

JOB SATISFACTION OF AGRICULTURE DEVELOPMENT OFFICERS IN WEST BENGAL

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Transfer of technology from research stations to farmers' fields is essential for agricultural development. Its major responsibility lies with the State Department of Agriculture. The Government of India has launched many programmes/projects for the development of the agriculture, which are being implemented by the State Departments of Agriculture where extension personnel play the most important role. It is the combined effort of farmers and extension workers, scientists and administrators to make the country self-sufficient in food production.

In the State Department of Agriculture every employee has to work as a member of the team with extended hands of cooperation and coordination. to achieve the goals of the organization.

In an organizational set up, persons working at various levels in the hierarchy have to guide, supervise and motivate their subordinates to perform the desired tasks and achieve the determined goals. Job performance of the employees depends on many organizational factors such as motivation, job satisfaction, morale etc. The present study aimed to know the level of job satisfaction of the ADOs working in West Bengal with following objectives.

1. To assess the job satisfaction of Agriculture Development Officers (ADOs).

2. To study the relationship between job satisfaction and personal variables of the ADOs.

METHODOLOGY :

The study was conducted in the state of West Bengal. There are 18 districts in the state and out of these, nine districts were selected randomly. About 50 per cent ADOs (a total of 100 ADOs) working in the nine districts were selected randomly. Job satisfaction was measured with the scale developed by Talukdar (1984). It consists of 37 statements. The scale was presented to the respondents on a five-point continuum scale namely, highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied with weightages in a descending order ranging from 5 to 1. The maximum and minimum scores for each respondent were 185 and 37 respectively. The high score indicates more job satisfaction of the respondents.

RESULTS AND DISCUSSION :

Job satisfaction of ADOs—The study revealed that mean job satisfaction score of the respondents was 114.64, which indicates a moderate level of job satisfaction. The SD (16.35) and CV (14.26) values are comparatively very low which suggests that the sample is highly homogeneous with respect to its job satisfaction status. It has been seen from the table 1 that Two-third (67.0%) of the respondents had medium level of job satisfaction. 17 per cent of the ADOs had low level of job satisfaction whereas 16 per cent of them were in high job satisfaction category.

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Table 1. Job satisfaction of ADOs

Sl. No.	Category	Frequency	Percentage
1.	Low	17	17.0
2.	Medium	67	67.0
3.	High	16	16.0

Relationship with their background information

The background information was also collected on seven major aspects, i.e., age, education, total service tenure, service tenure as ADO, parental occupation, rural-urban background and family type. The distribution of the ADOs into different categories of these variables and on the basis of job satisfaction level is shown in the Table 2.

Table 2. Distribution of the ADOs on the basis of their job satisfaction score

Variables	Category	f	X	SD	CV	F-ratio	CD	Job satisfaction		
								Low	Medium	High
Age	Young	47	118.26	14.94	12.63	6.17*	Young Vs Middle = 6.56	3 (6.38)	35 (74.47)	9 (19.15)
	Middle	32	115.69	16.40	14.18		Young Vs. Old = 7.71*	7 (21.88)	18 (56.25)	7 (21.88)
	Old	21	104.19	14.56	13.97		Middle Vs. Old = 8.11*	7 (33.33)	14 (66.67)	0
Education	B.Sc. (Ag.)	27	109.89	15.13	13.77	2.10	—	6 (22.22)	19 (70.37)	2 (7.41)
	M.Sc.	62	116.67	15.77	13.52		—	10 (16.12)	41 (66.13)	11 (17.74)
	Ph.D.	11	119.08	18.86	15.84		—	1 (9.10)	7 (63.64)	3 (27.27)
Total Service tenure	Short	59	116.67	15.15	12.98	4.90*	Short Vs. Medium = 7.74	6 (10.17)	42 (71.19)	11 (18.64)
	Medium	20	118.68	18.87	15.90		Short Vs. Long = 7.60*	5 (25.00)	10 (25.00)	5 (25.00)
	Long	21	105.19	14.32	13.62		Medium Vs. Long = 9.35	6 (28.57)	15 (71.43)	0
Service tenure as ADO	Short	68	114.87	15.33	13.35	3.66*	Short Vs. Medium = 6.82	10 (14.71)	47 (69.12)	11 (16.18)
	Medium	28	117.11	16.86	14.39		Short Vs. Long = 15.62*	5 (17.86)	18 (64.29)	5 (17.86)
	Long	4	94.00	21.37	22.73		Medium Vs. Long = 16.23*	2 (50.00)	2 (50.00)	0
Parental occupation	Farming	34	112.00	16.34	14.66	4.02*	Farming Vs. Service = 6.92*	7 (20.59)	22 (64.71)	5 (14.71)
	Service	41	120.03	17.10	14.22		Farming Vs. Trade = 7.86	6 (16.67)	25 (60.98)	10 (24.39)
	Trade	25	110.25	11.93	10.85		Service Vs. Trade = 7.57*	4 (16.00)	20 (80.00)	1 (4.00)
Rural-urban background	Rural	44	109.70	17.23	15.71	4.75*	Rural Vs. Ur-rural = 7.43	11 (25.00)	27 (61.36)	6 (13.64)
	Ur-rural	26	115.55	18.08	15.65		Rural Vs. Urban = 7.11*	0	23 (88.46)	3 (11.54)
	Urban	30	121.65	9.12	7.49		Ur-rural Vs. Urban = 8.05	6 (20.67)	17 (56.67)	7 (23.33)
Family type	Joint	50	111.18	17.75	15.97	3.46		12 (24.00)	30 (60.00)	8 (18.00)
	Nuclear	50	118.18	14.20	12.05			5 (10.00)	37 (74.00)	8 (16.00)

* Significant at $P < 0.05$ level.
Values within parentheses indicate percentages.

It is seen from the above table that the mean job satisfaction score is highest among the young respondents (118.26) closely followed by the middle aged ADOs (115.69). On the other hand, it is low 104.19 in case of old aged extension personnel working at the block level. The data was reanalyzed to assess whether level of job satisfaction differ significantly among the young, middle and old age group. For this purpose single factor analysis of variance worked out and F-ratio (6.17) suggests that the groups differ significantly with respect to their level of job satisfaction. The CD value (7.71) indicates that job satisfaction among the young ADOs was significantly higher than those of old aged, while the difference does not appear to be significant among young and middle age group as well as between middle and old age group. So it is clear from the present study that young ADO have comparative higher level of job satisfaction.

In case of education, surprisingly the respondents with B.Sc. (Ag.) qualification have the lowest mean job satisfaction score (109.89) while ADOs with doctoral degree had the highest (119.08). Calculated F-ratio (2.19) indicates no significant difference of job satisfaction among the group. Since the F value is very close to the significant value, it may be better to test the results with a bigger sample to draw a valid generalisation. It is also seen from the table that ADOs having less than 10 years of total service tenure had higher job satisfaction than those having more than 20 years of experience but the CD value (7.74) was not significant. It suggests that the difference is not statistically significant.

The respondents with farming background were significantly less satisfied than those from service class (F-ratio = 4.02, CD = 6.92). On the other hand, mean job satisfaction scores do not appear to differ significantly among farming and traders class. The CD value (7.57) also reveals that there was a

significant difference in mean job satisfaction score among service and traders class.

The Table 2. also shows that job satisfaction differed significantly with respect to rural-urban background of the ADOs (F-ratio = 4.75). Calculated CD value (7.11) suggests that mean job satisfaction score of the ADOs with urban background was (121.65) significantly higher than those from rural areas (109.70). But it did not vary significantly among those having urban and ur-rural as well as rural and ur-rural orientation. According to family type, though the respondents belonging to nuclear family system had a higher level of job satisfaction than those living in joint family system but they do not differ statistically (F-ratio = 3.46).

Further analysis of data shows that about 20 per cent of the ADOs of young as well as middle age group were in high job satisfaction category, while no ADOs of old age group was in this category. On the other hand, the percentage of ADOs having low job satisfaction was highest among the old age group (33.35%) against only 6.1 per cent of young aged ADOs. It implies that the ADOs of young and middle age group were more satisfied to their job than those belonging to old age group.

Academically it is also seen that the ADOs possessing higher level of education were comparatively more satisfied. The table shows that about 27 per cent of Ph.D. degree holder ADOs were in high job satisfaction group against only 7.41 per cent of ADOs who are only agriculture graduate. On the other hand, their percentage in low satisfaction group is maximum (22.22%) against only 9.12 per cent ADOs with Ph.D. degree. As total service tenure is also linked with age of the respondents, the findings are also on the similar pattern i.e. persons having short to medium total service tenure are comparatively more satisfied with their job than their peers of old age group. The study revealed the similar pattern with respect to their service

tenure as ADO. Of the four ADOs having long service tenure at present level, two are in low job satisfaction while another 2 are in medium job satisfaction. On the other hand, about 17 per cent ADOs having less than 10 years of service tenure as ADO are in high job satisfaction category.

About 60 per cent of the respondents belonging to farming and service category are in medium level of job satisfaction category. In this regard percentage of ADOs with trader class is the highest (80%) but if both medium and high job satisfaction category are merged together we will find that there is no difference among them on the basis of parental occupation as about 80 per cent from each category would be in medium and high level of job satisfaction classes.

The ADOs belonging to nuclear family exhibited slightly higher level of job satisfaction as 90 per cent of them are medium and high category against only 76 per cent of ADOs belonging to joint family system.

Table 3. Zero order correlation between job satisfaction of the ADOs and their background variables

Background variables coefficient (r)	Correlation
Age	-0.30*
Education	0.18
Total service tenure	-0.32*
Service tenure as ADO	-0.23*
Parental occupation	-0.02
Rural-urban background	-0.24*
Family type	0.17

* Significant at $P < 0.05$ level.

** Significant at $P < 0.01$ level.

To have more accurate results, the correlation analysis was done and presented in Table 3. It was revealed that age, total service experience, experience on the present position and rural-urban background have a significant negative linear association between job satisfaction level of the ADOs. This finding supports the earlier study conducted by Dakhore and Bhilengaonkar (1988).

The correlation with other variables viz., education, parental occupation and family type had no significant relationship with the job satisfaction of the respondents. Manjunath *et al.* (1997) also indicated that education, rural-urban background, family size of the Agricultural Assistants had no significant association with their level of job satisfaction.

The study thus clearly shows that the ADOs of young and middle age group are comparatively more satisfied with their job than those of old category.

CONCLUSION :

Job satisfaction of the employee is a very critical issue in modern management. The present study revealed that only 16 per cent of the ADOs were highly satisfied in their work place. The State Department of Agriculture (SDA) should take the necessary steps to improve the present level of job satisfaction. There should be more scope for the career development for those who have high productivity. The SDA may introduce reward system, which will certainly improve the job satisfaction status of the ADOs.

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