44	5.12
2	Experience in extension work	2.29	2.74
3	Job competence	8.79	8.13
4	Job performance	8.29	7.58
5	Job autonomy	8.87	4.96
6	Perceived workload	4.70	26.89*
7	Organizational commitment	22.15*	28.76*
8	Accountability to clientele	2.56	4.26
9	Organizational climate	3.97	4.21
10	Guidance and supervision	10.63*	32.28*
11	Facilities and resources	15.46*	32.29*
12	Communication	3.67	11.31*
13	Problems	9.92*	16.09*

* Significant at 5% level

Association between job autonomy and personal characteristics of the extension personnel

Table 7 showed that there was significant association between AOs job autonomy and job competence, communication; whereas, there was significant association between VLWs job autonomy and education level, communication, perceived problems. If a person is competence enough in doing the work given to him, he will be confident enough and his job autonomy will increase. AOs were more competent in doing the job then the VLWs as they studied agriculture for four year and before joining the job they had undergone one month of training. The way of communication of messages or information from the higher officials also play role in the autonomy of job of a person. When the information communication is in time and correct information used to be communicated regularly, confidence as well as job autonomy of a person will increase automatically. As the VLWs were more aged and experienced in their job they had enough freedom to give any suggestion, to make decision on their own and also how to do their work. Higher officials never used to interrupt the working aged VLWs as the VLWs may be older than the AO. The VLWs also were satisfied with the communication of information from the higher officials which

increases their confidence and job autonomy. The communication of information from the higher ups was accurate and in time. Problems faced by the VLWs counter effect their job autonomy, by solving the problems faced by the VLWs in their job, the job autonomy can be maximized (table 7).

Table 7. Association between job autonomy and other characteristics of the AOs and VLWs

Sl. No.	Characteristics	Chi-square value	
		AOs (n=40)	VLWs (n=40)
1	Education level	7.35	2.60
2	Experience in extension work	3.95	9.79*
3	Job competence	10.09*	4.68
4	Job performance	3.79	2.38
5	Job satisfaction	8.87	4.96
6	Perceived workload	8.64	1.76
7	Organizational commitment	5.28	1.35
8	Accountability to clientele	3.56	2.37
9	Organizational climate	5.58	6.84
10	Guidance and supervision	6.60	3.81
11	Facilities and resources	4.61	2.08
12	Communication	10.60*	10.34*
13	Problems	1.30	19.21*

* Significant at 5% level

Conclusion

It can be seen from the results of the study that majority of the AOs were not satisfied with most of the job satisfaction items and there is limited autonomy in their job which affects their performance. Whereas, VLWs were somewhat satisfied their job and the job autonomy was almost like the AOs. Hence, the department should encourage AOs with more facilities of job satisfaction and the job autonomy for both AOs and VLWs should be increased for better performance.

Policy implications

- The flexibility of work in the job for the extension personnel should be increased.
- The extension personnel need to be given with appropriate job responsibility and authority to improve the job performance.
- The extension personnel need to concentrate on an optimum number of farmers for effective delivery of extension services.
- The AOs should be provided with more facilities to make them satisfied with their job.
- Residential facility and promotional policy of the department should be improved.
- They extension personnel should be given enough freedom to take decision and to do their work on their own way
- The present salary for the AOs can be increased to make them more satisfied with their job.
- Promotional policy of the department can be improved.
- Recognition like awards or incentives may be given for good work.

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