

**EXTENT OF JOB SATISFACTION OF SUB ASSISTANT
AGRICULTURE OFFICERS OF THE DEPARTMENT OF
AGRICULTURAL EXTENSION**

A THESIS

By

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**DEPARTMENT OF AGRICULTURAL EXTENSION AND INFORMATION SYSTEM
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This is to certify that thesis entitled, “**EXTENT OF JOB SATISFACTION OF SUB ASSISTANT AGRICULTURE OFFICERS OF THE DEPARTMENT OF AGRICULTURAL EXTENSION**” submitted to the Faculty of Agriculture, Sher-e-Bangla Agricultural University, Dhaka, in partial fulfillment of the requirements for the degree of **MASTER OF SCIENCE** in **AGRICULTURAL EXTENSION AND INFORMATION SYSTEM**, embodies the result of a piece of *bona fide* research work carried out by **AFROZA HOSSAIN**, Registration No.**07-02465** under my supervision and guidance. No part of the thesis has been submitted for any other degree or diploma.

I further certify that any help or source of information, as has been availed of during the course of this investigation has duly been acknowledged.

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EXTENT OF JOB SATISFACTION OF SUB ASSISTANT AGRICULTURE OFFICERS OF DEPARTMENT OF AGRICULTURAL EXTENSION

By

Afroza Hossain

ABSTRACT

The main purpose of the study was to determine the extent of job satisfaction of Sub Assistant Agriculture Officers (SAAOs) of Department of Agricultural Extension. Attempts were made to describe some selected characteristics of the SAAOs and examine relationships of each of the characteristics with their job satisfaction. Data were collected from 39 SAAOs of six upazilas under Faridpur district. A set of questionnaire was prepared keeping in mind the objectives. Data were collected from the Sub Assistant Agriculture Officers during their upazila level meeting from 10-31 July, 2014. Age, professional commitment, job performance, technological knowledge, problem confrontation capacity, motivation, supervision personality, training exposure and initiativeness for addressing farmer's problem of the SAAOs were considered as the selected characteristics of SAAOs for the study. Pearson's Product Moment correlation coefficient was used for determining the correlation between each of the selected characteristics of the SAAOs with their job satisfaction. From the coefficient analysis it was found that the age, personality and initiativeness for addressing farmer's problem had significant relationship with their job satisfaction.

CHAPTER 1

INTRODUCTION

1.1 General Background

The rapidly growing population and expansion of industries in Bangladesh continuously demand for more production of food and commercial crops. This increasing demand can only be satisfied by further intensification of cropping, substantial increase in productivity and crop diversification. While the agricultural research institutions are presently engaged in developing suitable agro-technology.

Farmers need more knowledge about HYV seeds, fertilizers, irrigation and training of human resources through extension systems, particularly for food crops. The natural environment is generally favorable for crop production and there are estimated to be about nine million hectares of land suited for cultivation. The Sub Assistant Agricultural Officers of the Department of Agricultural Extension (DAE) play a vital role in transfer of technology because they directly involved with farmers.

The DAE had been emerged mainly for transfer of agricultural technology among farmers with a package program of information, education and motivation (Bhuiyan, 1999).

The DAE plays the following roles to achieve its short term and midterm objectives:

1. DAE inform farmers about new crops, new varieties and new farm implements etc, evolved from the Agricultural Research Institutes.
2. It helps farmers in adoption of improved technologies
3. It helps to increase farmers production and income utilizing their own resources,
4. It trains up the local leaders to make them self dependent and cooperative for the purpose of organized group action.
5. It channelizes the information and services to the farmers through different communication channels.

In deed these are the job description of the SAAOs of DAE. Sub Assistant Agricultural Officers with their professional commitment-shoulder the responsibilities and dedicate them for the organizational achievement.

Job satisfaction describes how content an individual is with his or her job. It is a generalization of effective orientation to all aspects of job. It is the extent to which one feels good about the job. On the other hand job satisfaction is one's state of mind regarding to the nature of their work. The job satisfaction is not related with salary but also concern with working environment, communication, relationship with workers, supervision style, personality and training opportunity.

The important issues which are related with job satisfaction are relationship with worker and immediate boss, job security, place of posting, working environment, autonomy and independence, career development opportunities, job prestige, involvement in decision making, client-contact opportunities, etc. People are interested to work in the organization as well as the services where they get more satisfaction.

As the Sub Assistant Agricultural Officers are acting as one of the key communicators of DAE at the grassroots levels, the extent of success or failure of DAE programmes for the dissemination of agricultural technology obviously depend on the job performance of Sub Assistant Agricultural Officers. Thus, importance of their role in DAE can hardly be over emphasized. In this respect, however, little effort has been made in DAE to investigate their level of job satisfaction. So, it was felt that there was an urgent need to undertake a research especially with a view to evaluate the job satisfaction of Sub Assistant Agricultural Officers.

The researcher is keen interested to study on "Extent of job satisfaction of Sub Assistant Agricultural Officers of Department of Agricultural Extension (DAE)". Because

development and management of DAE need information on job satisfaction of Sub Assistant Agricultural Officers in order to make sound decision, for preventing and solving their problem. A job satisfaction survey is a procedure by which employees report their feelings towards their jobs and satisfaction. Every organization gives many facilities for their employees. Although government has given many facilities, still Sub Assistant Agricultural Officers face many problems that hinder job performance and job satisfaction. Sub Assistant Agricultural Officers pay a vital role for transfer of technology for the success of DAE and it is necessary to conduct an empirical research on this issue.

1.2 Statement of the problem

In Bangladesh, the DAE is the main organization for conducting extension activities in the rural areas. As the Sub Assistant Agricultural Officers are one of the grassroots level workers of DAE, they have a great responsibility to implement the DAE's extension activities in the field. The level of job performance of the Sub Assistant Agricultural Officers is crucial to the success or failure of the DAE's extension programs. The better performance of SAAOs highly contributes towards the achievement of DAE's objectives. But the performance of the SAAOs is likely to be influenced by personal, social, economical, job related and other factors. It is, therefore, necessary to know how the Sub Assistant Agricultural Officers are performing in the field to achieve the objectives of DAE.

The concept of job satisfaction of a Sub Assistant Agricultural Officer refers to the feeling to fulfillment or contentment of Sub Assistant Agricultural Officer with various aspects of their job such as accomplishment in job enjoyment from work scope of using personal

initiatives, co-operation, supervision, recognition, prestige, pay and advancement opportunity etc.

In view of such consideration it was also a concern of this study to investigate the phenomenon of job satisfaction of Sub Assistant Agricultural Officers of DAE. In this respect, the study tried to answer the following questions:

1. What are the characteristics of the Sub Assistant Agricultural Officers?
2. What are the extents of the job satisfaction of the Sub Assistant Agricultural Officers?
3. What are the characteristics of the Sub Assistant Agricultural Officers correlates their job satisfaction?

In view of the above questions the researcher undertook a study entitled, **“Extent of Job Satisfaction of Sub Assistant Agriculture Officers (SAAO) of Department of Agriculture Extension”**.

1.3 Specific Objectives of the study

In order to give proper direction to the study the following specific objectives are formulated:

1. To determine and describe following selected characteristics of the Sub Assistant Agriculture Officers (SAAOs):

- Age
- Professional commitment
- Job performance
- Technological knowledge
- Problem confrontation capacity
- Motivation
- Supervision
- Personality
- Training exposure and
- Initiabiveness for addressing farmer's problem.

2. To assess the job satisfaction of Sub Assistant Agriculture Officers (SAAOs)

3. To explore the relationship between the selected characteristics of the Sub Assistant Agriculture Officers (SAAOs) and their job satisfaction

4. To compare the fifteen criteria of job satisfaction of SAAOs

1.4 Significance of the study

Agricultural extension is a service or a system which assists farm people, through educational procedures, to improve farming methods and techniques, increase production efficiency and income, bettering their levels of living and lifting the social and educational standards of rural life (Agricultural extension Manual, 1999). There are many agencies which provide extension service in Bangladesh.

DAE plays a vital role regarding farmers' education on improved farming method and techniques to increase their production efficiency and income. Four cadres of personnel are engaged in farmer's educational activities. They are administrators, supervisors, subject matter specialists and front line extension workers like SAAO. SAAOs as supervisors supervise the activities of farmer and monitor farmer field. It was not know whether the Sub Assistant Agriculture Officers were satisfied with their jobs. The purpose of the study is to delineate their job satisfaction as well as to identify the problems faced by the Sub Assistant Agriculture Officer (SAAO). The findings of the study could be helpful to the planners and policy makers in formulating extension strategies and better utilization of front line extension workers like SAAO of DAE.

1.5 Scope and Limitations of the study

Considering the time, money and other necessary resources available to the researcher and to make the study manageable and meaningful, it became necessary to impose certain limitations. The limitations were as follows:

1. The study was kept confined to the Faridpur district.
2. The main theme of this research was to assess the level of job satisfaction of Sub Assistant Agriculture Officers under DAE.
3. Ten characteristics of respondents concerned with job relation were selected.
4. For assessing the job satisfaction and job performance self evaluations had been considered.

The findings of the study will be particularly applicable to upazilas of Faridpur district. As it is difficult to reach all of the Sub Assistant Agriculture Officers of each upazila at a time and questionnaires were distributed to the SAAOs during upazila level meeting for data collection. It was found that only 39 SAAOs filled up all the items of the questionnaires. So 39 fully filled up questionnaires has brought under study by the

researcher. However, the findings of the study have implication for other areas of the country having similarly to the study area. The investigator believes that the findings of the research will be of special interest to the planners and policy makers in formulating and redesigning the extension services especially for job satisfaction of the SAAO. The findings are expected to be helpful for the DAE personnel in improving the efficiency of various categories of extension personnel in general and SAAOs in particular.

1.6 Assumption of the study

The researcher made the following assumption undertaking this study.

1. The SAAOs included in the sample of the study were competent enough to satisfy the quarries designed by the researcher.
2. The information furnished by the respondents was correct and considered as view of the population.
3. The information furnished by the respondents was reliable because they were high level responsible officers of DAE.
4. The views and opinions furnished by the SAAOs included in the sample were the representative views and opinions of the entire SAAOs of Faridpur district in Bangladesh.
5. Environmental conditions and organizational procedures under which the SAAOs work are generally similar throughout the study area.
6. SAAO's have adequate knowledge to answer the related questions.
7. Rating on job satisfaction were free from bias.
8. The measure of job satisfaction of the SAAOs is normally and independently distributed with their means and standard deviation.

1.7 Definition of terms

Age: Age of a Sub Assistant Agriculture Officer referred to the period from his/her birth to the date when the interview occurred, which expressed in terms of completed years.

Professional commitment: Professional commitment is believing in and accepting professional goals and values, tendency for making significant efforts in the job, membership in the profession, having the sense of pride for the career, and striving for professional activities. Professional commitment is beyond a commitment for a particular organization and implies the individuals' perspective toward their profession and the motivation that they have to stay in their job. Once people try to promote their profession, they have professional commitment. As the SAAOs are professional persons, the success of DAE depends upon their professional commitment. Ten items of professional commitment of SAAOs were selected viz. Identifying farmers problem, familiar with block, co-operation with farmers, co-operation with colleagues, co-operation with bosses, attending upazila agriculture extension program based on farmers need, giving suggestions to farmers, visit farmers' field, taking initiative for overall agricultural development of the upazila, motivating and evaluating the implementation of extension program and so forth.

Job performance: Job performance is the [work](#) related [activities](#) expected of an [employee](#) and how well those activities were executed. It assesses whether a person performs a [job](#) well or not. Job performance, studied academically as part of [industrial and organizational psychology](#) (the branch of [psychology](#) that deals with the [workplace](#)), also forms a part of [human resources management](#). Performance is an important criterion for organizational outcomes and success.

Technological knowledge: Technology knowledge is knowledge about standard technologies such as elements that daily required, as well as more advanced technologies.

This would involve the skills required to operate particular technologies. It is the agricultural knowledge that can be identified as specifically technological within this framework is that which draws from the material and relies on epistemological criteria focused on 'function' rather than notions of truth. It occurs when a Sub- Assistant Agriculture Officer comes to know the technological knowledge level of farmers about agriculture. In this study ten questions were asked to the SAAOs to explore their knowledge related to quality seeds, name of rice varieties, meaning of ICM and IPM benefits of gutee urea and so on.

Problem confrontation capacity: It means the capacity of Sub- Assistant Agriculture Officers towards the process of working through details of a problem to reach a solution. Problem confrontation capacity may include technical or systematic operations and can be a gauge of an individual's critical thinking skills.

Motivation: Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the (1) intensity of desire or need, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that [spends](#) extra time studying for a [test](#) because he or she [wants](#) a better [grade](#) in the [class](#). In this study ten motivation items were included to understand SAAOs degree of motivation.

Supervision: Supervision is [Monitoring](#) and regulating of [processes](#), or delegated [activities](#), [responsibilities](#) or [tasks](#). Supervisor is the [Person](#) in the first-line [management](#) who [monitors](#) and regulates [employees](#) in their [performance](#) of [assigned](#) or delegated [tasks](#). Supervisors are usually [authorized](#) to recommend and/or effect hiring, disciplining, [promoting](#), punishing, rewarding, and

other [associated activities regarding](#) the employees in their [departments](#). Halsey (1946) said, “Supervision is selecting the right person for each job; arousing in each person an interest in this work and teaching him how to do it; measuring and rating performance to ensure that teaching has been fully effective; administering correction where this is found to be necessary and inspiring to more suitable work or dismissing those for whom this process is ineffective; commanding whatever praise is merited or rewarding for good work; and finally lifting each person harmoniously into the working group- all done fairly, patiently and for fully so that each person is caused to do his work skillfully, accurately intelligently, enthusiastically and completely”. In this study ten supervision items were selected to study the supervision capacity of Sub- Assistant Agriculture Officers of DAE.

Personality: Personality is relatively [stable](#), [consistent](#), and distinctive set of mental and emotional [characteristics](#) a [person exhibits](#) when alone, or when interacting with people and his or her [external environment](#). It is the complex of all the attributes--behavioral, temperamental, emotional and mental--that characterize a unique individual . According to Coleridge, “Personality is individuality existing in itself, but with a nature as a ground which constitutes distinction of person; individuality”. In this study personality of Sub- Assistant Agriculture Officers was determined for their style of job performance. Ten items of personality concerned with their job performance were selected.

Training Exposure: It refers to the organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her to attain a required level of knowledge or skill. In this study whether the respondent were participated in any training or not, if yes, then the duration & subject matter of those training programs are included.

Initiativeness for addressing farmers' problem: Initiativness for addressing farmers' problem means taking necessary steps to identify farmer's problem as well as to encourage farmers to take actions to specify and express their field problem. Extension agent identify farmers field problem, arrange result demonstration and give other appropriate solutions of the problems they are facing.

Job satisfaction: Job satisfaction can be defined as, contentment (or lack of it) arising out of interplay of [employee's](#) positive and negative feelings toward his or her [work](#). It is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction includes multidimensional [psychological](#) responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job.

CHAPTER 2

REVIEW OF LITERATURE

The purpose of this Chapter is to review the literature having relevance to the present study. The knowledge of research findings is essential for research workers not only to apply the previous research findings to solve the human problems, but also to conduct

further research based on past human experience and experiments, before elaborating the research design, methods and result on present study, it would be necessary to review the relevant studies reported in regard to job satisfaction and the characteristics of extension workers selected for investigation in this study. This would obviously lead to better generation of the facts to formulate certain hypotheses relating to job satisfaction of the Sub Assistant Agriculture Officer working under DAE.

The researcher has made an exhaustive search for whatever studies available in this regard and they are reviewed in this chapter under the following sections.

2.1 Concept and definition of job satisfaction

In the present study job satisfaction refers to the feeling to fulfillment or contentment of the SAAOs with varies aspects of their job such as accomplishment in job enjoyment from work scope of using personal initiatives, co-operation, supervision, recognition, prestige, pay and advancement opportunity etc. It was measured on the basis of the opinion expressed from the individual SAAOs about the facility providing from DAE at their working station for performing their job satisfactory.

Rahman (1990) observed that the job satisfaction of BSs was independent to their job performance.

Mahboob *et al.* (1978) on the basis of a study reported that though there was some variation in their job satisfaction, the statistical test did not suggest any significant relationship between the two variables.

Perumal (1975) in a study also found that job satisfaction of the Agricultural Extension Officers had no significant relationship with their job performance.

Islam (1997) undertook a research on the job performance and job satisfaction of the Barangay Councils Officials in Laguna Province of the Philippines. The research concluded

that job performance and job satisfaction of the officials were two separate concepts and they were not related in simple manner.

Rani et al (1987) found that job satisfaction had comparatively smaller direct negative effect, but substantial indirect positive effect on scientific productivity of the agricultural scientists.

Paul spectors (1985) defined job satisfaction as a cluster of evaluative feelings about the job. He identified 9 facets of job satisfaction, which are stated below:

1. Pay-amount and fairness or equity of salary.
2. Promotion-opportunities and fairness of promotion.
3. Supervision-fairness and competence at managerial tasks by ones supervisors
4. Benefits-insurance, vacation and fringe benefits
5. Contingent procedure-sense of respect, recognition and appreciation.
6. Operating procedures-policies, procedure, rules, perceived red tape.
7. Coworkers-perceived competence and pleasantness of ones colleagues
8. Nature of work -enjoyment of the actual tasks themselves.
9. Communication-sharing information within the organization (verbally or in writing)

2.2 Review of past studies concerning with the relationships of selected characteristics of SAAOs with Job satisfaction

2.2.1 Age

Nuchapongse (1969) noted that job satisfaction was significantly related to age of community development workers of PACD.

Sanguansermisri (1966) reported that higher job satisfaction was observed in older people working as provincial development officer in different regions in the Philippines. The longer they stayed on the job, the more they valued it.

Many studies have shown that among male in the United States, job satisfaction has varied directly with age (Hulin and Smith, 1965). In reporting their findings Glenn *et al.* (1977) stated that because a positive association of job satisfaction with age among males in the United States is already well established, it was not surprising that all three surveys shown a statistically significant positive correlation for males.

Furchey (1953) reported that age, experience were not differential characteristics of the more effective and less effective extension workers.

Axin (1958) after conducting a study observed that age of an extension agent was highly related with salary level and salary level was related to job satisfaction.

Talukdar (1984) reported that there was no significant relationship between age and the productivity of the Agricultural Development Officers (ADOs)

Anderson *et al.* (1964) pointed that in many cases the performances of very old workers differ from that of the younger ones.

Patel and Leagens (1968) reported that VLWs in the very old aged groups 26-35 were more effective than those of other age groups.

The study of Mahboob *et al.* (1978) in Bangladesh revealed that age of Union Assistants i.e. extension workers has a significant relationship with job performance. Performance was the highest among the middle aged Union Assistants. Performance of the old Union Assistants was lowest than that of the middle aged. But considerably higher than that of the young union assistants.

Kubde (1979) found that the age of KROs yielded substantial direct path coefficient. This indicates that the older employees performed better on the job as compared to the younger ones.

The study of Islam (1981) in the Laguna Province of the Philippines revealed that age of the Barangay Council Officials had significant and positive effect on their performance.

Rani *et al.* (1987) conducted a study to determine the variables influencing scientific productivity of agricultural scientists of Andhra Pradesh Agricultural University of India. The researcher found that age had a negative direct effect but a positive indirect effect on the scientific productivity of the agricultural scientists.

Karim (1990) observed a significant and positive relationship between the age of the subject Matter Officers (SMOs) and their job satisfaction.

Rahman (1990) found that the age of the Block Supervisor was negatively related to their job performance, meaning younger BSs performed better than the older ones. Higher job performance led to higher satisfaction.

Mishra and Chan Dargi, (2006) found that age was negatively related to job satisfaction.

2.2.2 Professional Commitment and Job Satisfaction

Mishra and Chan Dargi, (2006), found that Job performance was significantly associated with professional commitment. Separate relationship correlation analysis for men and women respondents showed that there was no significant relationship between professional commitment and Job Satisfaction. Higher the job performance is, higher the job satisfaction.

2.2.3 Job performance and job satisfaction

According to Kolt (1972) there was a positive correlation between job satisfaction and job performance. But, Kherde and Sahaya (1972) after conducting a study found that job

satisfaction was not statistically associated with role performance of the village level workers.

Slocum's (1970) indicated that satisfaction performance correlation for each different need level. A significant higher correlation was found for self actualization needs than for either security or steam needs.

Wanous (1974) found that there was no definite relationship between job satisfaction and job performance, He concluded that sometimes there were relationships and sometimes no relationship between job satisfaction and performance.

According to Perumal (1975) job satisfaction of the Agricultural Extension officers had no significant relationship indirect positive effect on scientific productivity of the agricultural scientists.

Perumal and Rai (1978) indicated that job satisfaction of the agricultural extension agents had no significant relationship with job performance.

Sandhue and Singh (1977) after conducting a study in Punjab observed that there existed no significant relationship between job satisfaction of the agricultural extension agents and their job performance levels.

According to Mahboob *et al.* (1978) it was evident that there was some variation in the level of job performance of the field extension agents according to the variation of their job satisfaction; the statistical test did not suggest any significant relationship between the two variables.

Narasimhaiah (1978) reported that Agricultural Extension Officers were satisfied with most aspects of decision making, communication, personal relation and guidance provided and they were not fully satisfied with the coordination from agricultural supports agencies, rewards and incentives.

Jonardhan (1980) in his study found that job performance and job satisfaction of the Agricultural Extension Officers were not related to each other.

Islam (1981) undertook a research on the job performance and job satisfaction of the Barangay Councils Officials in Laguna Province of the Philippines. The research concluded that job performance and job satisfaction of the officials were two concepts and they were not related to each other, similar was the findings of Jonardhan (1980).

Organ (1988) found that the job performance and job satisfaction relationship follows the social existence theory; employees' performance is giving back to the organization from which they get their satisfaction.

Karim (1990) found that job satisfaction of the SMOs was not significantly related to their job performance and it had no significant influence on their job performance.

Rahman (1990) observed that the job satisfaction of the BSs was independent to their job performance.

Chaudhary and Banerjee (2004) found that a better understanding of job satisfaction and factors associated with it helps managers guide employees' activities in a desired direction the morale of employees is a deciding factor in the organization's efficiency.

Salim (2006) conducted a study on job performance of SAAOs and found no significant relationship between academic achievement and extent of job performance.

2.2.4 Technological Knowledge and Job satisfaction

Legans (1958) found that a good agricultural extension worker is one who has adequate knowledge of technical subject matter of agricultural and also knowledge of principle method and the techniques of extension education.

Thakur (1970) reported that majority of extension personnel lacked correct understanding of the concept of package program.

Perumal (1975) observed that knowledge of agricultural extension agent of four selected district of Tamil Nadu state had significant and positive effect on their job performance.

Mahipal and Rai (1980) found that the knowledge of the two groups of village extension worker differed significantly; knowledge of the efficient group was positively significant than that of the inefficient group.

Tiraeyari *et al.*, (2011) reported that Extension is a human process as well in which technical information are used to help rural people achieve their potentials.

2.2.5 Problem Confrontation Capacity

Bhatnagar (1971) committed a research on the Block Supervisors (BSs) in Madhya Pradesh of India. The researcher identified some important problems faced by the Block Supervisors in performing their roles. The problems included:

1. Lack of incentive and recognition to BSs.
2. Inadequacy field and farmer's problem oriented researches
3. Lack of resources, inputs, and motivation among farmers
4. Lack of transport facilities and inter personal relationships
5. Lack of leadership and training facilities.

Mahboob *et al.* (1978) stated that there was no significant relationship between the Union Agricultural problem awareness of Union Assistants and their job satisfaction.

Rahman (1990) found that there was no relationship between job problem of BSs and their job satisfaction.

Karim (1990) observed that problem confrontation of the SMOs was neither significantly related to their job satisfaction, nor it had any significant effect on the job satisfaction.

Rahman (1990) found no relationship between job hindrance of the BSs and their job performance.

Islam (1997) concluded that the BSs faced moderate problem in performing their job responsibilities.

2.2.6 Motivation and Job satisfaction

V. Hirevenkanagoudar, India (2006) found that "The achievement motivation and job performance or satisfactions of men and women extension officers were found to be no significantly associated with each other." It was assumed that achievement motivation forces the individual towards reaching goals, which she/he has set for himself. Higher the association with individual higher would be his/ her efforts.

Oloruntoba and Ajayi (2003) reported that motivation has been noted to be imperative in ensuring job satisfaction which is considered as a pro-active human resource management strategy.

Marchanet (1999) gave two effective factors in the job performance. He states that people have to be trained to become strengthened, and motivating factors have to be utilized to maximize them. In his opinion, two educational and motivating factors are decisive in the job performance of people.

2.2.7 Supervision and Job Satisfaction

Dlamini (1988) indicated that effective supervisors should be reliable, resourceful, honest, patient, flexible, approachable, dependable, and innovative and should possess ability to communicate.

Drysdale and Mulford (2005) described supervision as the ability to effectively guide and evaluate the job performance of the workers.

According to Koko (1998) the effective supervision is measured by the ability to effectively prepare and train staff on the job. Staff development should be the concern of supervisors to keep teachers abreast with the latest technologies.

Lindner (2001) indicated that supervisors were deficient in motivating employees, analyzing job performance of employees, appraising staff, counseling staff, and providing guidance to staff on how to plan.

Nkambule (1998) found that supervision of the schools agriculture program in Swaziland was inadequate. Supervisors were inefficient in evaluating performance of teachers and did not provide feedback on their observations.

2.2.8 Personality and Job Satisfaction

Gutknecht & Miller (1990) described personality as the organization's soul, purpose and foundation.

Fellers (1974) studied the personality type and job satisfaction of dietitians and sought to predict satisfaction with a career in dietetics based on personality preference scores. She also attempted to determine whether satisfaction with a specialty within the field could be predicted. Career and specialty satisfaction was measured by a survey designed for her study. The dietitians were asked in the survey if they were happy with their current specialty or if they would prefer another. Fellers determined overall satisfaction by asking if the respondent would counsel a young person with the interest and proper skills to become a dietitian.

Wright (1995) examined the relation between job performance and worker personality. He concluded that recognizing capabilities act as a mediating agent among them so that people who are highly motivated and capable have a better job performance than those with low motivation and capabilities have a lower rate of job performance. Personality reflects the motivation of people to do their tasks and the talents represent the abilities.

2.2.9 Training Exposure and Job Satisfaction

According to Bhuiyan (1999), "Training changes workers mind. Thus workers job satisfaction level increases."

Joshi (1981) found that there was significant increase in knowledge gained by SAAOs as a result of in service training.

According to Islam (1981) it was evident that the level of job performance of the Barangay council officials would increase if they are subjected to systematic and effective training

program on subject matter areas affecting community life. It is the number or kinds of training programmers, rather than the duration of training programs that is more important in increasing their job performance as well as job satisfaction, It is obvious that the training programs need to be job related.

Karim (1990) indicated that a significant positive relationship between in service training, job performance of SMOs, and job satisfaction.

Narayana (1980) reported those periodical and monthly workshops and fortnightly training sessions had increased the technical competency of extension functionaries and had provided better opportunities to acquire the needed skills of technology.

Rani *et al.* (1987) observed that training had substantial direct but comparatively less positive indirect effect on scientific productivity of the agricultural scientists of Agricultural University.

Veerabhadraiah and Jalikal (1983) in India found no significant relationship between the training in administration and management, and job involvement of the Deputy Directors and Assistant Directors of Agriculture.

2.2.10 Initiabiveness for Addressing Farmers' Problem and Job Satisfaction

Nurani (2014) found that the SAAOs have no significant relationship between initiabiveness for Addressing Farmers' Problem with Job Satisfaction.

2.3 Conceptual Framework of the study

After vigorous study of review of literature and other research materials the concept of the study entitled "Job Satisfaction of Sub Assistant Agriculture Officers" was developed. It was assumed that job satisfaction of SAAO's might be influenced by their various characteristics. So, conceptual framework of the study was to find out how the characteristics of SAAO's correlates with job satisfaction.

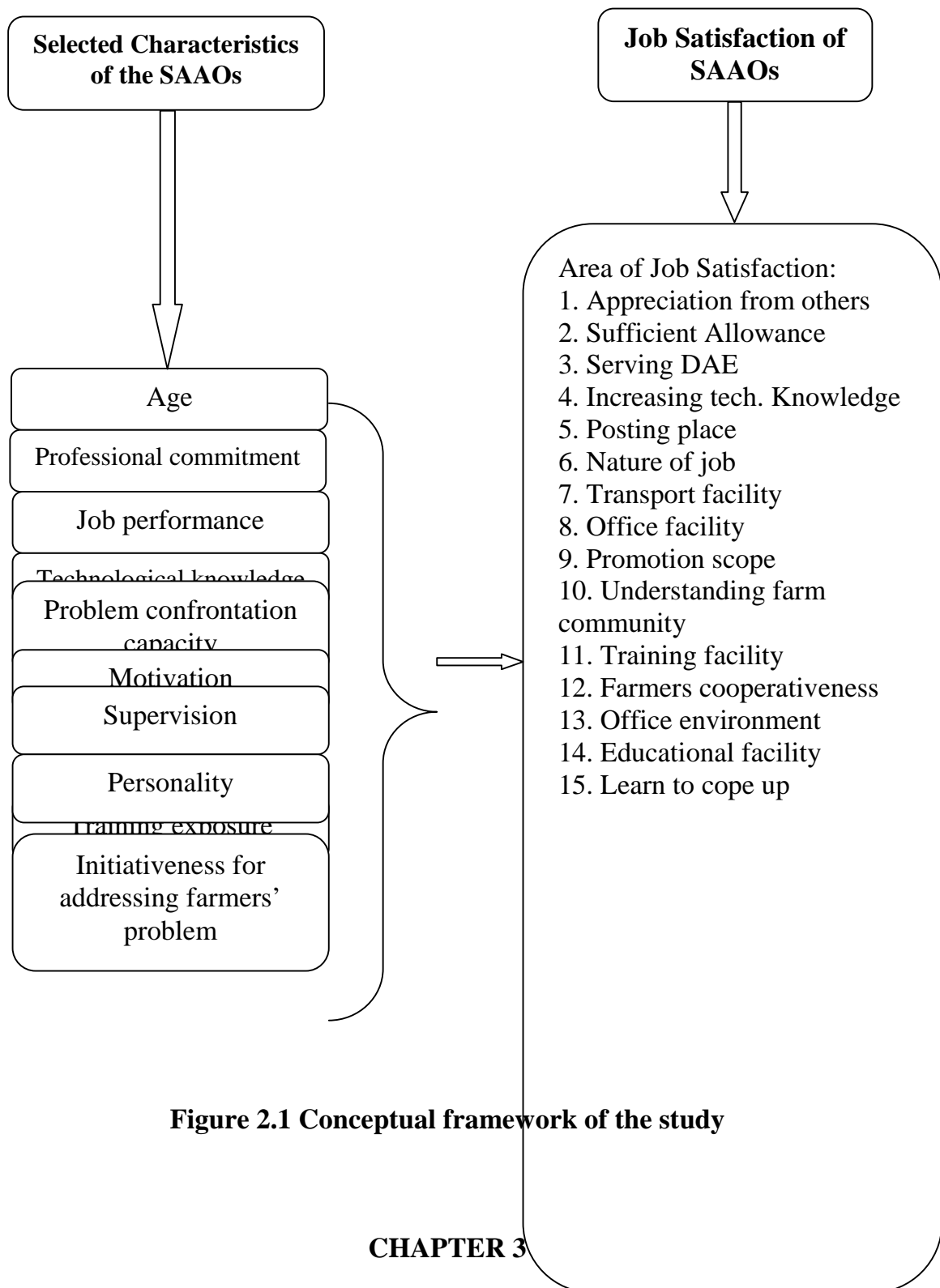


Figure 2.1 Conceptual framework of the study

Methodology refers to the methods and procedures in the research work. In any research work methodology should be appropriate so that the researcher will be able to collect necessary data and analyze them in an appropriate way. Methods and procedures followed in conducting the study have been discussed in this chapter. Further, the chapter includes the operational format and comparative reflection of some variables used in the study. Also statistical methods and their use have been mentioned in the section of this chapter.

3.1. Locale of the study

Department of Agricultural Extension (DAE) has countrywide extension service network. There are 64 districts, 492 Upazilas and approximately 12000 DAE blocks in Bangladesh. The extension service of DAE has been constituted by appointing Director General, Directors, Additional Directors, Deputy Directors, Upazila Agricultural Extension Officers, and Sub-Assistant Agricultural officers at national, regional, zonal, unit and block level respectively. Out of nine upazilas of Faridpur district, six upazilas namely, Faridpur Sadar, Boalmari, Bhanga, Nagarkanda, Charbhadrasan & Shaltha was purposefully selected as locale of the study. A map of Faridpur District is presented in Figure 3.1.

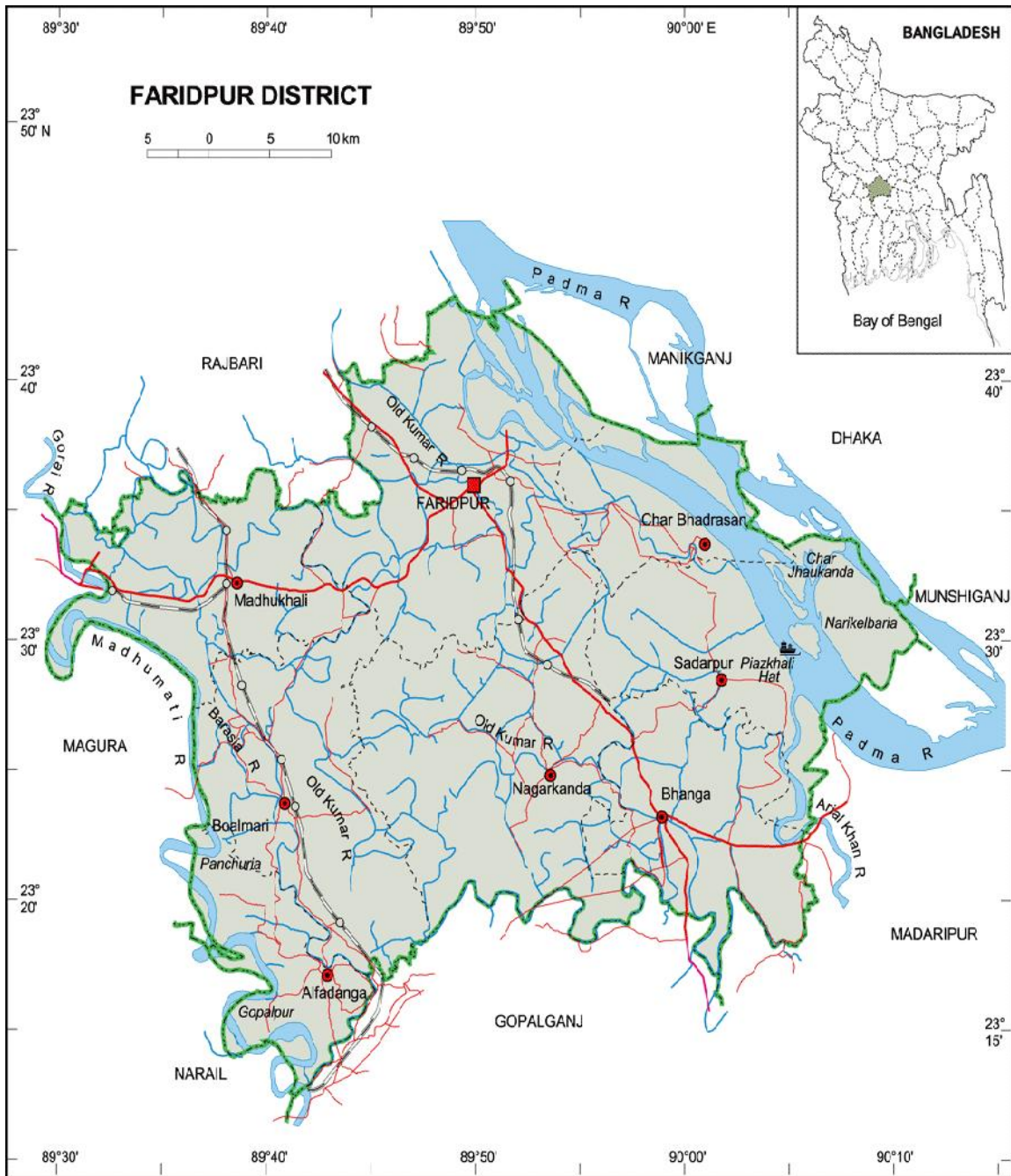


Figure 3.1 Map Showing the Faridpur district

3.2 Population and Sampling

The Sub Assistant Agriculture Officers (SAAOs) of six upazilas of Faridpur District were population of the study. Thus a total of 170 SAAOs constituted the population of the study. From the selected six upazilas, questionnaires were distributed to the SAAOs during upazila level meeting for data collection. It was found that only 39 SAAOs filled up all the items of the questionnaires. These 39 SAAOs were constituted the study sample.

3.3 Instrument for Collection of Data

In a research study, preparation of a set of questionnaire for collection of data is done with very careful consideration. The researcher prepared a set of questionnaire with utmost care for collecting data from the respondents. Objectives and variables of the study were kept in view while preparing the interview schedule.

Scales were developed for assigning suitable scores in respect of job satisfaction of SAAOs. Before final draft the questionnaire was pretested by administering the same on several SAAOs of different upazilas under Faridpur District. The pretest was necessary to locate faulty questions and statements. An alterations and adjustments were made in the schedule on the basis of experience of the pretest. The set of questionnaire was then multiplied in its final form for collection of data.

3.4 Data Collection

The data has collected by the researcher herself from Sub Assistant Agriculture Officers through personal contact and group meeting from 10 July, 2014 to 31 July, 2014. Out of which 39 fully filled up questionnaire has brought under study by the researcher.

3.5. Measurement of Variables

3.5.1 Job satisfaction

This was measured by computing the scores assigned for job satisfaction. For measuring job satisfaction, 15 aspects of job satisfaction were selected. The SAAOs were asked to indicate their opinion against the 15 aspects of job satisfaction. To compute job satisfaction score, a 4 point scale was used. Scores were assigned to each of the aspects as following manner:

Extent of job satisfaction	Weight assigned
Highly satisfied	3
Medium satisfied	2
Low satisfied	1
Not at all satisfied	0

The Job satisfaction score assessed by a SAAO was by summing up the score of all the 15 items together. Thus job satisfaction score of a respondent could range from '0' to 45 where '0' indicates no job satisfaction and 45 indicate highest job satisfaction.

3.5.2 Age

The age of a respondent was measured in terms of actual years from his birth to the time of interview on the basis of his response. A score of one (1) was assigned for each year of age. For example, if any respondent's age was 35 years then he has given a score of 35.

3.5.3 Professional commitment

By asking questions consisting of related statements, professional commitment was measured against which score were assigned according to the degree of professional commitment. Weights were assigned to each item as follows:

Degree of commitment	Weight assigned
High commitment	3
Medium commitment	2
Low commitment	1

Ten Professional commitments were identified. The score obtained against each commitment was summed up and range from 10 to 30 where '10' indicates lowest commitment and 30 indicate highest commitment.

3.5.4 Job performance

Job performance of SAAOs was measured by asking questions consisting of job related statements, against which scored were assigned according to extent of job performance as stated below:

Extent of job performance	Weight assigned
Very good	4
Good	3
Medium	2
Poor	1

Fifteen job performance activities were identified. All of these activities were measured by using 4 (four) point scale as mentioned above. The scores obtained against each activity were summed up and ranged from '15' to 60 where '15' indicates lowest job performance and 60 indicate highest job performance.

3.5.5 Technological Knowledge

By asking 10 (ten) selected questions, technological knowledge of the respondents was measured and one (1) mark was assigned for each of the question. Full marks was given for fully correct answer and partial score was given for partially correct answer, whereas wrong answer or no answer was given 0 (zero). Technological knowledge score of the

respondents could range from 0-10 while '0' indicate very low knowledge and '10' indicate very high knowledge.

3.5.6 Problem confrontation capacity

Problem confrontation capacity was measured by asking questions consisting of job related problems, against which score were assigned according to the degree of Problem confrontation capacity as stated below:

Degree of problem confrontation capacity	Weight assigned
High confrontation	4
Medium confrontation	3
Little confrontation	2
Very Little confrontation	1

Ten problem confrontation capacities were identified. The score obtained against each item was summed up and ranged from 10 to 40 where '10' indicates lowest problem confrontation capacity and 40 indicate highest problem confrontation capacity.

3.5.7 Motivation

Motivation was measured by asking questions, against which score were assigned according to the degree of motivation as stated below:

Extent of motivation	Weight assigned
Highly motivation	4
optimum motivation	3
Medium motivation	2
Low motivation	1

Ten motivation capacities were identified. The score obtained against each item was summed up and ranged from 10 to 40 where '10' indicates lowest motivation and 40 indicate highest motivation.

3.5.8 Supervision

Based on supervision abilities of the respondents, supervision was measured through asking questions consisting of their, against which score were assigned according to the degree of supervision state below:

Extent of supervision	Weight assigned
Highly	4
Medium	3
Low	2
Very low	1

Ten supervision capacities were identified. The score obtained against each item was summed up and ranged from 10 to 40 where '10' indicates lowest supervision and 40 indicate highest supervision.

3.5.9 Personality

Personality was measured by asking questions consisting personality related statements, against which score were assigned according to the degree of personality state below:

Extent of Personality	Weight assigned
High	4
Medium	3
Low	2
Very low	1

Ten personality activities were identified. The score obtained against each personality were summed up and ranged from 10 to 40 where '10' indicates lowest personality and 40 indicate highest personality.

3.5.10 Training Exposure

Training exposure score was measured based on the respondents participation in different agriculture related training program. A score of one (1) was assigned for each day of training and zero (0) for no training.

3.5.11 Initiativeness for addressing farmers' problem

It was measured by asking questions to SAAOs about their Initiativeness for addressing farmers' problem, against which scores were assigned according to the degree of initiativeness for addressing farmer's problem as stated below:

Extent of initiativeness for addressing farmers' problem	Weight assigned
Highly aware	4
Medium aware	3
Little aware	2
Very little aware	1

Ten items of initiativeness for addressing farmer's problem of addressing farmers' problem were identified. The score obtained against each problem were summed up and ranged from 10 to 40 where '10' indicates lowest addressing farmers' problem and 40 indicate highest addressing farmers' problem.

3.6 Statistical Analysis of Data

Data collected from the respondents were compiled, coded, tabulated and analyzed in accordance with the objectives of the study. Various statistical measures such as frequency counts, percentage distribution, average, and standard deviation were used in describing data. SPSS (version 11.5) computer program were used for analyzing the data. The categories and tables were used in describing data. The categories and tables were also used in presenting data for better understanding.

For determining the association of the selected characteristics of the SAAOs with their job performance, Pearson's Product Moment Correlation was used. Five percent (0.05) level of probability was used as the basis for rejecting any null hypothesis. In order to find out the relationship between the selected dependent and independent variables correlation coefficient (r) was done.

3.7 Statement of hypothesis

In studying relationships between the variables a hypothesis was formulated which stated the anticipated relationships between the variables. However, for statistical test, it was necessary to formulate null hypothesis, Null hypothesis stated that there were no relationships between the concerned variables. If a null hypothesis was rejected on the basis of statistical test, it was assumed that there were relationships between the variables.

For testing, a null hypothesis was formulated as follows:

“There is no relationship between the following selected characteristics of SAAOs with their extent job satisfaction”.

CHAPTER 4

RESULTS AND DISCUSSION

Data obtained from the respondents were measured, analyzed, tabulated and statistically treated according to the objectives of the study, which is altogether called result and discussion. The result and discussion is the main alternation of any research work. Logical argument, appropriate interpretation and to the point explanation make the research findings understandable and unanimously admitted. Following the conventional rules results and discussion of this study was made. The results and discussion has been presented under the following sub headings:

1. Selected Characteristics of the Sub Assistant Agriculture Officers
2. Job satisfaction of the Sub Assistant Agriculture Officers
3. Comparative job satisfaction of fifteen items of Sub Assistant Agriculture Officers
4. Relationship between selected characteristics of Sub Assistant Agriculture Officers with their job satisfaction.

4.1 Selected Characteristics of the Sub Assistant Agriculture Officer

In the present study, ten characteristics of the SAAOs were selected for investigation. The characteristics included: age, professional commitment, job performance, technological knowledge, problem confrontation capacity, motivation, supervision personality, training and initiativeness for addressing farmer's problem. The salient features of the different characteristics have been presented in Table 4.1.

Table 4.1 Salient features of the Sub Assistant Agriculture Officers' selected characteristics

Characteristics	Possible range	Observed range	Mean	SD
Age (year)	Unknown	23-58	47.26	9.76
Professional commitment (score)	10-30	24-30	28.15	1.14
Job performance (score)	15-60	39-55	46.67	3.67
Technological knowledge (score)	0-10	6-10	8.12	1.15
Problem confrontation capacity (score)	10-40	16-30	22.49	2.80
Motivation (score)	10-40	26-39	34.05	3.46
Supervision (score)	10-40	23-40	33.18	3.15
Personality	10-40	30-40	35.08	2.78
Training Exposure (score)	Unknown	0-105	8.13	17.56
Initiativeness for	10-40	26-37	32.85	2.92

addressing Farmers problem (score)				
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4.1.1 Age

Age of the Sub Assistant Agriculture Officers ranged from, 23-58 years and the average was 47.26 with a standard deviation of 9.76. This indicates that the study group was moderately heterogeneous in terms of age level. On the basis of their age, the Sub Assistant Agriculture Officers were classified into three categories namely, 'young', 'middle' and 'old' aged. The distributions on accordance of age of the Sub Assistant Agriculture Officers are presented in Table 4.2.

Table 4.2 Classification of the Sub Assistant Agriculture Officers according to their age

Category	SAAOs		Mean	SD
	No.	Percent		
Young Age (Below 35)	7	17.95	47.26	9.76
Middle Age (35-50)	14	35.90		
Old Age (Above 50)	18	46.15		
Total	39	100.00		

Analysis of data contained in Table 4.2 revealed that the highest proportion (46.15 percent) of the Sub Assistant Agriculture Officers were old aged, while 35.90 percent and

17.95 percent of respondents were middle and young aged category. It shows that 53.85 percent of the Sub Assistant Agriculture Officers belonged to the young and middle aged categories. The young and middle aged categories of SAAOs are supposed to be the best job performer along with job satisfaction.

4.1.2 Professional commitment

The score of professional commitment of the Sub Assistant Agriculture Officers ranged from 24-30 against the possible range 10-30 and the average was 28.15 with a standard deviation of 1.14. On the basis of their professional commitment, the Sub Assistant Agriculture Officers were classified into two categories namely, ‘medium’ and ‘high’ professional commitment. The distributions on accordance of professional commitment of the Sub Assistant Agriculture Officers are presented in Table 4.3.

Table 4.3 Classification of the Sub Assistant Agriculture Officers according to their Professional commitment

Category	SAAOs		Mean	Standard deviation
	No.	Percent		
Medium (24-27)	7	17.95	28.15	1.14
High (28- 30)	32	82.05		
Total	39	100.00		

Analysis of data contained in Table 4.3 revealed that the highest proportions (82.05 percent) of the Sub Assistant Agriculture Officers were in high professional commitment category, while 17.95 percent belonged to the medium category. The table also revealed that 100 percent of the Sub Assistant Agriculture Officers belonged to the medium to high professional commitment categories. Conclusion could be drawn that higher the professional commitment-higher the job satisfaction and higher the job performance.

4.1.3 Job performance

The score of job performance of the Sub Assistant Agriculture Officers ranged from 39-55 against the possible range 15-60 and the mean was 46.67 with a standard deviation of 3.67. On the basis of their job performance, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low job performance', 'medium job performance' and 'high job performance'. The distributions on accordance of job performance of the Sub Assistant Agriculture Officers are presented in Table 4.4.

Table 4.4 Classification of the Sub Assistant Agriculture Officers according to their job performance:

Categories	SAAOs		Mean	Standard deviation
	No.	Percent		
Low(below 43)	8	20.51	46.67	3.67
Medium (43-53)	30	76.92		

High (above 53)	1	2.56		
Total	39	100.00		

Analysis of data contained in Table 4.4 revealed that the highest proportions (76.92 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 20.51 percent belonged to the low job performance category. Only 2.56 percent of the Sub Assistant Agriculture Officers were in the high job performance category. The table also revealed that 97.44 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job performance categories.

4.1.4 Technological knowledge

The score of technological knowledge of the Sub Assistant Agriculture Officers ranged from 6-10 against the possible range 0-10 and the mean was 8.12 with a standard deviation of 1.15. On the basis of their technological knowledge, the Sub Assistant Agriculture Officers were classified into two categories namely, 'medium' and 'high'. The distributions on accordance of technological knowledge of the Sub Assistant Agriculture Officers are presented in presented in Table 4.5.

Table 4.5 Classification of the Sub Assistant Agriculture Officers according to their technological knowledge

Category	SAAOs		Mean	SD
	No.	Percent		
Medium (5-8)	19	48.72	8.12	1.15
High (Above 8)	20	51.28		

Total	39	100.00		
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Analysis of data contained in Table 4.5 revealed that the highest proportions (51.28 percent) of the Sub Assistant Agriculture Officers were in high technological knowledge category, while 48.72 percent belonged to the medium technological knowledge category. The table also revealed that 100 percent of the Sub Assistant Agriculture Officers belonged to the medium to high medium categories.

4.1.5 Problem confrontation capacity

The score of problem confrontation capacity of the Sub Assistant Agriculture Officers ranged from 16-30 against the possible range 10-40 and the mean was 22.49 with a standard deviation of 2.80. On the basis of their problem confrontation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of problem confrontation of the Sub Assistant Agriculture Officers are presented in Table 4.6.

Table 4.6 Classification of the Sub Assistant Agriculture Officers according to their problem confrontation

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 24)	31	79.49	22.49	2.80
Medium (24-29)	7	17.95		
High (Above 29)	1	2.56		
Total	39	100.00		

Analysis of data contained in Table 4.6 revealed that the highest proportions (79.49 percent) of the Sub Assistant Agriculture Officers were in low problem confrontation

category, while 17.95 percent belonged to the medium problem confrontation category. Only 2.56 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category. The table also revealed that 97.44 percent of the Sub Assistant Agriculture Officers belonged to the low to medium problem confrontation categories. SAAOs by virtue of their professional commitment address farmer's problems. When an officer is able to address others problem he is supposed to solve his own problem also. So, the table reasonably proved that lower the problem confrontation capacity lower the job satisfaction.

4.1.6 Motivation

The score of motivation of the Sub Assistant Agriculture Officers ranged from 26-39 against the possible range 10-40 and the mean was 34.05 with a standard deviation of 3.46. On the basis of their motivation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of motivation of the Sub Assistant Agriculture Officers are presented in Table 4.7.

Table 4.7 Classification of the Sub Assistant Agriculture Officers according to their motivation

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 30)	6	15.38	34.05	3.46
Medium (30-35)	19	48.72		
High (Above 35)	14	35.90		
Total	39	100.00		

Data contained in the Table 4.7 indicate that the highest proportion (48.72 %) of the respondents had medium level of motivation while 35.90 percent had high level of motivation and 15.38 percent of the respondents had low level of motivation. The Table 4.7 also indicates that more than 3/4th of the respondents (84.62%) had motivation ranged from medium to high. Conclusion could be drawn that the SAAOs motivate farmers and become motivated themselves through performing their duties and responsibilities. They experience both intrinsic motivation (motivate farmers to adopt new technology) and extrinsic motivation (perform assigned technical function).

4.1.7 Supervision

The score of supervision of the Sub Assistant Agriculture Officers ranged from 23-40 against the possible range 10-40 and the mean was 33.18 with a standard deviation of 3.15. This indicates that the study group was moderately heterogeneous in terms of supervision. On the basis of their supervision, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of supervision of the Sub Assistant Agriculture Officers are presented in Table 4.8.

Table 4.8 Classification of the Sub Assistant Agriculture Officers according to their supervision

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 32)	13	33.33	33.18	3.15
Medium (33-36)	22	56.41		
High (Above 36)	4	10.26		
Total	39	100.00		

Data contained in the Table 4.8 indicate that the highest proportion (56.41 %) of the respondents had medium level of supervision while 33.33 percent had low level of supervision and 10.26 percent of the respondents had high level of supervision. The Table 4.8 also indicates that about 90% of the respondents had supervision ranged from low to medium. Conclusion could be drawn that supervision has relation with job satisfaction. Supervision is the aggregate of a number of activities. In this study fifteen items of supervision were considered as SAAOs supervisory job.

4.1.8 Personality

The score of personality of the Sub Assistant Agriculture Officers ranged from 30-40 against the possible range 10-40 and the mean was 35.08 with a standard deviation of 2.78. On the basis of their personality, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of personality of the Sub Assistant Agriculture Officers are presented in Table 4.9.

Table 4.9 Classification of the Sub Assistant Agriculture Officers according to their personality

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 33)	10	25.64	35.08	2.78
Medium (33-37)	20	51.28		
High (Above 37)	9	23.08		
Total	39	100.00		

Data contained in the Table 4.9 indicate that the highest proportion (51.28 %) of the respondents had medium personality while 25.64 percent had low personality and 23.08 percent of the respondents had high level of personality. The Table 4.9 also indicates that almost 2/3rd of the respondents had personality ranged from low to medium. However 74.36% of the respondents had medium to high personality. Personality is the most important issue of human behavior. A SAAO works with many other officers of his own organization and other development organization. He should have leadership ability, agricultural knowledge, problem handling capacity and the like so that his colleagues and client system think him/her as an important person of DAE.

4.1.9 Training Exposure

The score of training of the respondent ranged from 0-105 with an average 8.13 with a standard deviation of 17.56. On the basis of their training, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of training of the Sub Assistant Agriculture Officers are presented in Table 4.10.

Table 4.10 Classification of the Sub Assistant Agriculture Officers according to their training exposure

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 7)	31	79.49	8.13	17.56
Medium (7-20)	3	7.69		
High (Above 20)	5	12.82		
Total	39	100.00		

Data contained in the Table 4.10 indicate that highest proportion (79.49 %) of the respondents had low training while 12.82 percent had high training level. The table 4.10 also indicates that almost 3/4th of the respondents had training exposure ranged from low to medium. Conclusion could be drawn that higher the training exposure - higher the job satisfaction. From the table it is obviously seen that SAAOs had no higher training. Training is an important aspect of career development of agricultural extension officers through which they can update their technological knowledge along with administration capacity. But unfortunately respondents of the study had low and medium level of training.

4.1.10 Initiabiveness for addressing farmers' problem

The score of Initiabiveness for addressing farmers' problem of the respondent ranged from 26-37 against the possible range of 10-40 with an average of 32.85 with a standard deviation of 2.92. On the basis of their Initiabiveness for addressing farmers' problem, the Sub Assistant Agriculture Officers' were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of Initiabiveness for addressing farmers' problem of the Sub Assistant Agriculture Officers are presented in Table 4.11.

Table 4.11 Classification of the Sub Assistant Agriculture Officers according to their Initiabiveness for addressing farmers' problem

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 30)	7	17.95	32.85	2.92
Medium (30-35)	26	66.67		
High (Above 35)	6	15.38		
Total	39	100.00		

Data contained in the Table 4.11 indicate that highest proportion (66.67 %) of the respondents had medium initiativeness for addressing farmers' problem while 17.95 percent had low initiativeness for addressing farmers' problem and 15.38 percent of the respondents had high level of initiativeness for addressing farmers' problem. The data reveal that a large proportion of SAAOs had medium initiativeness for addressing farmers' problems. In fact the main function of agricultural extension is to address farmers' problem. It is very much sound that most of the SAAOs were conscious about farmers' problems. However the 66.67% of the respondents dealt with and deliver solution on current field problems. Conclusion can be drawn that, SAAOs can achieve job satisfaction by addressing farmers' problems.

4.2. Job satisfaction of Sub Assistant Agriculture Officers of DAE

The score of job satisfaction of the Sub Assistant Agriculture Officers ranged from 29-48 against the possible range 0-45 and the mean was 22.44 with a standard deviation of 4.55. On the basis of their job satisfaction, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of job satisfaction of the Sub Assistant Agriculture Officers are presented in Table 4.12.

Table 4.12 Classification of the Sub Assistant Agriculture Officers according to their job satisfaction

Category	SAAOs		Mean	SD
	No.	Percent		
Low (Below 35)	16	41.03	22.44	4.55
Medium (36-45)	21	51.28		
High (Above 46)	2	7.69		
Total	39	100.00		

Data contained in the Table 4.12 reveal that the highest proportion (53.85%) of the respondents had medium job satisfaction while 41.03 percent had low level of job satisfaction and 5.13 percent of the respondents had high level of job satisfaction.

There were different dimensions of measuring job satisfaction. Some SAAOs were satisfied if his/her salary and allowances are sufficient, some were satisfied of favorable office environment, some of them satisfied of enough scope of promotion, some were satisfied if his boss appreciated him, some were satisfied just being a government officer; some were satisfied being posted to suitable places and so on.

SAAOs are very responsible person of DAE. It is their consciousness to make the working environment happy and satisfactory. Moreover no SAAO was found to be totally unsatisfied.

Job satisfaction differs from person to person and organization to organization. So, job satisfaction is such phenomenon which comes from not only their job, but also from one personal, social organizational administration and economical condition.

4.3 Comparative study among fifteen criteria of job satisfaction of SAAOs

Rank order of job satisfaction of Sub Assistant Agriculture Officers was determined on the basis of rating of self evaluation. The evaluation system has been shown in table 4.13 with the help of following formula for each items of job satisfaction.

Job satisfaction index (JSI): $(N_{na1} \times 0) + (N_l \times 1) + (N_m \times 2) + (N_h \times 3)$

Where,

N_{na1} = Numbers of respondents against not at all satisfaction in each criteria

N_l = Numbers of respondents against low satisfaction in each criteria

N_m = Numbers of respondents against medium satisfaction in each criteria

N_h = Numbers of respondents against high satisfaction in each criteria

Job Satisfaction index obtained from self evaluation rating score ranged from 15 to 107 against the possible range 0 to 117.

Table 4.13 Rank order of Satisfaction index of fifteen items of job satisfaction

SI No	Aspects of job environment	Extent of job satisfaction					
		Highly Satisfied	Medium Satisfied	Low	Not at all	Performance incidence	Rank order
1	Receiving appreciation from higher authority, colleagues and clients	12	25	1	1	87	3
2	Sufficient salary and allowances	2	10	20	7	46	10
3	Serving DAE, as a venture some job	34	2	1	1	107	1
4	Opportunity to increase technological knowledge	4	24	10	1	70	7
5	Place of posting	14	16	7	2	81	5
6	Enjoying the nature of job	16	17	3	3	85	4
7	Facility of travel and transport	1	1	17	20	22	14
8	Facilities of office inputs	1	11	18	9	43	11
9	Scope of promotion	1	1	10	27	15	15
10	Having opportunity to understand the social system of farm community	2	5	24	8	40	12
11	Facilities of extension training	2	11	21	5	49	9
12	Cooperativeness of farmers	21	15	1	2	94	2

13	Favorable office environment	6	25	3	3	71	6
14	Opportunity for higher education	3	3	8	25	23	13
15	Opportunity for learning to cope with problematic situations.	3	16	13	7	54	8

Table 4.13 indicates the comparative rank order of the job satisfaction items. Fifteen items of job satisfaction were taken into consideration. Among those “serving DAE is a venture some job” topped the list. The respondents reasonably pointed out the serving DAE is a venture some job as a major job satisfaction item.

“Farmers found to be very co-operative” obtained second position.

“Scope of promotion” obtained lowest position. The rank order of other items of job satisfaction may be seen in Table 4.13.

4.4 Relationship of selected characteristics of SAAOs with the extent of job satisfaction

This section deals with the relationship of the 10 independent variables with the job satisfaction of the SAAOs. The selected independent variables were age, professional commitment, job performance, technological knowledge, problem confrontation capacity, motivation, supervision, personality, training, and initiativeness for addressing farmer's problem which were indicated by X₁, X₂, X₃, X₄, X₅, X₆, X₇, X₈, X₉ and X₁₀. Correlation coefficient matrix has been used to examine the relationship among the independent variables with the job satisfaction.

Relationship between each of the 10 selected characteristics of the SAAOs and their extent of job satisfaction have been shown in the table 4.14.

Table 4.14 Pearson product moment correlation coefficient analysis of ten selected characteristics of the SAAOs with their job satisfaction

	Selected characteristics of the SAAOs	Calculated value of “r”	Tabulated value of “r”	
			At 0.05 level	At 0.01 level
Job satisfaction of the Sub Assistant Agriculture Officers of DAE	age	0.393*	0.304	0.406
	Professional commitment	0.261 ^{NS}		
	Job performance	-0.158 ^{NS}		
	Technological knowledge	0.277 ^{NS}		
	problem confrontation capacity	0.295 ^{NS}		
	Motivation	-0.179 ^{NS}		
	Supervision	0.297 ^{NS}		
	Personality	0.383*		
	Training	0.050 ^{NS}		
	Initiativeness for addressing farmers problem	0.454**		

4.4.1 Age and Job Satisfaction

The relationship between age and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between age and extent of job satisfaction". A positive relationship was found between the concerned variables.

The Co-efficient of Correlation between age and extent of job satisfaction of the respondents was greater ($r=0.393$) than the tabulated value ($r= 0.304$) at 37 degrees of freedom. It means that the relationship between age and extent of job satisfaction was significant. The null hypothesis was rejected at 5% level of significance (Table 4.14).

Based on the above findings it is concluded that, age of the SAAOs had significant positive relationship with their job satisfaction. It means that higher the age, greater the job satisfaction of SAAOs.

4.4.2 Professional commitment and job satisfaction

The relationship between professional commitment and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between professional commitment and extent of job satisfaction".

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between professional commitment and extent of job satisfaction of the respondents was smaller ($r=0.261$) than the tabulated value ($r=0.304$) at 37 degrees of freedom. It means that the relationship between professional commitment and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the findings it is concluded that, professional commitment of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.3 Job performance and job satisfaction

The relationship between Job performance and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between Job performance and extent of job satisfaction"

A negative relationship was found between the concerned variables. The Co-efficient of Correlation between job performance and extent of job satisfaction of the respondents was smaller ($r = -0.158$) than the tabulated value ($r = 0.304$) at 37 degrees of freedom. It means that the relationship between Job performance and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the above findings it is concluded that, Job performance of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.4 Technological knowledge and job satisfaction

The relationship between Technological knowledge and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between Technological knowledge and extent of job satisfaction"

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between Technological knowledge and extent of job satisfaction of the respondents was smaller ($r = 0.277$) than the tabulated value ($r = 0.304$) at 37 degrees of

freedom. It means that the relationship between Technological knowledge and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the above findings it is concluded that, Technological knowledge of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.5 Problem confrontation capacity and job satisfaction

The relationship between problem confrontation capacity and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between problem confrontation capacity and extent of job satisfaction"

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between problem confrontation capacity and extent of job satisfaction of the respondents was smaller ($r=0.295$) than the tabulated value ($r=0.304$) at 37 degrees of freedom. It means that the relationship between problem confrontation capacity and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the above findings it is concluded that, problem confrontation capacity of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.6 Motivation and job satisfaction

The relationship between motivation and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between motivation and extent of job satisfaction"

A negative relationship was found between the concerned variables. The Co-efficient of Correlation between motivation and extent of job satisfaction of the respondents was smaller ($r=-0.179$) than the tabulated value ($r=0.304$) at 37 degrees of freedom. It means

that the relationship between motivation and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the above findings it is concluded that, motivational capacity of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.7 Supervision and job satisfaction

The relationship between supervision and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between supervision and extent of job satisfaction"

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between supervision and extent of job satisfaction of the respondents was smaller ($r=0.297$) than the tabulated value ($r=0.304$) at 37 degrees of freedom. It means that the relationship between supervision and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the above findings it is concluded that, supervision of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.8 Personality and job satisfaction

The relationship between personality and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between personality and extent of job satisfaction"

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between personality and extent of job satisfaction of the respondents was greater ($r=0.383$) than the tabulated value ($r= 0.304$) at 37 degrees of freedom. It means

that the relationship between personality and extent of job satisfaction was significant. The null hypothesis was rejected.

Based on the above findings it is concluded that, personality of the SAAOs had significant positive relationship with their job satisfaction.

4.4.9 Training exposure and job satisfaction

The relationship between Training and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no relationship between Training exposure and extent of job satisfaction"

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between training exposure and extent of job satisfaction of the respondents was smaller ($r=0.05$) than the tabulated value ($r=0.304$) at 37 degrees of freedom. It means that the relationship between Training exposure and extent of job satisfaction was not significant. The null hypothesis was accepted.

Based on the above findings it is concluded that, Training of the SAAOs had no significant relationship with the job satisfaction of SAAOs.

4.4.10 Initiabiveness for addressing farmer's problem and job satisfaction

The relationship between Initiabiveness of addressing farmer's problem and job satisfaction of Sub Assistant Agriculture Officers were examined by testing the null hypothesis.

The null hypothesis was: "there is no relationship between Initiabiveness for addressing farmer's problem and extent of job satisfaction"

A positive relationship was found between the concerned variables. The Co-efficient of Correlation between initiativeness for addressing farmer's problem and extent of job satisfaction of the respondents was greater ($r=0.454$) than the tabulated value ($r= 0.406$) at 37 degrees of freedom. It means that the relationship between initiativeness for addressing farmer's problem and extent of job satisfaction was significant. The null hypothesis was rejected.

Based on the above findings it is concluded that, Initiativeness for addressing farmer's problem of the SAAOs had highly significant relationship with their job satisfaction.

CHAPTER.5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

5.1.1 Selected characteristics of Sub Assistant Agriculture Officers

Age: The highest proportion (46.15 percent) of the respondents fell in the old aged category while 25.90 percent and 17.95 percent of respondents were middle and young aged category.

Professional commitment: The highest proportions (82.05 percent) of the Sub Assistant Agriculture Officers were in high professional commitment category, while 17.95 percent belonged to the medium category.

Job performance: The highest proportion (76.92%) of the respondents had medium job performance while 20.51 percent belonged to the low job performance category.

Technological knowledge: The highest proportion (51.28%) of the respondents had high technological knowledge category, while 48.72 percent belonged to the medium technological knowledge category.

Problem confrontation capacity: The highest proportion (79.49 %) of the respondents had low problem confrontation category, while 17.95 percent belonged to the medium problem confrontation category.

Motivation: The highest proportion (48.72 %) of the respondents had had medium level of motivation while 35.90 percent had high level of motivation and 15.38 percent of the respondents had low level of motivation.

Supervision: The highest proportion (56.41 %) the respondents had medium level of supervision while 33.33 percent had low level of supervision and 10.26 percent of the respondents had high level of supervision.

Personality: The highest proportion (51.28 %) of the respondents had medium personality, while 25.64 percent had low personality and 23.08 percent of the respondents had high level of personality.

Training Exposure: The highest proportion (79.49 %) of the respondents had low training while 12.82 percent had high training level.

Initiativeness of addressing farmer's problem: The highest proportion (66.67 %) of the respondents had medium initiativeness of addressing farmers' problem while 17.95 percent had medium initiativeness of addressing farmers' problem and 15.38 percent of the respondents had high level of initiativeness for addressing farmers' problem.

5.1.2 Job satisfaction of Sub Assistant Agriculture Officers of DAE: The highest proportion (51.28 %) of the respondents had medium job satisfaction while 41.03 percent had low level of job satisfaction and 7.69 percent of the respondents had high level of job satisfaction.

5.1.3 Relationship of selected characteristics of SAAOs with fifteen criteria of job satisfaction

Among ten selected characteristics of the SAAOs age, personality and Initiativeness for addressing farmers' problem had significant relationship with their job satisfaction.

5.2 Conclusion:

On the basis of findings of the study, the logical interpretation of their meaning and other relevant facts enabled the researcher to draw the following conclusion:

1. The highest proportion (51.28 %) of the respondents had medium job satisfaction while 41.03 percent had low level of job satisfaction and 7.69 percent of the respondents had high level of job satisfaction. These facts lead to the conclusion that there is much scope to raise the job satisfaction level of the Sub Assistant Agriculture Officers of DAE. The morale of the Sub Assistant Agriculture Officers can be kept must high through improving their job satisfaction level by providing better salary and job environment.

2. Age of the SAAOs had significant positive relationship with their job satisfaction. Therefore it may be concluded that aged farmers had the higher job satisfaction and vice-versa.

3. Personality of the SAAOs had significant positive relationship with their job satisfaction. Therefore it may be concluded that SAAOs having more personality had the higher job satisfaction.

4. The SAAOs Initiaviness for addressing farmers' problem had significant positive relationship with their job satisfaction. It is therefore concluded that SAAOs having more score on initiaviness for addressing farmers' problem had the higher job satisfaction.

5.3 Recommendations

Recommendations of a study help modify and improve existing policies and procedures as well as to formulate new ones. Recommendations emanate from a careful consideration of

the findings and conclusion. Recommendations formulate on the basis of the findings and conclusions of this study are presented below:

1. Overall job satisfaction of SAAOs was not satisfactory. Achieving this, policy and procedure in respect of extension service will need a very careful consideration and modification according to necessity. It is recommended that adequate steps like proper supervision, guidance, counseling and training of SAAOs should be taken to ensure high level of job satisfaction. DAE needs to provide necessary supports and facilities like office room, transport, more travel allowance, training materials, agricultural inputs, credit etc. to the SAAOs to perform their job properly so that they remain satisfied with their job.

2. Age of the SAAOs had significant positive relationship with their job satisfaction. Therefore it may be recommended that steps should be taken by DAE for the young aged SAAOs for increasing their job satisfaction by proper training and providing necessary facilities.

3. Personality of the SAAOs had significant positive relationship with their job satisfaction. Therefore, it may be recommended that attempts should be taken for the SAAOs for developing their personality.

4. Initiativeness for addressing farmer's problem of the SAAOs had significant positive relationship with their job satisfaction. Therefore it may be recommended that necessary facilities are to be provided to the SAAOs, so that they could address the problems of the farmers.

5. To increase the initiativeness for addressing farmer's problem, the SAAOs should be involve with the IPM club, Farmers Field School & training programs, organized by local DAE officers. DAE should take care of this kind of activities.
6. DAE should undertake measures of personality development of SAAOs' through conducting workshop, training etc.

5.3.1 Recommendations for further study

Based on the significant and limitations of the present study and some observation, the following recommendations are made for further study:

1. The present study was restricted to job performance of the SAAOs only. It is, therefore, necessary that further studies should be undertaken for an understanding of job satisfaction of the different categories of personnel involved in the DAE such as Agriculture Extension Officer, Upazila Agricultural Officer, Training officer, and Deputy Director.

2. Regular supervision by Upazila Agricultural Officer and Agricultural Officer can increase the job performance of SAAOs. So, it recommended that further study to be undertaken on 'Quality Supervision' and better job satisfaction.

3. The present study was concerned with job satisfaction of the SAAOs who serves in the DAE. It is also necessary to undertake studies on the job satisfaction of personnel serving in other organizations involved in rural development.

4. The study was conducted at Faridpur district only. Further study is to be conducted for other districts of Bangladesh.

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Appendix-A

Interview Schedule

Department of Agricultural Extension and Information System.

Sher-e-Bangla Agricultural University, Dhaka-1207.

INTERVIEW SCHEDULE FOR COLLECTION OF DATA FOR THE RESEARCH ENTITLED EXTENT OF JOB SATISFACTION OF SAAO'S OF THE DEPARTMENT OF AGRICULTURAL EXTENSION.

Sl. No.....

Gender:.....

Name of Respondents:.....

Contact No:

.....

Block:.....

Union:.....

Upazila:.....

District:.....

(Please give the following information. Your information will be kept confident and will be used for research purpose only)

1. Age :

How old are you?

Years.....

2. Professional Commitment:

Please indicate by putting tick () on the following items about Professional Commitment

Sl. No.	Items	Extent of Professional Commitment		
		High Commitment	Medium Commitment	Low Commitment
01.	Identifying farmers problem			
02.	Familiar with block			
03.	Co-operation with farmers			

04.	Co-operation with Colleagues			
05.	Co-operation with bosses			
06.	Attending Upazila agriculture extension program based on farmers need			
07.	Giving suggestions to farmers			
08.	Visit farmers' field			
09.	Taking initiative for overall agricultural development of the Upazila.			
10.	Motivating and evaluating the implementation of extension program			

3. Job performance:

Please indicate the extent of job performance by putting tick () mark in any of the response

Sl. No.	Activities	Extent of Job Performance			
		Very Good	Good	Medium	Poor
01.	Capacity to identify farmers' problem				
02.	Supervise the activities of farmers in field				
03.	Monitoring farmers other activities and checking their work daily				
04.	Maintaining a daily diary				
05.	Conducting training for the farmers				

06.	Preparation and submission work report				
07.	Identifying innovative farmers				
08.	Taking initiative for future extension planning				
09.	Communication with other GO and NGOs				
10.	See farmers problem as his/her own problem				
11.	Conducting result demonstration				
12.	Conducting method demonstration				
13.	Response to the bosses orders				
14.	Monitoring farmers field day				
15.	Responds to the field problems of farmers				

4. Technological Knowledge

Please indicate the extent of your view about technological knowledge by putting tick ()

mark in any of the statements

Sl. No.	Statements	Answers	Marks Obtain
01.	Write down two characteristics of quality seed?	a. b.	
02.	Write down two names of new rice	a.	

	varieties?	b.	
03.	Elaborate IPM?		
04.	How do you supervise farmers work?		
05.	How gutee urea is used in rice field?		
06.	How do you monitor extension program?		
07.	How to use ribbon retting process of jute?		

08.	Elaborate ICM?		
09.	Write down two names of insecticides?	a. b.	
10.	Write down two names of diseases of rice field?	a. b.	

5. Problem Confrontation Capacity

Please indicate the extent of your views about problem confrontation capacity of job responsibilities by putting tick () mark in any one of the four responses

Sl. No.	Factors	Extent of confrontation capacity			
		High confrontation	Medium confrontation	Little confrontatio	Very little confrontatio

		capacity	capacity	n capacity	n capacity
01.	Frequent transfer				
02.	Minimum fixed T.A.				
03.	Lengthy promotion				
04.	Lack of technological experiment				
05.	Complexity of field problem				
06.	Insufficient demonstration materials				
07.	Farmers' functional literacy problem				
08.	Get no help from the bosses				
09.	No recognition for good work				
10.	No career development facilities				

6. Motivation

Please indicate the extent of your motivation works by putting tick () mark in any one of the four responses

Sl.	Factors	Extent of motivation
------------	----------------	-----------------------------

No.		Highly motivation	Optimum motivation	Medium motivation	Low
01.	I motivate farmers for adopting new technologies				
02.	I motivate junior colleagues by giving advice and training				
03.	I visit farmers farm and home regularly				
04.	I take care of implementation of new technology				
05.	I extending cooperation to all categories of farmers for agricultural development				
06.	I participate all sorts of meeting to acquire new knowledge that inspires me for good job performance				
07.	I participate in seminars and workshops to extend my knowledge horizon				
08.	I perform assigned technical functions for the implementation of agricultural program properly				
09.	I ask help from my colleagues to perform my assigned duty.				
10.	I help farmers giving innovational information to solving drought, salinity problem like food.				

7. Supervision

Please indicate the extent of your agreement by putting tick () mark against each of the following items

Sl. No.	Items	High	Medium	Little	Very Little
01.	Intensity of field trip				
02.	Spending time to farmers farm and home visit				
03.	Giving time demanding suggestions to farmers				
04.	Ability of leadership at different social work				
05.	Using of visual aid at time of teaching				
06.	Ability of taking different farming decisions				
07.	Developing communication with different research institute				
08.	Ability to identify farmers problem				
09.	Identifying of innovative farmers				
10.	Ability to organize different socio-development work				

8. Personality

Please indicate the extent of your personality by putting tick () mark against each of the following statement

Sl. No.	Statement	High	Medium	Low	Very Low
01.	Fair agricultural knowledge				
02.	Perform assigned duties according to extension approach				
03.	Professional leader with sufficient leadership qualities				
04.	Problem handling capacity				

05.	Can give right solution at right time				
06.	High understanding capacity				
07.	Skillfully communicate with farmers				
08.	Speak simple but attractive in language				
09.	Don't differentiate rich and poor farmers during transfer of technology				
10.	Punctual in office duty and perform work skillfully				

9. Training exposure

Did you participate in any agricultural training program?

YES

No

If yes, then please give the following information:

Name of the training courses	Sponsoring organization	Duration of training(days)

10. Initiativeness for Addressing farmers Problem

Please indicate the extent of your views about Initiativeness of Addressing farmers

Problem By putting tick () mark in any one of the four responses

Sl. No.	Subject/Inputs	Extent of Problem Addressing			
		High Innitativ e	Medium Innitativ e	Little Innitativ e	Very Little
01.	Identifying farmers problem				
02.	Cconducting FINA				
03.	Encourage farmers to participate in FINA				
04.	Arrange result demonstrations for agricultural innovations including new crop varieties				
05.	Suggest farmers to use electricity for irrigation after 11 P.M				
06.	Giving suggestions for how to control insects and diseases of crop fields.				
07.	Co-operative with farmers when complexity arise in applying new technology				
08.	Distribute inputs in time of need				
09.	Encourage farmers to make homestead gardening				
10.	Giving sufficient training about cultivating flood tolerant varieties				

**11. JOB SATISFACTION EVALUATION OF Sub Assistant Agricultural Officers
OF DAE**

Please indicate your extent of job satisfaction with each of the following aspects of your job environment by putting tick mark () in the appropriate column.

Sl. No.	Aspects of Job Environment	Extent of Job Satisfaction			
		Highly Satisfaction	Medium Satisfaction	Low Satisfaction	Not at all
01.	Receiving appreciation from higher authority, colleagues and clients				
02.	Sufficient salary and allowances				
03.	Serving DAE, as a venture some job				
04.	Opportunity to increase technological knowledge				
05.	Place of posting				
06.	Enjoying the nature of job				
07.	Facility of travel and transport				
08.	Facilities of office inputs				
09.	Scope of promotion				
10.	Having opportunity to understand the social system of farm community				
11.	Facilities of extension training				
12.	Cooperativeness of farmers				
13.	Favorable office environment				
14.	Opportunity for higher education				
15.	Opportunity for learning to cope with problematic situations.				

Thanks for your participation

(Signature of the interviewer)

Appendix-B

Table 4.15 Correlation matrix showing the interrelationships among the entire variables

	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	Y
X ₁	1										
X ₂	-0.17	1									
X ₃	0.071	0.233	1								
X ₄	-0.135	0.238	-0.24	1							
X ₅	0.066	0.307	-0.148	0.146	1						
X ₆	0.087	0.346*	0.32*	0.196	0.11	1					
X ₇	-0.166	0.521*	0.069	0.241	0.386*	0.406*	1				
X ₈	0.017	0.288	-0.046	0.397*	0.344*	0.062	0.317*	1			
X ₉	0.069	0.07	0.248	0.23	0.03	0.133	0.278	0.222	1		
X ₁₀	0.349*	0.43**	0.011	0.16	0.453*	0.088	0.278	0.478*	0.013	1	
Y	0.393*	0.261	-0.158	0.277	0.295	-0.179	0.297	0.383*	0.05	0.454**	1

NS Non significant

** Significant at the 0.01 level (2-tailed)

* Significant at the 0.05 level (2-tailed)

X₁=age

X₂= Professional commitment

X₃= Job performance

X₄= Technological knowledge

X₅= problem confrontation capacity

X₆= Motivation

X₇= Supervision

X₈= Personality

X₉= Training

X_{10} = Initiativeness for addressing farmers problem

Y = Job satisfaction evaluation of Sub Assistant Agriculture Officers of DAE