JOB SATISFACTION OF FEMALE AGRICULTURAL EXTENSION OFFICERS OF DEPARTMENT OF AGRICULTURAL EXTENSION (DAE)

BY

NUR-E-SHAHRIN NURANI
Registration No. 04-01344

A Thesis
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
SEMESTER: JANUARY-JUNE, 2011

Approved by:

(Professor Mohammad Hossain Bhuiyan)
Professor,
Department of Agricultural Extension and Information System,
Sher-e-Bangla Agricultural University.

Supervisor

(Professor Md. Shadat Ulla)
Vice-Chancellor
Sher-e-Bangla Agricultural University.

Co-supervisor

(Professor Dr. Md. Sekender Ali)
Chairman,
Department of Agricultural Extension and Information System.
Sher-e-Bangla Agricultural University.

Professor
Department of Agricultural Extension and Information System
Sher-e-Bangla Agricultural University
Dhaka-1207, Bangladesh

CERTIFICATE

This is to certify that thesis entitled, "JOB SATISFACTION OF FEMALE AGRICULTURAL EXTENSION OFFICERS OF DEPARTMENT OF AGRICULTURAL EXTENSION (DAE), 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 NUR-E-SHAHRIN NURANI, Registration No. REG NO. 04-01344 under my supervision and guidance. No part of the thesis has been submitted for any other degree or diploma.

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

Dated: June 2011
Dhaka,Bangladesh

(Professor Mohammad Hossain Bhuiyan)
Professor
Department of Agricultural Extension
And Information System
Shere-e-Bangla Agricultural University.

ACKNOWLEDGEMENT

All praise to my creator, the Almighty Allah for his blessing on my ability to complete the research work successfully.

The Author is proud to express her deepest gratitude, deep sense of respect and immense indebtedness to her research supervisor ***Mohammad Hossain Bhuiyan****, Professor, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka-1207, for his constant supervision, guidance, suggestion, continuous inspiration, consecutive comments, and encouragement throughout the research work and preparing the manuscript of this thesis.*

The author is very grateful to co-supervisor ***Md. Shadat Ulla****, Professor, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka-1207, for his cordial suggestion, constant encouragement, and valuable advice for successful completion of the thesis.*

The author would like to express her deepest respect and boundless gratitude to all the respected teachers of the department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka-1207, and all female agricultural extension officers,DAE; for the valuable teaching and inspirations throughout the course of this study and research work. The author also wishes to express her cordial thanks to departmental and field staff for their active help during the research period.

The author extended to her cordial thanks to his elder brother, sisters, relatives, friends for the heartiest assistance and well wishes which inspired her to accomplish the thesis.

Finally the author is very glad to express her gratefulness and deepest appreciation to her beloved mother Mrs. Salma Begum and her father Md. Mofazzal Haque and also her husband Md. Abdullah Bayezid for great sacrifice, endless prayers, blessings and support to reach her at her level of higher education.

The Author

ABSTRACT

The study was conducted to determine and describe job satisfaction among the Female Agricultural Extension Officers (FAEOs) under the Department of Agricultural Extension (DAE). All the Female Agricultural Extension Officers of different upozillas were the population of the study and the sample as well. A questionnaire was prepared keeping in view the objectives. Professional commitment, Age, job performance, technological knowledge problem confrontation capacity, motivation, supervision, personality, training, innitiativeness of addressing farmers' problem were independent variables. It was pretested among ten Female Agricultural Extension Officers at DAE Head Quarter. Then the corrected questionnaires were mailed to the addresses of 150 Female Agricultural Extension Officers in August 2012 and returned back by 30 August 2012. Out of which 65 duly filled up questionnaire were returned back to the researcher. Spearman correlation coefficient was chosen as data analysis method. The study revealed that majority of the respondents (35.38%) had low job satisfaction followed by 33.85% medium and 30.77% high satisfaction. From the spearman coefficient analysis it was found that all the independent variables except training had no significant relationship. However, some variables like job performance, technological knowledge and personality tended to be significant. There was significant relationship between training and job satisfaction of FAEOs of DAE at one percent level.

CONTENTS

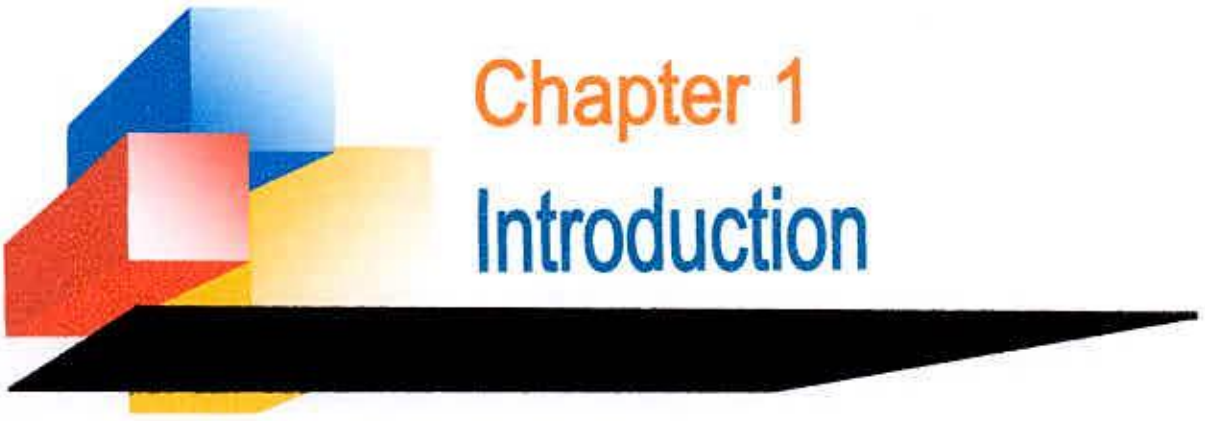
LIST OF TABLES

LIST OF FIGURE

LIST OF APPENDIX

ABBREVIATIONS AND ACRONYMS

AEO	=	Agricultural Extension Officer
BAI	=	Bangladesh Agricultural Institute
BAU	=	Bangladesh Agricultural University
BBS	=	Bangladesh Bureau of Statistics
BCS	=	Bangladesh Civil Service
B.Sc. Ag	=	Bachelor of Science in Agriculture
DAE	=	Department of Agricultural Extension
et al	=	and other
FAEO	=	Female Agricultural Extension Officer
FAO	=	Food and Agricultural Organization
NAEP	=	New Agricultural Extension Policy
NGOs	=	Non Government Organizations
SAAO	=	Sub Assistant Agricultural Officer



Chapter 1
Introduction

CHAPTER-1

1.0 INTRODUCTION

Department of agriculture was established in 1906 during British period with a view to disseminate agricultural technology among farmers. Initially the department established demonstration farm in all the districts of Bengal from which farmers learned about improved agricultural technologies and obtained quality seeds of different crops. At that time agricultural graduates were not available to perform extension jobs. After the establishment of Bengal Agricultural Institute (now SAU) agricultural graduates had been being produced since 1943 but very few in number. However, after the independence of Pakistan the enrolment of agricultural students were increased and eventually number of agricultural graduates had been increased. Only the male students had opportunity in both Bangladesh Agricultural University (BAU) and BAI. No female student had this opportunity. After the independent of Bangladesh, since 1975 female students got opportunity to admit them to study agriculture in both BAU and BAI. Since then during the last thirty seven years a good number of female students have became graduates with B.Sc.Ag (Hons.)

Both male and female agricultural graduates have Job Avenue in research institutes, academic institutes, extension services, NGOs and other organizations as well. A large number of agricultural graduates are absorbed in extension services like Department of Agricultural Extension (DAE). They are employed in DAE generally as Agricultural Extension Officers. For a long period only the male extension officers

were recruited and employed. However since the end part of the decade of 1970, female agricultural graduates have been employed as Agricultural Extension Officers.

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:

i. DAE inform farmers about new crops, new varieties, new farm implements, etc. evolved from the Agricultural Research Institutes,

ii. It helps farmers in adoption of improved technologies

iii. It helps to increase farmers' production and income utilizing their own resources,

iv. It trains up the local leaders to make them self dependent and cooperative for the purpose of organized group action,

v. It channelizes the information and services to the farmers through different-communication channels.

In deed these are the job description of the extension officers of DAE. Extension officers with their professional commitment-shoulder the responsibilities and dedicate themselves for the organizational achievement.

At present DAE has approximately 2087 extension employees, among them 1937 are male extension officers and only 150 are female extension officers (BCS Association Selection 2012-2013). Compared to male extension officers the number of female extension officers is negligible. In Bangladesh situation it is difficult to perform field

works on part of female extension officers. Many impediments create obstacle in their job performance. Job performance is very much related with job satisfaction. Now the question arises whether the female extension officers are satisfied with their jobs and job conditions.

Job satisfaction describes how content an individual is with his or her job. It is a generalization of affective 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 feelings or 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, woman empowerment opportunities, 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.

Both Female Agricultural Extension Officers and Male Agricultural Extension Officers, work in the same job environment. Some issues of job environment may be pleasant for Male Agricultural Extension Officers, which may be bitter for the opposite partner. But the organization ignores the attitudes of the extension officers. We have strong believed that organizational achievement is largely depends upon how

much the employees are satisfied with their job condition. In fact, extension officers are the key persons to materialize DAE's objectives. If the officers express dissatisfaction of their job condition it is not possible for the organization like DAE to materialize the set objectives. In the past a few research works were conducted to study job satisfaction of Male Agricultural Extension Officers but no study was found about Female Agricultural Extension Officer's job satisfaction.

The researcher is keen interested to study on "Job Satisfaction of Female Agriculture Extension Officers of Department of Agricultural Extension (DAE)". Because development and management of DAE need information on job satisfaction of female extension 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 Female Agricultural Extension Officers face many problems that hinder job performance and satisfaction. Female Agricultural Extension Officers play a vital role for transfer of technology for the success of DAE and it is necessary to conduct an empirical research on this issue.

1.1 Statement of the problem

Men and women are equally involved in agricultural production. Male farmers receive extension advice from Male Extension Officers, where as Women farmers had no extension contact for a long period. It was a long cherish of the nation to recruit Female Agricultural Extension Officers to serve women farmers. The need of the nation was fulfilled by producing women agricultural graduates and recruiting them as Female Agricultural Extension Officers.

The Female Agricultural Extension Officers have professional commitment to materialize the national interest and priorities as designed through New Agricultural Extension Policy (NAEP). It includes decentralization, responsiveness to information needs, working with group of all kinds, targeting the client systems, wide range use of extension methods, training of extension personnel, demand-led extension service, strengthening extension-research linkage etc. The NAEP issues are policy backbone of extension service at one hand and difficult to implement on the other. So, extension officers concerned with NAEP must have job satisfaction environment particularly for Female Agricultural Extension Officers' Job satisfaction of FAEO and their personnel and professional characteristics help to implement NAEP issues in Bangladesh.

FAEO's are the grass root level workers of DAE who are involved with the farmers and work for the increase of overall productivity in agriculture. They work at farmers level, they analyze farmers problems and give concrete solution, inform educate, motivate the farmers to adopt the modern technology. Their better performance and

satisfaction are highly a positive factor towards the achievement of DAE objectives, job performance and job satisfaction of an individual is fundamental to achieve desired objectives of an organization.

Considering the above fact and findings the research led to undertake the study entitled as "Job satisfaction of the Female Agriculture Extension Officer" to find out the answers of the following questions:

1. What are the characteristics of the Female Agriculture Extension officers
2. What is the extent of the job satisfaction of the Female Agriculture Extension officers?
3. What are the characteristics of the Female Agriculture Extension officers correlates their job satisfaction?

1.2 Objectives

1. To asses and describe the FAEOs' following selected characteristics: Professional commitment, age, job performance, technological knowledge, problem confrontation capacity, motivation, supervision, personality, training, and innitiativeness of addressing farmer's problem.

2. To determine and describe the job satisfaction factors of Female Agriculture Extension Officers (FAEO) of DAE.

3. To explore the relationship between the selected characteristics of FAEO with their job satisfaction.

4. To compare among fifteen items of FAEOs' job satisfaction.

1.3 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. Agricultural Extension Officers as supervisors supervise the activities of SAAO and monitor field activities. They also develop annual plan of work for the upozilla. But it was not known whether the agricultural extension officers-either male or female 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 female agriculture extension officer (FAEO). The findings of the study could be helpful to the planners and policy makers in formulating extension strategies for better utilization of FAEOs and reach goal.

1.4 Limitation of the study

Considering the time, money and other necessary resources available to the researcher and to make the study manageable and meaningful, it was necessary to impose certain Limitation as noted below:

1. The main theme of this research was to assess the level of job satisfaction of Female Agriculture Extension Officers (FAEOs) under DAE.
2. Mailed questionnaire was used for data collection. The number of filled up questionnaire returned back was less than the expected number.
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.
5. Due to imbalanced gender ratio job satisfaction study was found to be a little bit tough.

1.5 Assumption of the study

During the study period the researcher made the following assumptions:

1. The Female Agricultural Extension Officers included in the sample was capable of furnishing proper responses to the questions inserted in the interview schedule.
2. The information furnished by the respondent 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. Similar job condition was existing throughout the study area as the DAE defined their responsibilities.
5. FAEOs had adequate knowledge to answer the related questions.
6. Ratings on job satisfaction were free from bias.
7. The views and opinions furnished by the respondents included in the sample were representative views and opinions of all FAEOs of DAE.

1.6 Definition of the terms

Important terms concerned with the study were defined and interpreted below for clear understanding.

Professional commitment

Professional commitment referred to the dedication of one's interest and desire for the sake of her job performance. FAEOs are professional persons. The success of DAE depends upon the degree of professional commitment agricultural extension officers including FAEOs. Ten items of professional commitment of FAEOs were selected, viz. identifying farmers problem, familiar with block, cooperation with farmers, cooperation with bosses, planning upazilla agricultural extension program, visit farmers field, monitoring and evaluation of extension program and so forth.

Age

Age of female agriculture extension officers referred to the period from her date of birth to the date of filling the mailed questionnaire, expressed in terms of complete years. It was obtained by asking open question.

Job performance

Job performance referred to the accomplished of assigned tasks with utmost and effectiveness. In this study fifteen assigned tasks were selected and arranged in a manner that the extent of job performance could be ascertained.

Technological knowledge

Technological knowledge referred to the extent of knowing about agricultural technology ready for dissemination or already exists in the field. Technological knowledge occurs when a female agriculture extension officer comes to know about the existence of technology about including its technical know-how and principle functions. In this study ten questions were asked to the FAEO to explore their knowledge related to quality seeds, name of rice varieties, meaning of LCC, and ICM benefits of gutee urea and so on.

Problem confrontation capacity

Problem confrontation capacity referred to the capacity of the FAEOs respondents to handle the problems faced during their job performance. In this study a list of problems was made that they can confront.

Motivation

Motivation is the psychological feature that arouses an organism to action toward a desired goal and elicits, controls, and sustains certain goal directed behaviors. For instance: An individual has not eaten, he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger. There are many approaches to motivation: physiological, behavioral, cognitive, and social. In this study ten motivation items were included to understand FAEOs degree of motivation. The items were ranged from intrinsic motivation to extrinsic motivation. Intrinsic motivation concerned with self motivation where as extrinsic motivation was concerned with external intervention.

Supervision

Supervision is a technique to get work done by the subordinates of an organization influencing through wise leadership and proper human relationship. 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 sure that teaching has been fully effective; administering correction where this is found to be necessary and transferring 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 female agriculture extension officers of DAE.

Personality

Personality is the particular combination of emotional, attitudinal, and behavioral response patterns of an individual.

Al port (1975) defined personality as "the dynamic organization within the individual of that psycho-physical system that determines his unique adjustments to his environment. Generally we enumerate personality from the overt behavior of an individual." In this study personality of female agriculture extension officers was determined for their style of job performance. Ten items of personality concerned with their job performance were selected.

Training

Training is an educational system through which professional and non-professional employees acquire knowledge and skill to increase their job performance efficiency. Generally extension service like DAE organizes training of many kinds, such as orientation training, induction training, on-the spot training, foundation training, and career development training, and so on. The impart knowledge and skill of its agricultural extension officers. Except foundation training and career development training the training period ranges from 1 to 3 days.

Innitiativeness of addressing farmers' problem

Innitiativeness of addressing farmers' problem means taking action to solve farmers' problem. It also means encourage farmers to take action against their field problem. In farmers field many problem arise. Extension agent identify farmers field problem, arrange result demonstration and helps farmers by using new technology for solving problem.

Job satisfaction

Job satisfaction describes how content an individual is with his or her job. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company the quality of the working conditions, leadership and social relationships, and the job itself.

Chapter 2
Review of Literature

CHAPTER-2

2.0 Review of Literature

The aim of this chapter is to review of the result of some of the previous studies that were related to the present research work. This study is mainly related with extent of the job performance of extension agents. The researcher tried to collect needed information through searching of related thesis, literature, journal, periodicals and internet. But unfortunately, in Bangladesh, such type of work was rarely available. The review of researcher directly or indirectly related to present study has been placed into three sections in this chapter. The first section is concerned with the concept of job satisfaction. The second one deals with the review of literature on the relationship of different variables with the job satisfaction. The third section deals with the conceptual framework of the study.

2.1 Concept of job satisfaction

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person was often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social

relationships, and the job itself (Tasneem, 2006, Job satisfaction among female teacher).

Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers.

According to lock (1976) "a pleasurable or positive emotional state resulting from the appraisal of one's job experience."

When someone is satisfied with his job is job satisfaction or when any job is fulfilled one's expectation that is job satisfaction. There are two approaches of job satisfaction.

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)

In the present study job satisfaction of the FAEO referred to the manner and extent to which they perform the different responsibilities of their job. Criteria comprising different aspects of their job responsibilities have been developed for measuring their job satisfaction.

2.2 Review of literature related to relationship between different characteristics and job satisfaction

2.2.1 Professional Commitment and Job Satisfaction

According to D.M. and Chan Dargi, (2006)-it was evident 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 performance. Higher the job performance is higher the job satisfaction. The problem reasons for the findings may be that the extension officers might have perceived their job to extend loyalty and thereby making them- selves perform better."

2.2.2 Age and Job satisfaction

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

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

Talukder (1994) reported that there was no significant relationship between the age and the productivity of the Agricultural Development Officers (ADOs).

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

Kalam (2000) found that job satisfaction of the female block supervisors had negative significant relationship between ages.

According to D. Mishra and D.M. Chan Dargi,(2006) found age was negatively related with job satisfaction.

Age and experience were negatively associated with job satisfaction at 5% level of significance part of M. Sc. (Agri) thesis submitted by the first author to the University of Agricultural Sciences, Dharwad, India.

2.2.3 Job Performance and Job Satisfaction

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 manner.

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.

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

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

Perumal (1975) in a study found that job satisfaction of the Agricultural Extension Officers had no significant relationship indirect positive effect on scientific productivity of the agricultural scientists.

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

Shamsul and Saiful (1997) conducted a study on job performance of BSs and found a significant relationship between job satisfaction and job performance by chi-square test at 5% level.

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

Sandhu and Singh (1977) observed that there existed no significant relationship between job satisfaction of the agriculture agents and their job performance level.

Wanous (1974) indicated 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.'

Slocum's (1970) found 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.

Narasimhaiah (1978) found 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 support agencies, rewards and incentives.

2.2.4 Technological Knowledge and Job satisfaction

Estep (1985) reported that having technological knowledge and a desire to seek activity for new information on improved practices was important factors in relation to adoption of improved practices.

Tiraieyari *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 and Job Satisfaction

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

2.2.6 Motivation and Job satisfaction

According to V. Hirevenkanagoudar, India (2006) "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 is assumed that achievement motivation forces the individual towards reaching goals, which she/he has set for himself. Higher the association with individual higher will be his/ her efforts.

In the Late 1950s, Frederrick Herzberg, considered by many to be a pioneer in motivation theory, interviewed a group of employees to find out two motivation factor made them satisfied and dissatisfied – One is and other motivation."

Bouyett and Bouyett (2000) reported that motivation for better performance depends on job satisfaction, achievement, recognition and professional growth.

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) regards 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) and Spector (1996) concluded that effective supervisors should be reliable, resourceful, honest, patient, flexible, approachable, dependable, and innovative, and should possess ability to communicate.

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

Koko (1998) found that 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) found 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) and Myeni (2000) 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 and Job Satisfaction

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

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

Islam (1981) reported that the level of job performance of the Barangay Council officials would increase if they are subjected to systematic and effective training programme on subject matter areas affecting community life. It is the number or kinds of training programmers, rather than the duration of training programmes that is more important in increasing their job performance as well as job satisfaction. It is obvious that the training programmes need to be job related.

Karim (1990) found 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.

While conducting a study in Andhra Pradesh, 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.

Naik (1981) reported that Assistant Agricultural Officers in Karnataka had expressed higher need for training in subject matter area of agriculture such as, crop production technology for crop production, handling and maintenance of improved farm machines, pest and diseases identification and control methods. Similarly among the extension areas, agricultural extension administration and supervision, Agricultural Extension Officer rules and procedures and extension communication were most needed areas for training.

2.2.10 Innitiativeness of Addressing Farmers' Problem and Job Satisfaction

There was no available information related to above stated variables.

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 Female Agriculture Extension Officers'' was developed. In social science researchers generally study two types of variables to generate new concepts or knowledge. There are independent variables and dependent variable. Independent variables are the subject concerned and dependent variables are the object concerned. The values of independent variables determine the value of dependent variables. It was therefore, assumed that job satisfaction of FAEO's might be influenced by their various characteristics. So, conceptual framework of the study was to find out how the characteristics of FAEO's correlates with job satisfaction.

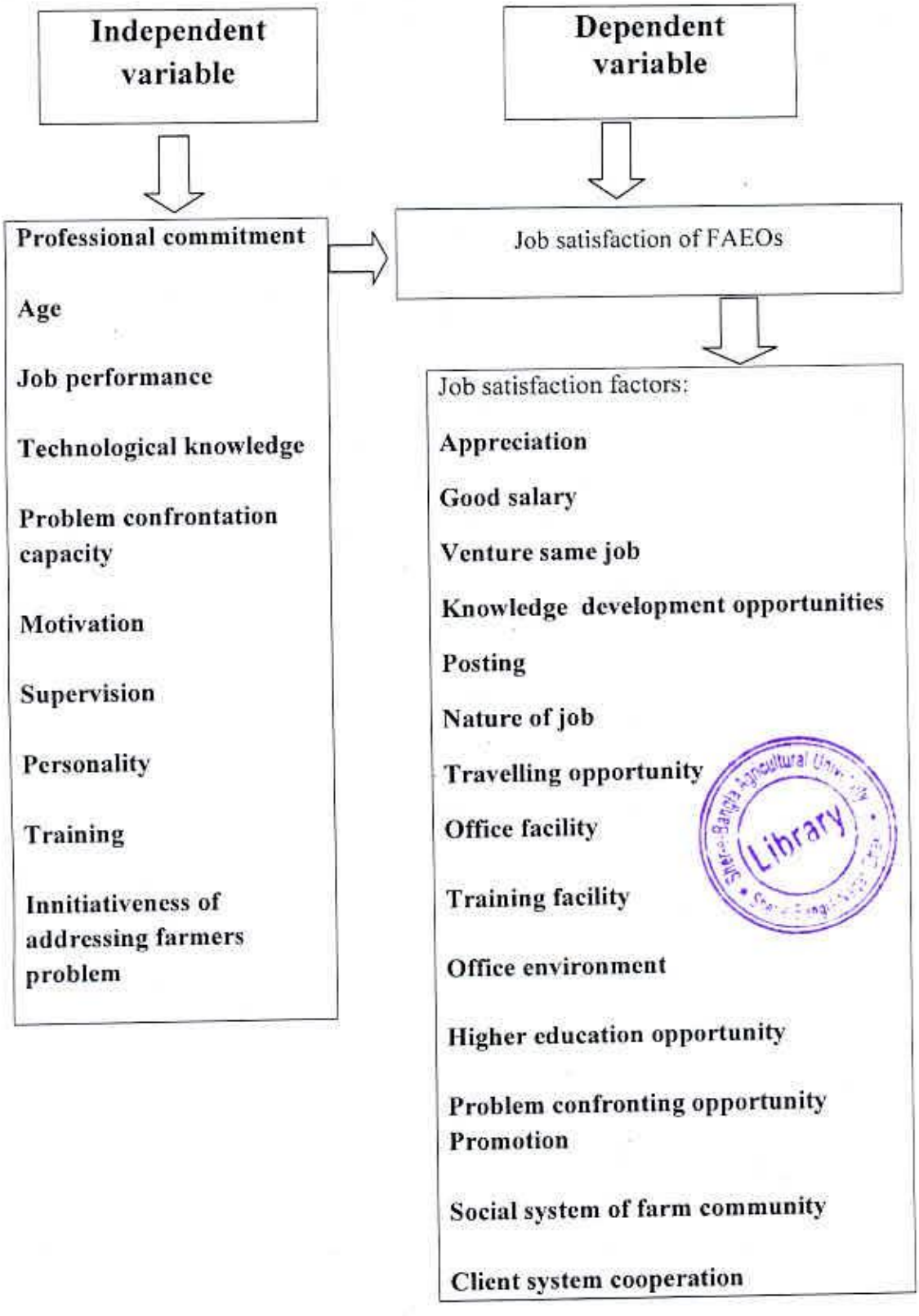
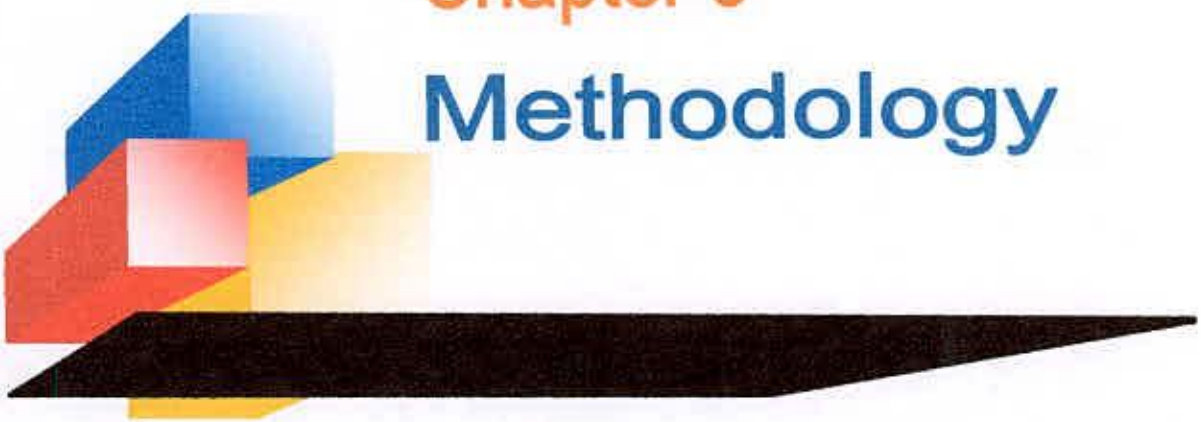


Figure 2.1 Conceptual framework of the study

Chapter 3

Methodology



CHAPTER-3

3.0 METHODOLOGY

Importance of method and procedure conducting social research can hardly be over emphasized. It gives clear direction to a researcher about her works and activities during the whole period of the study. So it needs very careful consideration in selecting the steps and arrange them is sequence which enable the researcher to perform research activities successfully and efficiently. Various methods, tools, and techniques were used during different stages of research work and compilation of data. Methods and procedures followed in conducting this research are discussed in 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 12,000 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 male or female at national, regional, zonal, unit and block level respectively. The Upazilas of which the extension service was managed by FAEOs constituted the locale of the study. There were 150 FAEOs worked in 150 Upazilas. There was no scope to select Upazilas randomly. Because all the 150 Upazilas had been selected as the locale at the study. So, whole Bangladesh was the locale of the study.

Figure 3.1 a map of Bangladesh

3.2 Population and Sampling

One hundred and fifty Female Agriculture Extension Officers of 150 upazilas constituted the population of the study. For data collection a mailed questionnaire was sent to each FAEO through courier service. Unfortunately the entire questionnaires were not returned back after duly filled up. Out of 150 only 65 (43%) duly filled up questionnaire reached to the researcher's address. So the sampling size of the population became 65. Remaining number of questionnaires were considered to be missing.

3.3 Data collection instruments

Mailed questionnaire was prepared keeping in view the objectives and variables of the study. During its preparation simple language was used where double barreled and ambiguous questions were avoided. The draft copy of mailed questionnaire was sent to a panel of experts for necessary correction, edition, alteration, and rearrangements. After the necessary correction and modification according to expert view the questionnaire was pretested interviewing ten FAEOs of DAE Headquarter. Thus interview schedule was prepared, printed and multiplied for collection of data.

3.4 Data collection

Data were collected by mailed questionnaire. The addresses were collected from the DAE Headquarter with the help of some female extension officers posted there. One hundred and fifty mailed questionnaires were sent for 150 FAEOs by Courier Service, Bangladesh. Out of 150 only 65 questionnaires returned back after duly filled up. The questionnaire was sent to FAEOs on 7 August, 2012 and returned back by 30 August, 2012.

3.5 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 FAEOs with their extent job satisfaction."

3.6 Variables of the study

In descriptive research, the selection and measurement of variables constitute an important task. Hypothesis contains at least two elements namely independent variables and dependent variable. An independent variable is the factor which is manipulated by the experimenter to ascertain its relationships to an observed phenomenon. A dependent variable is the factors which appear, disappear or varies independent variables. The independent variables were professional commitment, age, job performance, technical knowledge, problem confrontation capacity, motivation, supervision, personality, training, and innitiatives of a farmer's problem.

3.7 Measurement of dependent variable

3.7.1 Job satisfaction

This was measured by computing a job satisfaction score. The scales for measuring job satisfaction, 15 aspects of job satisfaction were selected based on job description of FAEOs. The FAEOs 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 this scale as the following manner:

Extent of job satisfaction	**Weight assigned**
Highly satisfied	4
Medium satisfied	3
Low satisfied	2
Very low satisfied	1

The job satisfaction score assessed by an FAEO was measured by summing up the score of all the 15 items together. Thus the job satisfaction score ranged from 15 to 60, where 15 indicates lowest satisfaction and 60 indicates highest job satisfaction.

3.8 Measurement of independent variables

3.8.1 Professional commitment

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

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

Ten professional commitments were identified. The score assigned against each commitment were summed up and ranged from 10-30, where 10 indicate lowest commitment and 30 indicates highest commitment.

3.8.2 Age

Age of an FAEO was measured as the period from her date of birth to the time of filling up the mailed questionnaire and it was expressed in complete years.

3.8.3 Job performance

Job performance of an FAEO was measured by asking questions consisting of job related statements, against which scores were assigned according to the extent of job performance 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 assigned against each activity were summed up and ranged from 15 to 60, where 15 indicate lowest job performance and 60 indicates highest job performance.

3.8.4 Technological knowledge

Technological knowledge of FAEOs' was tested through inserting ten technology oriented questions. It was measured on the basis of scores obtained against ten different questions. Each question was weighted by 2 marks. The questions were open ended. A responded could get full marks (2) for full correct answer and zero (0) for wrong or no answer. Partial score was given for partially correct answer. Thus the technological knowledge score could range from 0 to 20. Zero (0) indicates no knowledge and twenty (20) indicate high knowledge.

3.8.5 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 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 scores assigned against each items were summed up and ranged from 10-40, where 10 indicates lowest problem confrontation capacity and 40 indicates highest problem confrontation capacity.

3.8.6 Motivation

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

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

Ten motivation activities were identified. The scores assigned against each commitment were summed up and ranged from 10-40, where 10 indicate lowest motivation and 40 indicates highest motivation.

3.8.7 Supervision

Supervision was measured by asking questions consisting of job related statements, against which score were assigned according to the degree of supervision stated below:

Responses supervision	Weight assigned
High	4
Medium	3
Little	2
Very little	1

Ten supervision activities were identified. The scores assigned against each of supervision were summed up and ranged from 10-40, where 10 indicate lowest supervision and 40 indicates highest supervision.

3.8.8 Personality

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

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

Ten personality activities were identified. The scores assigned against each personality were summed up and ranged from 10-40, where 10 indicate lowest personality and 40 indicates highest personality.

3.8.9 Training

It was measured by the total number of days a respondent received training on different subject matters in her entire service life.

3.8.10 Innitativeness of addressing farmers' problem

Innitativeness of addressing farmer's problem was measured by asking questions consisting of job related items, against which score were assigned according to the degree of innitativeness of addressing farmer's problem stated below:

Extent of innitativeness of addressing farmers' problem	Weight assigned
High aware	3
Medium aware	2
Little aware	1
Not at all	0

Ten items of innitativeness of addressing farmer's problem were identified. The Score assigned against each problem were summed up and ranged from 0-30, where 0 indicates lowest and 30 indicates highest addressing farmer's problem.

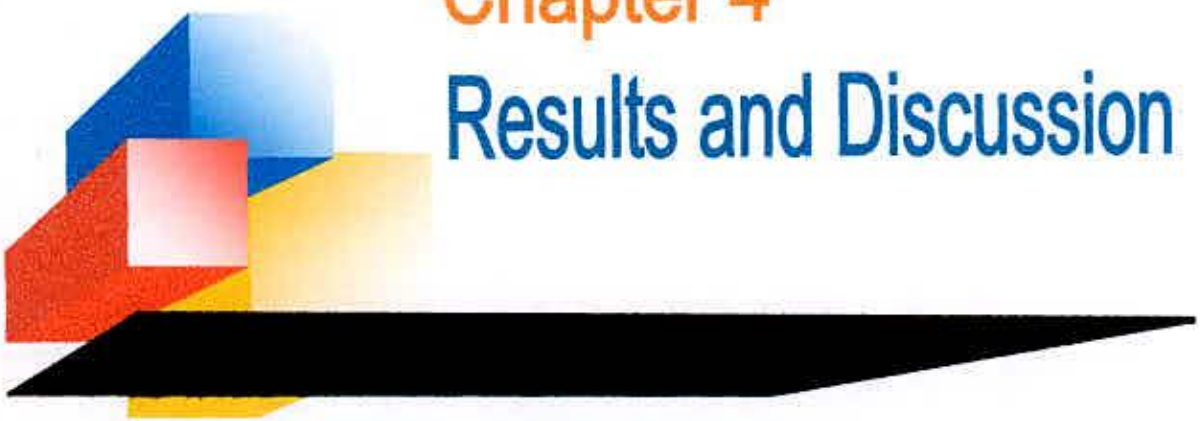
3.9 Data analysis procedure

For describing the independent and dependent variables the respondents were classified into several categories in respect of each of the variable. These categories were developed by considering the nature of distribution of the data and general conditions prevailing on the social system.

After data collection, those were compiled, tabulated and analyzed statistically in accordance with the objectives of the study. Qualitative data were converted into quantitative data by means of suitable scoring wherever necessary. Descriptive statistics, such as, number, percentage distribution, rank order, mean and standard deviation were used in describing variables of the study. Correlation analyses were employed for exploring relationship between selected characteristics' of the FAEOs with their job satisfaction. Correlation matrix was computed to determine the interco-relation among the variables. Five percent (0.05) level of significance had been used to reject/accept any null hypothesis.

Chapter 4

Results and Discussion



CHAPTER 4

4.0 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:

(I) Selected characteristics of FAEOs

(II) Job satisfaction of FAEOs

(III) Comparative job satisfaction of fifteen items of FAEOs

(IV) Relationship between selected characteristics of FAEOs with their job

4.1 Selected Characteristics of Female Agricultural Extension Officer

There are many interrelated traits and attributes constitute the characteristics of an individual and form an integrated part in the development of one's behavior and personality. It is the expressed behavior or the sum totality of an individual characteristics and ways of behaving which determines her unique adjustment to her environment. It includes the individual behavior, appearance, beliefs, attitude, values, motives, emotional reactivity, expressing capacity, experience and individuals mode of adjustment. It was, therefore, assumed that job satisfaction of the FAEOs may

influenced by their various characteristics. Ten characteristics of the FAEOs were selected to find out their relationship with their job satisfaction.

The selected characteristics included their professional commitment, age, job performance, technological knowledge, problem confrontation capacity, motivation, supervision, personality, training, and innitativeness of addressing farmer's problem. Salient features of characteristics are presented in Table 4.1 .These characteristics of FAEOs have been described in the following sub-sections.

Table 4.1 Statistical measures for characteristics of the FAEOs

Characteristics	Measuring unit	Possible range	Observed range	Mean	Standard Deviation
Professional Commitment	Score	10-30	20-30	27.52	2.265
Age	Years	Unknown	35-51	35.80	4.845
Job performance	Score	15-60	43-60	48.51	4.985
Technological knowledge	Score	0-20	2-16	6.74	4.810
Problem confrontation capacity	Score	10-40	30-38	33.51	3.016
Motivation	Score	10-40	20-30	23.20	2.556
Supervision	Score	10-40	30-40	32.89	2.373
Personality	Score	10-40	30-38	33.68	2.878
Training	No. of days	Unknown	1-105	38.48	40.101
Innitiativeness of addressing farmers problem	Score	0-30	16-28	21.58	3.508
Job satisfaction of FAEOs	Score	15-60	20-45	35.62	6.740

4.1.1 Professional Commitment

The score of professional commitment of the respondents ranged from 20 to 30 against 10-30 with an average of 27.52 and standard deviation of 2.265. The FAEOs were classified into three categories according to their professional commitment as the following manner:

Categories	Basis
Low	20-23
Medium	24-27
High	up to 30

The categories and distribution of the respondents have been shown in the Table 4.3

Table 4.2 Distribution of Female Agricultural Extension Officers according to their professional commitment

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	03	4.62	27.52	2.265
Medium	14	21.54		
High	48	73.84		
Total	**65**	**100**		

Data contained in the Table 4.2 indicate that the highest proportion (73.84%) of the respondents had high professional commitment while 4.62 percent had low professional commitment. More than one fifths' (21.54 percent) of the respondents had medium professional commitment. The Table 4.2 also indicates that almost all the respondents (95.38%) had professional commitment ranged from medium to high. Conclusion could be drawn that higher the professional commitment- higher the job satisfaction and higher the job performance.

4.1.2 Age

The score of age of the respondents ranged from 35-51 with an average of 35.80 and standard deviation of 4.845. The FAEOs were classified into three categories according to their age as the following manner:

Categories	**Basis**
Young	up to 35
Middle aged	36-50
Old aged	above 50

The categories and distribution of the respondents have been shown in the Table 4.2

Table 4.3 Distribution of Female Agricultural Extension Officers according to their age

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Young	28	43.08	35.80	4.845
Middle aged	36	55.38		
Old aged	1	1.54		
Total	**65**	**100**		

Data contained in the Table 4.3 indicate that highest proportion (55.38%) of the respondents were middle aged while 1.54 percent and 43.08 percent of the respondents were old aged and young aged respectively. The Table 4.3 also indicates that 98.43% of the respondents ranged from young aged to middle aged categories. The young and middle aged categories of FAEO's are supposed to be the best job performer along with job satisfaction.

4.1.3 Job performance

The job performance of female agriculture extension officers was assessed by self evaluation system. The score of job performance of the respondents ranged from 43 to 60 against the possible range 15-60 with an average of 48.51 and standard deviation of 4.985. The FAEOs were classified into three categories according to their job performance as the following manner:

Categories	**Basis**
Low	up to 43
Medium	44-54
High	above 54

The categories and distribution of the respondents have been shown in the Table 4.4

Table 4.4 Distribution of Female Agricultural Extension Officers according to their job performance

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	11	16.92	48.51	4.985
Medium	47	72.31		
High	7	10.77		
Total	**65**	**100**		

Data contained in the Table 4.4 indicate that the highest proportion (72.31%) of the respondents had medium job performance while 10.77 percent had high job performance and 16.92 percent of the respondents had low level of job performance. The Table 4.4 also indicates that almost all the respondents (89.23%) had low to medium job performance. Conclusion could be drawn that job performance had relations with job satisfaction.

4.1.4 Technological knowledge

The score of technological knowledge of the respondents ranged from 2 to 16 against 0-20 with an average of 6.74 and standard deviation of 4.810. The FAEOs were classified into three categories according to their technological knowledge as the following manner:

Categories	**Basis**
Low	2-5
Medium	6-10
High	above 10

The categories and distribution of the respondents have been shown in the Table 4.5

Table 4.5 Distribution of Female Agricultural Extension Officers according to their Technological knowledge

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	24	36.92	6.74	4.810
Medium	32	49.23		
High	09	13.85		
Total	**65**	**100**		

Data contained in the Table 4.5 indicate that highest proportion (49.23 %) of the respondents had medium technological knowledge while 13.85 percent had high technological knowledge and 36.92 percent of the respondents had low level of technological knowledge. About two thirds (63.08%) of the respondent had technological knowledge ranged from medium to high. The FAEOs' of low technological knowledge should be given training facilities.

4.1.5 Problem confrontation capacity

The score of problem confrontation capacity of the respondents ranged from 30 to 38 against 10-40 with an average of 33.51 and standard deviation of 3.016. The FAEOs were classified into three categories according to their problem confrontation capacity as the following manner:

Categories	Basis
Low	up to 30
Medium	31-35
High	above 35

The categories and distribution of the respondents have been shown in the Table 4.6

Table 4.6 Distribution of Female Agricultural Extension Officers according to their problem confrontation capacity

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	10	15.38	33.51	3.016
Medium	33	50.77		
High	22	33.85		
Total	**65**	**100**		

Data contained in the Table 4.6 reveal that an overwhelming majority of FAEOs (84.62%) had enough problem confrontation capacity ranged from medium (50.77%) to high (33.85%). Only 15.38% had low problem confrontation capacity. FAEOs by virtue of their professional commitment address farmers' problems. When an officer is able to address others problem she/he is supposed to solve her/his own problem also. FAEOs are conscious officers. So, the table reasonably proved that higher the problem confrontation capacity higher the job satisfaction.

4.1.6 Motivation

The score of motivation of the respondents ranged from 20 to 30 against 10-40 with an average of 23.20 and standard deviation of 2.556. The FAEOs' were classified into three categories according to their motivation as the following manner:

Categories	Basis
Low	20-23
Medium	24-27
High	28-30

The categories and distribution of the respondents had been shown in the Table 4.7

Table 4.7 Distribution of Female Agricultural Extension Officers according to their Motivation

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	07	10.77	23.20	2.556
Medium	39	60.00		
High	19	29.23		
Total	**65**	**100**		

Data contained in the Table 4.7 indicate that highest proportion (60%) of the respondents had medium motivation while 29.23 percent had high motivation and 10.77 percent of the respondents had low level of motivation. The Table 4.7 also indicate that about nine-tenths (89.23%) of the respondents had motivation ranged from medium to high. Conclusion could be drawn that the FAEOs 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 supervision of the respondents ranged from 30 to 40 against 10-40 with an average of 32.89 and standard deviation of 2.373. The FAEOs were classified into three categories according to their supervision as the following manner:

Categories	**Basis**
Low	30-33
Medium	34-37
High	38-40

The categories and distribution of the respondents had been shown in the Table 4.8

Table 4.8 Distribution of Female Agricultural Extension Officers according to their supervision

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	36	55.38	32.89	2.373
Medium	28	43.08		
High	01	1.54		
Total	**65**	**100**		

Data contained in the Table 4.8 indicate that the highest proportion (55.38 %) of the respondents had low level of supervision while 43.08 percent had medium level of supervision and 1.54 percent of the respondents had high level of supervision. The Table 4.8 also indicates that almost all the respondents (98.46%) 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 ten items of supervision were considered as FAEOs supervisory job. As they are experienced the data showed remarkable statement of their supervision.

4.1.8 Personality

The score personality of the respondents ranged from 30 to 38 against 10-40 with an average of 33.68 and standard deviation of 2.878. The FAEOs were classified into three categories according to their personality as the following manner:

Categories	**Basis**
Low	30-32
Medium	33-35
High	Above 35

The categories and distribution of the respondents had been shown in the Table 4.9

Table 4.9 Distribution of Female Agricultural Extension Officers according to their personality

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	24	36.92	33.68	2.878
Medium	20	30.77		
High	21	32.31		
Total	**65**	**100**		

Data contained in the Table 4.9 indicate that highest proportion (36.92 %) of the respondents had low personality while 30.77 percent had medium personality and 32.31 percent of the respondents had high level of personality. The Table 4.9 also indicates that all the respondents had personality ranged from low to high. However 63.08% of the respondents had medium to high personality. Personality is the most important issue of human behavior. A female agricultural extension officer works with many other offices of her own organization and other development organization. She should have leadership ability, agricultural knowledge, problem handling capacity and the like so that her colleagues and client system think her as an important person of DAE.

4.1.9 Training

The score of training of the respondents ranged from 1 to 105 days with an average of 38.48 and standard deviation of 40.101. The FAEOs were classified into three categories according to their training as the following manner:

Categories	**Days**
Low	01-07
Medium	Above 07

The categories and distribution of the respondents have been shown in the Table 4.10

Table 4.10 Distribution of Female Agricultural Extension Officers according to their training

Categories	**Respondents**		**Mean**	**Standard deviation**
	Number	**Percent**		
Low	23	35.38	38.48	40.101
Medium	42	64.62		
Total	**65**	**100**		

Data contained in the Table 4.10 indicate that highest proportion (64.62 %) of the respondents had medium training while 35.38 percent had low training level. The Table 4.10 also indicates that almost all the respondents had personality ranged from low to medium. Conclusion could be drawn that higher the training – higher the job satisfaction. From the table it is obviously seen that FAEOs 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 Innitiativeness of addressing farmer's problem

The score of innitiativeness of addressing farmer's problem of the respondents ranged from 16 to 28 against 0-30 with an average of 21.58 and standard deviation of 3.508. The FAEOs were classified into three categories according to their innitativeness of addressing farmer's problem as the following manner:

Categories	Basis
Low	16-20
Medium	21-25
High	Above 25

The categories and distribution of the respondents had been shown in the Table 4.11

Table 4.11 Distribution of Female Agricultural Extension Officers according to their innitativeness of addressing farmer's problem

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	29	44.62	21.58	3.508
Medium	25	38.46		
High	11	16.92		
Total	**65**	**100**		

Data contained in the Table 4.11 indicate that highest proportion (44.62 %) of the respondents had low innitiativeness of addressing farmers' problem while 38.46 percent had medium innitiativeness of addressing farmers' problem and 16.92 percent of the respondents had high level of innitiativeness of addressing farmers' problem. The data reveal that a large proportion of FAEOs had low initiatives of addressing farmers' problems. In fact the main function of agricultural extension is to address farmers' problem. It is very much frustrating that most of the FAEOs were not conscious about farmers' problems. However more than one half (55.38%) of the respondents dealt with and deliver solution on current field problems. Conclusion can be drawn that, FAEOs can achieve job satisfaction by addressing farmers' problems.

4.1.11 Job satisfaction of female agricultural extension officers of DAE

The score of job satisfaction of female agricultural extension officers of DAE of the respondents ranged from 20 to 45 against 15-60 with an average of 35.62 and standard deviation of 6.740. The FAEOs were classified into three categories according to their job satisfaction as the following manner:

Categories	Basis
Low	20-30
Medium	30-40
High	Above 40

The categories and distribution of the respondents had been shown in the Table 4.12

Table 4.12 Distribution of Female Agricultural Extension Officers of DAE according to their Job satisfaction

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low	23	35.38	35.62	6.740
Medium	22	33.85		
High	20	30.77		
Total	**65**	**100**		

Data contained in the Table 4.12 reveal that the highest proportion (35.38 %) of the respondents had low job satisfaction. However, about two thirds of FAEOs had medium (33.85%) and high (30.77%) level of job satisfaction. There were different dimensions to measure of job satisfaction. Some FAEOs were satisfied if her boss appreciated her, some were satisfied just being a government officer; some were satisfied being posted to suitable places and so on. FAEOs are very responsible person of DAE. It is their consciousness to make the working environment happy and satisfactory. Moreover no FAEO was found to be totally unsatisfied.

Everyone define job satisfaction as their fulfillment of their expectation. It 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.

4.2 Comparative study among fifteen criteria of job satisfaction of FAEOs

Rank order of job satisfaction of Female Agricultural Extension Officers was determined on the basis of rating of self evaluation. The evaluation system has been shown in table with the help of following formula.

Job satisfaction index (JSI) : $(N_{vl}\times1) + (N_l\times2) + (N_m\times3) + (N_h\times4)$

Where,

N_{vl} = Numbers of respondents against very low 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 109 to 222 against the possible range 65 to 260. Where 65 indicate very low satisfaction and 260 indicates high satisfaction. Every item of job satisfaction is very essential for the career development of FAEOs and educational promotion of the farm community. From the analysis it was revealed that selected job satisfaction dimension scored neither very low nor very high.

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

Sl. No.	Aspects of Job Environment	Extent of Job Satisfaction					
		Highly Satisfied	Medium Satisfied	Low	Very low	Performance incidence	Rank order
01.	I receive appreciation from my boss, colleagues and client	19	26	17	3	191	4
02.	Salary and allowances are sufficient as a Govt. officer	0	19	19	27	122	12
03.	Serving DAE is a venture some job	9	32	19	5	175	8
04.	Opportunity to increase technological knowledge	32	21	12	0	215	2
05.	Place of posting is justified	0	14	17	34	110	14
06.	The nature of job is quiet enjoyable	13	35	11	6	185	6
07.	Travel and transport facility is well	0	17	25	23	124	11
08.	Office facilities are sufficient	0	10	24	31	109	15
09.	Scope of promotion is satisfactory	40	12	13	0	222	1
10.	Opportunity to understand the social system of farm community	30	20	11	4	206	3
11.	Extension training facility is satisfied	25	20	11	8	190	5
12.	Farmers found to be very co-operative	22	18	14	11	181	7
13.	Office environment is favorable	04	10	22	29	119	13
14.	Opportunity to higher education	11	14	14	26	140	10
15.	Opportunity for learning to cope with problematic situations.	9	17	25	14	151	9

Table 4.13 indicates the comparative rank order of the job satisfaction items. Fifteen items of job satisfaction were taken into consideration. Among those "scope of promotion" topped the list which scored JSI 222. The respondents reasonably pointed out the scope of promotion as a major job satisfaction item. Because there is no biasness or nepotism or any other ill motive in respect of departmental promotion in DAE. In fact departmental promotion depends upon standard of job performance, seniority, sincerity, honesty and annual confidential report.

"Opportunity to increase technological knowledge" obtained second position scoring JSI 215. Agricultural Extension Officers of DAE educate farmers about crop production technology, before teaching farmers they learn first. On the other hand technology development is a continuous process. New problem arises and new technology appears. So, FAEOs justifiably considered opportunity to increase technological knowledge as their job satisfaction.

"Opportunity to understand the social system of far community" obtained third position scoring JSI 206. Rogers (1983) identified "social system" as an important element of diffusion of innovation (technology transfer). Social system is comprised of social structure, social norms, opinion leadership, innovation-decision authority etc. As a change agent of DAE Agriculture Extension Officers must understand the elements of clients' social system. Therefore, conclusion can be FAEOs of DAE rightly pointed out the opportunity to understand the social system as an important aspect of job satisfaction.

Official facilities obtained lowest position scoring JSI 109. Official facilities make the incumbents very confident about the organization they serve. As a result job performance arrives at standard level. Data in the table shows that DAE does not provide FAEOs required official materials. So, FAEOs indirectly expressed job unsatisfaction in respect of "official facilities

4.3 Relationship of selected characteristics of FAEOs with the extent of job satisfaction

This section deals with the relationship of the 10 independent variables with the job satisfaction of the FAEOs. The selected independent variables were professional commitment, age, job performance, technological knowledge, problem confrontation capacity, motivation, supervision, personality, training, and innitativeness of addressing farmer's problem which were indicated by X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, and X_{10}. Correlation coefficient matrix has been used to examine the relationship among the independent variables with the job satisfaction (Apppendix-C).

Relationship between of the 10 selected independent variables with extent of job satisfaction have been shown and described below in the table of Spearman correlation coefficient, coefficient matrix. Again contribution of the selected characteristics to the job satisfaction has been shown in the Table 4.14.

Table 4.14 Spearman correlation coefficient analysis of ten independent variables with the job satisfaction

Dependent variable	Independent variable	Calculated value of "r"	Tabulated value of "r"	
			at 0.05 level	at 0.01 level
Job satisfaction evaluation of female agricultural extension officers of DAE	Professional commitment	.055^{NS}	0.243	0.317
	Age	-.085^{NS}		
	Job performance	-.195^{NS}		
	Technological knowledge	-.190^{NS}		
	Problem confrontation capacity	-.122^{NS}		
	Motivation	.072^{NS}		
	Supervision	.134^{NS}		
	Personality	-.171^{NS}		
	Training	.364**		
	Innitativeness of addressing farmers problem	.101^{NS}		

Table 4.15 Correlation matrix showing the interrelationships among the entire variable

	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	-.238	1									
X_3	-.039	.226	1								
X_4	.076	-.061	-.129	1							
X_5	-.088	.089	.229	-.162	1						
X_6	-.331**	.103	.059	-.007	.272*	1					
X_7	-.286*	-.040	-.176	-.081	-.222	.070	1				
X_8	-.084	.126	.043	-.200	.257*	.133	.015	1			
X_9	.090	.069	-.165	-.301*	.115	.139	.073	.152	1		
X_{10}	.136	-.238	-.016	-.046	-.219	-.078	-.011	.025	.024	1	
Y	.055	-.085	-.195	-.190	-.122	.072	.134	-.171	.364**	.101	1

NS= Non Significant

** = Correlation is significant at the 0.01 level (2-tailed)

* = Correlation is significant at the 0.05 level (2-tailed)

X_1 = Professional commitment

X_2 = Age

X_3 = Job performance

X_4 = Technological knowledge

X_5 = Problem confrontation capacity

X_6 = Motivation

X_7 = Supervision

X_8 = Personality

X_9= Training

X_{10} = Innitiativeness of addressing farmers problem

Y = Job satisfaction evaluation of Female Agricultural Extension Officers

The correlation matrix shows that the following relationship between these variables:

1. The relationship between professional commitment and motivation was highly significant at the 0.01 level.

2. This relationship between professional commitment and supervision was highly significant at the 0.01 level.

3. The relationship between technical knowledge and training was significant at the 0.05 level.

4. The relationship between problem confrontation capacity and motivation was significant at the 0.05 level.

5. The relationship between problem confrontation capacity and personality was significant at the 0.05 level.

6. The relationship between training and job satisfaction evaluation of Female Agricultural Extension Officers was highly significant at the 0.01 level.

4.3.1 Professional commitment and job satisfaction

The relationship between professional commitment and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between professional commitment and extent of job satisfaction".

The strength of relationship between professional commitment and extent of job satisfaction by the calculated value of r = 0.055 which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between professional commitment and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance Table 4.14.

4.3.2 Age and Job Satisfaction

The relationship between age and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between age and extent of job satisfaction".

The strength of relationship between age and extent of job satisfaction by the calculated value of r = -0.085 which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between age and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

4.3.3 Job performance and Job Satisfaction

The relationship between job performance and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between job performance and extent of job satisfaction".

The strength of relationship between job performance and extent of job satisfaction by the calculated value of r = -.195 which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between job performance and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

4.3.4 Technological Knowledge and Job Satisfaction

The relationship between technological knowledge and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between technological knowledge and extent of job satisfaction".

The strength of relationship between technological knowledge and extent of job satisfaction by the calculated value of r = -.190 which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between technological knowledge and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

4.3.5 Problem confrontation capacity and Job Satisfaction

The relationship between problem confrontation capacity and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between problem confrontation capacity and extent of job satisfaction".

The strength of relationship between problem confrontation capacity and extent of job satisfaction by the calculated value of r = -.195 which is smaller than the tabulated value 0.243 at 63 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 at 5% level of significance (Table 4.14).

4.3.6 Motivation and Job Satisfaction

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

The strength of relationship between motivation and extent of job satisfaction by the calculated value of r = 0.072 which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between motivation and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

4.3.7 Supervision and Job Satisfaction

The relationship between supervision and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis.

The null hypothesis was: "there is no significant relationship between supervision and extent of job satisfaction".

The strength of relationship between supervision and extent of job satisfaction by the calculated value of r = 0.0134which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between supervision and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

4.3.8 Personality and Job Satisfaction

The relationship between personality and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between personality and extent of job satisfaction".

The strength of relationship between personality and extent of job satisfaction by the calculated value of r = -.171 which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between personality and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

4.3.9 Training and Job Satisfaction

The relationship between training and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between training and extent of job satisfaction".

The strength of relationship between training and extent of job satisfaction by the calculated value of r = 0.364 which is greater than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between training and extent of job satisfaction was significant. The null hypothesis was rejected at 5% level of significance (Table 4.14).

4.3.10 Innitativeness of addressing farmer's problem and Job Satisfaction

The relationship between innitativeness of addressing farmer's problem and job satisfaction of Female Agricultural Extension Officers were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between innitativeness of addressing farmer's problem and extent of job satisfaction".

The strength of relationship between innitativeness of addressing farmers problem and extent of job satisfaction by the calculated value of r = .101which is smaller than the tabulated value 0.243 at 63 degrees of freedom. It means that the relationship between innitativeness of addressing farmer's problem and extent of job satisfaction was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.14).

Chapter 5

Summary, Conclusion and Recommendation

CHAPTER-5

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Findings

5.1.1 Selected characteristics of Female Agricultural Extension Officers

5.1.1.1 Professional commitment

Professional commitment of the respondents ranged from 20 to 30 against 10-30 with an average of 27.52. The highest proportion (73.84 %) of the respondents had high category while 4.62 percent and 21.54 percent in low and medium categories respectively.

5.1.1.2 Age

Age of the respondents ranged from 35-51 with an average of 35.80. The highest proportion (55.38%) of the respondents fell in the middle aged category while 43.08 percent and 1.54 percent fell in young and old aged categories respectively.

5.1.1.3 Job performance

Job performance of the respondents ranged from 43 to 60 against 15-60 with an average of 48.51. The highest proportion (72.31%) of the respondents had medium job performance while 10.77 percent had high job performance and 16.92 percent of the respondents had low level of job performance.

5.1.1.4 Technological knowledge

Technological knowledge of the respondents ranged from 2 to 16 against 0-20 with an average of 6.74. The highest proportion (49.23%) of the respondents had medium technological knowledge while 13.85 percent had high technological knowledge and 36.92 percent of the respondents had low level of technological knowledge.

5.1.1.5 Problem confrontation capacity

Problem confrontation capacity of the respondents ranged from 30 to 38 against 10-40 with an average of 33.51. The highest proportion (50.77%) of the respondents had medium problem confrontation capacity while 33.85 percent had high problem confrontation capacity and 15.38 percent of the respondents had low level of problem confrontation capacity.

5.1.1.6 Motivation

Motivation of the respondents ranged from 20 to 30 against 10-40 with an average of 23.20. The highest proportion (60%) of the respondents had medium motivation while 29.23 percent had high motivation and 10.77 percent of the respondents had low level of motivation.

5.1.1.7 Supervision

Supervision of the respondents ranged from 30 to 40 against 10-40 with an average of 32.89. The highest proportion (55.38%) of the respondents had low supervision while 43.08 percent had medium supervision and 1.54 percent of the respondents had high level of supervision.

5.1.1.8 Personality

Personality of the respondents ranged from 30 to 38 against 10-40 with an average of 33.68. The highest proportion (36.92%) of the respondents had low personality while 30.77 percent had medium personality and 32.31 percent of the respondents had high level of personality.

5.1.1.9 Training

Training of the respondents ranged from 1 to 105 with an average of 38.48. The highest proportion (64.62%) of the respondents had medium training while 35.38 percent had low training.

5.1.1.10 Innitativeness of addressing farmer's problem

Innitativeness of addressing farmers' problem of the respondents ranged from 16 to 28 against 0-30 with an average of 21.58. The highest proportion (44.62%) of the respondents had low innitativeness of addressing farmers' problem while 38.46 percent had medium innitativeness of addressing farmers' problem and 16.92 percent of the respondents had the high level of innitativeness of addressing farmers' problem.

5.1.2 Job satisfaction of female agricultural extension officers of DAE

Job satisfaction of female agricultural extension officers of DAE of the respondents ranged from 20 to 45 against 15-60 with an average of 35.62. The highest proportion (35.38%) of the respondents had low job satisfaction of female agricultural extension officers of DAE while 33.85 percent had medium job satisfaction of female agricultural extension officers of DAE and 30.77 percent of the respondents had high level job satisfaction of female agricultural extension officers of DAE.

5.1.3 Comparative Study among Fifteen criteria of FAEOs

Performance index obtained from self evaluation rating score ranged from 109 to 222 against the possible range 65 to 260. Where 65 indicates very poor performance and 260 indicates very good performance.

5.1.4 Relationship of selected characteristics of FAEOs with the extent of job satisfaction

In correlation coefficient among ten independent variables professional commitment, technological knowledge, problem confrontation capacity of FAEOs had significant relationship with their job satisfaction at 5 % level. Hence the concerned null hypothesis had rejected.

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 job performance of the Female Agricultural Extension Officers assessed by self evaluation was found to be medium (72.31%). Medium Performance denotes medium job satisfaction. On the basis of above findings it may be concluded that overall job satisfaction of the FAEOs is not satisfactory. In case of comparative satisfaction of fifteen job satisfaction items, the FAEOs did not give equal emphasis. So, careful consideration should be maintained by the controlling officers of DAE to improve the job performance. That lead to job satisfaction.

2. Job satisfaction is the fulfillment of one's expectation from job. It is a pleasure or positive emotional state resulting from the appraisal of one's job experience. But expectation of people may not be homogeneous; it may differ from person to person, place to place, job to job, context to context, organization to organization. So, job satisfaction cannot be generalized. From organizational prospective, policy, and administration of organization, working environment, supervisory style effects the satisfaction. Findings of this study found that Female Agricultural Extension Officers are dissatisfied with centralized administration.

3. Female Agricultural Extension Officers has inadequate technical knowledge. But supplying of practice instruments is very low So, DAE should provide more technological instrument to different Upozila.

4. DAE provides proper training system to all employees. But duration of training is too short. At a short period of time, many employees do not capture entire training purpose. So, duration of some training should be increased.

5. Different aged people have different satisfaction level. Although having good personnel one's employee performs her duty accurately, but some official and unofficial problem also effect on job satisfaction. Higher the problem, lower the job satisfaction level.

6. The relationship between professional commitment and job satisfaction is not significant. Every job has some commitment everybody must be obey those commitments. But often some factors of professional commitment effect on job satisfaction. Further some motivating factor such as social circumstances, cultural norms and political activity also hinder job satisfaction.

7. The female agriculture extension officer always tries to identify farmers problem and help farmers how to solve the problem. But lack of farmers knowledge, lack sufficient instruments or training they cannot perform their work properly. From their view they are not satisfied.

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 FAEOs was not satisfactory. Achieving this, policy and procedure in respect of extension service will need a very careful consideration and modification according to necessity. Recommended that adequate steps like proper supervision, guidance, counseling and training of FAEOs should be taken to ensure high level of job satisfaction.

2. For improvement of technical job responsibilities, DAE should have taken necessary action. So, that FAEOs perform result demonstration, method demonstration, monitoring field days, responding to field problems, .conducting farmers training etc. properly.

3. DAE needs to provide necessary supports and facilities like office room, transport, more travel allowance, training materials, agricultural inputs, credit etc. to the FAEOS to perform their job properly so that they remain satisfied with their job.

4. In reference to problem confrontation capacity of the FAEOs it can be recommended that arrangement should be made by DAE to minimize official problems faced by the FAEOs in performing their job satisfaction. In addition motivational efforts should be undertaken by DAE to keep the FAEOs mentally sound to face local problems tactfully.

5. The immediate senior bosses such as AAEO and AEO should be increase field visit with FAEOs to inspect the activity of FAEOs being undertaken, compare actual progress against agreed work programmed and provide technical advice and assistance.

6. DAE should take administrative action to ensure the effective job performance of FAEOs.

5.3.1 Recommendations for further study

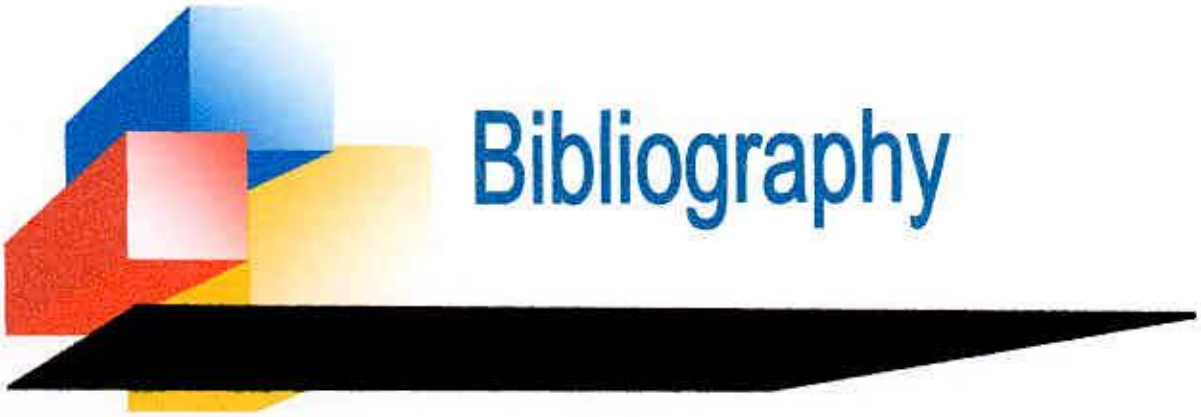
Based on the significant and limitations of the present study and some observation, the following recommendations are made for further study:

1. The present study was restricted to job performance of the FAEOs 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 Junior Agricultural Extension Officer, Assistant Agricultural Extension Officer, Agricultural 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 FAEOs. 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 FAEOs 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.

Bibliography



BIBLIOGRAPHY

Aarnink, N., & Kingma, K.1991. Female Farmers and male extension workers: Women and Agriculture in Tanzania II. Leiden: Women and Autonomy Centre, Leiden University.

Aidoo, A.A. 1988. Women and Food Security: The Opportunity for Africa. Development, 2(3), 56-61.

Agricultural Extension Manual,1999

Alam, S and Islam, M.S., 1997. Job Performance of the Block Supervisors of Bogra District in Bangladesh. A M.Sc. Thesis, Dep't. Of Agril. Ext. Edu., BAU, Mymensingh.

Akhter, Salma and Luppenlatz, Liz (1990): Female Teachers in Bangladesh: Their recruitment, placement and professional profile, SIDA and DGIS, Dhaka, Bangladesh.

Ashalatha, S., Husain, M.M. and Bhaskaran, C., 1999, Constraints in effective role performance of agricultural assistants. *Journal of Extension Education*, 10(2): 2396-2400.

Azad, A.K. 2000. Job Performance and Job Satisfaction on the Female Block Supervisors under Dhaka and Mymensingh Agricultural Regions. An M.Sc. (*Ag. Ext. Ed.)* Thesis, Bangladesh Agricultural University, Mymensingh.

Balasubramanian, S. and Perumal, G., 1991, Job performance of Fisheries Extension Personnel. *Indian Journal of Extension Education*, 27(1&2): 41-46.

Banmeke, T. O. A. & Ajayi, M.T. (2005). Job satisfaction of Extension Workers in Edo State Agricultural Development Programme (EDADP) Nigeria. *International journal of Agricultural and Rural Development*. 6:202-207.

BBS, 2005.Statistical Year Book of Bangladesh, Bangladesh Bureau of Statistics, Ministry of Planning, Government of People's Republic of Bangladesh

Bhatia, K. 1975. A study of the Relationship of Academic Achievement to Personality Traits and overall adjustment pattern of High School Pupils. M. A. Dissertation. Dept. of Psychology, University of Delhi.

Bryfield, A. H. and W. H. Crockett. 1995. "Employee Attitudes and Employee Performance." *Psychological Bulletin*,52:396-426.

Bhuiyan, 1998. Extension psychology. Dept. of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University,Dhaka, p: 29-30.

Bhuiyan, 1999. Extension Organization and Management. Dept. of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University,Dhaka,Bangladesh.

Bhuiyan, 2012. Correlation and diffusion of agricultural innovation, Dept. of Agricultural Extension and Information System,Sher-e-Bangla Agricultural University, p: 104-105.

BCS Association Selection, 2012-2013, Khamarbari, Farmgate, Dhaka.

Chaudhury S and Banerjee A 2004 Correlates of job satisfaction. MJAFI,60(4):329-332.

DAE, 1999. Agricultural Extension Manual. Department of Agricultural Extension, Ministry Of Agriculture, Government of People's Republic of Bangladesh.

Davis, K. 1948. The Human Society. New York:Macmillan.

Dilla. E. M. 1979. Job Performance and Job Satisfaction of farm management technicians of the Bureu of Agricultural Extension, Province of Oriental Mindora, Republic of the Philippines. M. S. Thesis. UPLB, College, Laguna.

Dlamini, N. R. (1988). Qualities of an excellent extension worker in Swaziland as perceived by extension workers at the University of Swaziland. Unpublished degree of science thesis, University of Swaziland, Luyengo, Swaziland.

Drysdale, D. G., & Mulford, B. (2005).Successful principal leadership: Australian case studies. *Journal of Educational Administration*, 43(6), 539-551.

FAO. 1982. Guidelines: Women in Land and Water Development. Rome: FAO, Land and Water Division.

FAO. 1993. Agricultural Extension and Farm Women in the 1980s, Rome: FAO.

Fellers, R. B. (1974). Relationships between career satisfaction and personality type for employed dietitians.University of Florida.

Goode, C. V. 1945. Dictionary of Education. New York: McGraw-Hill Book Company, New York.

Gutknecht & Miller, D.B. & Miller, J.R. (1990). The organizational and Human Sourcebook. (2nd Ed.) New York: University Press of America.

Gary Dessler.2006. Human Resource Management. 10:110-125.

Heyzer, N. 1992.Gender, Economic Growth and Poverty. Development (1): 50-53.

Horenstein, N. R. 1989. Women and Food Security in Kenya. Washington,DC:World Bank.

ICAR.1988, November-December. International Conference on Appropriate Agricultural Technologies for Farm Women: Proceedings and Recommendations. New Delhi, ICAR.

IFAD. 1985. Rural Women in Agricultural Investment Projects 1977-1984: A Report of Findings Based on an Assessment Study of IFAD Experience Relating to Rural Women. Nairobi: FAD.

Islam, M.M., 1981. Job Performance and Job Satisfaction of the Barangay Council Officials of Laguna Province, Philippines. An M.Sc. Thesis, UPLB, Philippines.

Islam, S.A.M.S. 1997. Job Performance of the Block Supervisors of Bogra District. An M.S. Thesis, Department of Agricultural Extension Education. BAU, Mymensingh.

Jamal, S. 1994. Women in Dairy Development. New Delhi. Concept Publishing.

Janelid, I. 1975. The Role of Women in Nigerian Agriculture, Rome: FAO.

Jaiswal, P.K., Dubolia, S.R. and Sharma, P.N., 1997, Identification of problems and barriers of Rural Agricultural Extension Officers. *Maharashtra Journal of Extension Education,* 16: 40-46.

Janardhan, K.S. 1980. A Study of Job Performance and Job Satisfaction of Agricultural Extension Officers and Factors Associated with them. An M.Sc.Ag. Thesis,University of Agricultural Sciences,Bangalore.

Kobir and Nurun Nahar (2003). Women in BANGLADESH: Their role as Educators, Dhaka, Bangladesh.

Koko, M. (1998). Performance ratings of supervisors in Nigerian Universities, the subordinates view. *Zimbabwe Journal of Educational Research*, 10(2), 127-138.

Kurbeti, S.K., Tawade, N.D. and Nirban, A.J., 1997, Barriers in role performance of village extension workers in T and V system. *Maharashtra Journal of Extension Education,* 16; 33-39.

Lawler,E.E and L.W. Porte, 1968.The Effect of Performance on Job Satisfaction, Industrial Relation, 7:20-28.

Lindner, J. R. (2001). Competency assessment and human resources management, performance of country extension chairs in Ohio. *Journal of Agriculture Education,* 42(4), 21-31.

Luthans, Fred (1995). Organizational Behavior, McGraw Hill, New York.

Lock (1976). Human Resource Management, 10th edition.

Ma, Xin, et al. (1999). " Influences of Workplace Conditions on Teachers Job Satisfation" in the *Journal of Educational Research*, Sep/Oct.

Marchant, T., 1999. Strategies for Improving Individual Performance and Job Satisfaction. *J. Performance of Management Practice*, 2(3): 63-70.

Mishra, D., and Chandargi, D.M., (2006). A study on profile characteristics of men and women extension officers and their job performance and job satisfaction. Dept. of Agricultural Extension, University of Agricultural Sciences,Dharwad-580005.

Mohankumar, B., 1986, A study on achievement motivation of Assistant Agricultural Officers under NAEP in Bangalore and Mysore division of Karnataka. M.Sc. (Agri.) Thesis, University of Agricultural Sciences, Dharwad.

Mohan, B., 2000, A study on job performance and job satisfaction of Assistant Agricultural Officers in Northern districts of Karnataka. M.Sc.(Agri.) Thesis, University of Agricultural Sciences, Dharwad.

Naik, S., 1981, A critical analysis of in-service training needs of Assistant Agricultural Officers. M.Sc.(Agri.) Thesis, University of Agricultural Sciences, Bangalore.

Narasimhaiah, K.C., 1978, A study of some operational and management aspects of extension programmes of UAS and KSDA. M.Sc. (Agri.) Thesis, University of Agricultural Sciences, Bangalore.

Narayana, B., 1980. An Analysys of Training Programmes and Information Flow in Training and Visit System of Agricultural Extension in Karnataka. An M.Sc. Thesis, University of Agricultural Sciences, Bangalore.

Nataraj, A.C., 1989, Job perception and job performance of Assistant Directors of Agriculture under NAEP. M.Sc. (Agri.) Thesis, University of Agricultural Sciences, Bangalore.

Newstrom, John W, and Keith Davis. 1957. Organizational Behavior. 11:222-224.

Nederland's Ministry of Foreign Affairs. 1988. Women Agriculture. Sector Papers No. 1. The Hague: Directorate General of Foreign Affairs.

Nkambule, M. (1998). Factors related to effective supervision of the schools agriculture programme in Swaziland. Unpublished master's thesis, University of Swaziland, Luyengo, Swaziland.

Oloruntoba, A. and Ajayi, M.T. (2003). Motivational Factors and Employees job Satisfaction in large scale private farms in Ogun State, *Nigeria journal of International Agricultural and Extension Education,* 10 (1): 67-72.

Organ, 1988. Extension staff satisfaction. Journal of Extension [Online]. 28 (2).

Pransannakumar, R., 1985, A study on organisational commitment of extension personnel under T and V system. M.Sc. (Agri.) Thesis, University of Agricultural Sciences, Bangalore.

Paul Spectors (1985). Job Experience and Career Development, New York.

Qureshi, M.A., 1976. Job Performance and Job Satisfaction of Field Assistants in the Agricultural Department of Azad Kasmir. An M.S. Thesis, UPCA, Laguna.

Ramakrishna Rao, 1985, Task and time management by Assistant Agricultural Officers working under AEP in Karnataka. M.Sc. (Agri.) Thesis, University of Agricultural Sciences, Bangalore.

Reddy, R.C., 1983, Role performance and job satisfaction of Village Extension Officers working with intensive Agricultural Extension Programmes (T and V). M.Sc. (Agri.) Thesis, Andhra Pradesh Agricultural University, Hyderabad.

Rolling, N., 1986. Human Resource Development. The other Tradition in Extension Education, Reading. AERDC Conference on Investing in Extension Strategies and Goals. The University of Reading U.K.

Rogers (1983) Technology Transfer.

Salim, M.A.S., 2006. Job Performance of Sub Assistant Agricultural Officers. An M.S. Thesis, Sher-e-Bangla Agricultural University,Dhaka.

Samanta, R.K.1994. They Reap Less Than They Sow. the Hindu (April), NO. 7. Madras: India.

Shanthapparaj, A. Solucis, et al. (2005). "Job Satisfaction among Academic Staff in Private Universities in Malaysia" in the *journal of Social Sciences,* 1 (2).

Sinha, D and K.C. Sarma., 1962. Attitude and Job Satisfaction in Indian Workers. *Journal of Applied Psychology*, 6: 247-251.

Snyder, M. 1990. Women: The Key to Ending Hunger. The Hunger Project Papers No. 8.

Sundaraswamy, B., 1987, A study on need achievement and job performance of Assistant Agricultural Officers in Karnataka state. Ph.D. Thesis, Tamil Nadu Agricultural University, Coimbatore.

Tasnim and Shamima., 2006. Job Satisfaction among Female Teachers: A Study on Primary Schools in Bangladesh. An M. Phil Thesis, University of Bergen, Norway.

Tiraieyari N, Idris K, Uli J, Hamzah A (2011). Relationship Between Human Development Competencies and Work Performance. Austra. *J. Basic Appl. Sci.*, 5(5): 1356-1363.

UNICEF (2005). Academic Supervision: Handbook for Assistant Thana Officer, Dhaka, Bangladesh.

Veerabhadraiah, V. and Jalihal, 1983, Job involvement of extension supervisors. Indian *Journal of Extension Education*, 19(3&4): 1-9.

Wright, M.P., 1995. Cognitive Ability as a Moderator of the Relationship between Personality and Job Performance. *J. Management*, 2(6): 1129-1139.

Appendixes

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 JOB SATISFACTION OF FEMALE AGRICULTURE EXTENSION OFFICERS OF THE DEPARTMENT OF AGRICULTURAL EXTENSION.

Sl. No.....

Name of Respondents:.....

Block:.....Union:.....Upazilla:.....District:.....

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

1. 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.	Planning Upazilla 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 Upazilla.			
10.	Motivating and evaluating the implementation of extension program			

2. Age :

How old are you?

Years.....

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 junior officers at Upazilla level				
03.	Monitoring SAAOs activities and checking their work daily				
04.	Maintaining a daily diary				
05.	Conducting training for the farmers and SAAOs				
06.	Preparation and submission work report				
07.	Help block supervisors to identify innovative farmers				
08.	Help block supervisors for future extension planning				
09.	Communication with other GO and NGOs				
10.	See farmers problem as her own problem				
11.	Conducting result demonstration				
12.	Conducting method demonstration				
13.	Response to the busses' orders				
14.	Monitoring farmers field day				
15.	Responds to the field problems				

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 varieties?	a. b.	
03.	Elaborate LCC?		
04.	How do you supervise SAAO's 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 capacity	Medium confrontation capacity	Little confrontation capacity	Very little confrontation 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. No.	Factors	Extent of motivation			
		Highly motivation	Optimum motivation	Medium motivation	Low
01.	I motivate farmers for adopting new technologies				
02.	I motivate juniors by giving advice and training				
03.	I visit farmers farm and home regularly				
04.	I take care of implementation of Upazilla annual agricultural program				
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.	Timely visit of block and sub-block				
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 super ordinates, subordinates and 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

Please give information about training(s) received by you-

Sl. No.	Name of the training	Organization	Duration (Days)

10. Innitiativeness of Addressing farmers Problem

Please indicate the extent of your views about Innitiativeness of Addressing farmers Problem By putting tick (√) mark in any one of the four responses

Sl. No.	Subject/Inputs	Extent of Problem Addressing			
		High Innitiative	Medium Innitiative	Little Innitiative	Not at all
01.	Identifying farmers problem				
02.	Encourage farmers to participate in FINA				
03.	Encourage SAAO's to conduct FINA				
04.	Arrange result demonstrations for agricultural innovations including new crop varieties				
05.	Suggest farmers to use electricity for irrigation after 11P.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 FEMALE AGRICULTURAL EXTENSION 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	Very Low satisfaction
01.	I receive appreciation from my boss, colleagues and client				
02.	Salary and allowances are sufficient as a Govt. officer				
03.	Serving DAE is a venture some job				
04.	Opportunity to increase technological knowledge				
05.	Place of posting is justified				
06.	The nature of job is quiet enjoyable				
07.	Travel and transport facility is well				
08.	Office facilities are sufficient				
09.	Scope of promotion is satisfactory				
10.	Opportunity to understand the social system of farm community				
11.	Extension training facility is satisfied				
12.	Farmers found to be very co-operative				
13.	Office environment is favorable				
14.	Opportunity to higher education				
15.	Opportunity for learning to cope with problematic situations.				

Thanks for your participation

(Signature of the interviewer)

Appendix-B

JOB PERFORMANCE EVALUATON OF FAEO'S BY SELF' EVALUATION SYSTEM–

It is necessary to evaluate the job performance of the selected FAEO for research study. Therefore you are requested to give your opinion on the following activities of each of the selected FAEO under you. Indicate your opinion for each activity by checking any one of the four. Your Opinion will keep confidential and used for research purpose only.

Name .....

Sl. No.	Activities	Extent of Job Performance			
		Very Good	Good	Medium	Poor
01.	Capacity to identify farmers problem				
02.	Supervise the activities of junior officers at Upazilla level				
03.	Monitoring SAAO's activities and checking their work daily				
04.	Maintaining a daily diary				
05.	Conducting training for the farmers and SAAO's				
06.	Preparation and submission work report				
07.	Help block supervisors to identify innovative farmers				
08.	Help block supervisor for future extension planning				
09.	Communication with other's GO and NGO's				
10.	See farmer's as my own problem				
11.	Making result demonstration				
12.	Making method demonstration				
13.	Response to the busses' orders				
14.	Monitoring farmers field day				
15.	Responds to the field problems of junior extension officers and SAAO's.				

APPENDIX- C

Correlation matrix showing the interrelationships among the entire variable

	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	-.238	1									
X_3	-.039	.226	1								
X_4	.076	-.061	-.129	1							
X_5	-.088	.089	.229	-.162	1						
X_6	-.331**	.103	.059	-.007	.272*	1					
X_7	-.286*	-.040	-.176	-.081	-.222	.070	1				
X_8	-.084	.126	.043	-.200	.257*	.133	.015	1			
X_9	.090	.069	-.165	-.301*	.115	.139	.073	.152	1		
X_{10}	.136	-.238	-.016	-.046	-.219	-.078	-.011	.025	.024	1	
Y	.055	-.085	-.195	-.190	-.122	.072	.134	-.171	.364**	.101	1

NS = Non-Significant

** = Correlation is significant at the 0.01 level (2-tailed)

* = Correlation is significant at the 0.05 level (2-tailed)

X_1 = Professional commitment

X_2 = Age

X_3 = Job performance

X_4 = Technological knowledge

X_5 = Problem confrontation capacity

X_6 = Motivation

X_7 = Supervision

X_8 = Personality

X_9 = Training

X_{10} = Imitativeness of addressing farmers problem

Y = Job satisfaction evaluation of female agricultural extension officers of DAE