

**RESEARCH ARTICLE :**

A comparative study on job satisfaction of women extension personnel

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SUMMARY : Gender equality and empowered women are catalysts for multiplying development efforts. Women often face discrimination and persistent gender inequalities, with some women experiencing multiple discrimination and exclusion because of factors such as ethnicity or caste. Now-a-days, women even face discrimination in working condition which can affect their job performance and ultimately organizational performance. Hence, job satisfaction is an important factor affecting the job performance of employees in an organization. For achieving organizational effectiveness, it plays a crucial role. Adekanbi (2000) in his study showed that employees with high level of job involvement are satisfied with their jobs. In this study, an attempt has been made to analyze the job satisfaction level of women extension personnel working in different organizations like Kerala State Department of Agriculture and Vegetable and Fruit Promotion Council Keralam. For this study Agricultural Officers, Agricultural Assistants and VFPCK extension personnel consisting a sample of 210 respondents was studied. Job satisfaction was measured with the scale developed for the study. Almost 31.67 per cent of women agricultural officers were highly satisfied with their job while, only 20.83 per cent agricultural assistants and 13.33 per cent VFPCK were highly satisfied. Hence, the study concluded that job satisfaction level is significantly different among hierarchy and organizations.

KEY WORDS :

Job, Satisfaction, Extension personnel, State Department of Agriculture

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BACKGROUND AND OBJECTIVES

Gender equality and empowered women act as catalysts for multiplying developmental efforts. Women, often face discrimination and persistent gender inequalities in different circumstances, with some women experiencing multiple discrimination and exclusion because of the factors such as ethnicity or caste. Now-a-days, women even

face discrimination in working condition which can affect their job performance and ultimately organizational performance. Job satisfaction of the employees in an organization is an important indicator of the health of that organization. For achieving organizational effectiveness, it plays a crucial role. Although there are several definitions of job satisfaction, one of the most widely used

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definitions in organizational research is that of Locke (1976), who defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

Adekanbi (2000) in his study showed that employees with high level of job involvement are satisfied with their jobs. Ensle (2000) reported that job satisfaction in extension is dependent on many factors. Several studies showed that perceived organizational support was positively associated with levels of job satisfaction, high level of perceived organizational support resulted higher level of job satisfaction (Burke and Greenglass, 2001 and Stamper and Johlke, 2003). The job satisfaction in the organization greatly facilitates the task of administrators because it creates favourable conditions for the overall progress of the organization (Mishra, 2005). Warr (1992) suggested that reducing dissatisfaction is even more important than increasing job satisfaction. He also reported the positive relationship between job satisfaction and employees' mental health. Wright *et al.* (2007) reported that a worker's satisfaction does influence his/her job behaviour and the job satisfaction is associated with high employee performance. Hence, the present study made an attempt to measure the job satisfaction level of women extension personnel in Kerala.

RESOURCES AND METHODS

Research design followed in this study was *Expost-facto*. The study was conducted in the state of Kerala. A sample comprising of women extension personnel from Kerala State Department of Agriculture and Vegetable and Fruit Promotion Council Keralam (VFPCCK) were selected through multistage random sampling. Sixty Agricultural Officers, 120 Agricultural Assistants and 30 VFPCCK extension personnel were represented the sample. To measure the job satisfaction a number of scales are available. But all of them are containing the items which are of general in nature. It means that, those scales can be used with the employees from different organizational set ups. Besides the normal dimensions of job such as pay, promotion, rewards etc. extension personnel's job satisfaction should reflect satisfaction from the relationship with different stakeholders especially the clientele/ farmers. There were no such instruments to measure the job satisfaction of extension personnel. Considering this, a Likert-type scale was

developed following summated rating method. The scale developed was pre-tested during pilot study and Cronbach's alpha found to be 0.79. The data were collected through administering questionnaire from respondents during office hours. Self-report measures were used to obtain the data. Data were analyzed using suitable statistical tools.

OBSERVATIONS AND ANALYSIS

The job satisfaction in the organization greatly facilitates the task of administrators because it creates favourable conditions for the overall progress of the organization. A study conducted by Mishra (2005) found that 13.11 per cent and 20 per cent of the extension officers exhibited high and low level of job satisfaction whereas 62.86 per cent of the extension officers belonged to medium level of job satisfaction category. In the present study, women extension personnel were classified into five categories namely very low, low, medium, high and very high based on their level of job satisfaction

Fig. 1 shows the level of job satisfaction among women agricultural officers. Majorities (31.67%) were highly satisfied with their job, followed by 23.33 per cent and 20 per cent were having medium and low level of job satisfaction respectively. Fifteen per cent of the women agricultural officers were having very low level of job satisfaction and only 10 per cent were having very high level of job satisfaction.

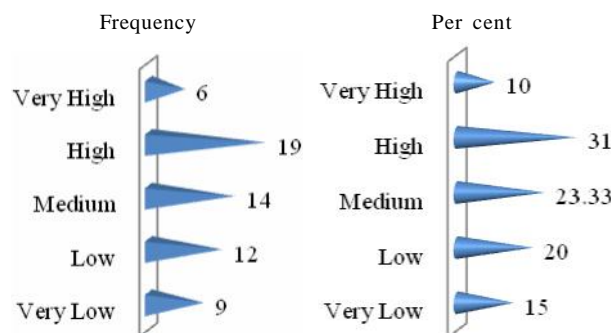


Fig. 1 : Job satisfaction level of women agricultural Officers (n₁=60)

Per cent distribution of women agricultural assistants based on their job satisfaction level (Fig. 2) indicated that majorities (32.50%) were having low level of satisfaction and 25.83 per cent were having medium level of satisfaction. Only 20.83 per cent and 9.17 per cent

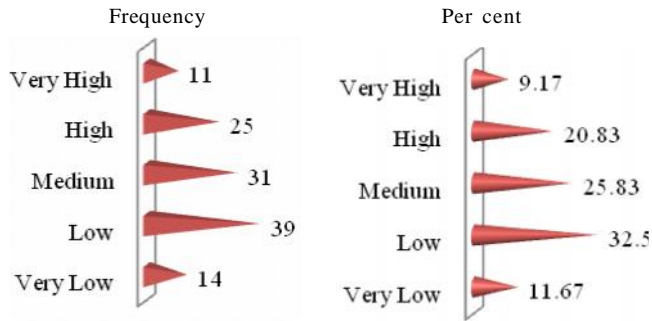


Fig. 2 : Job satisfaction level of women Agricultural Assistants (n₂=120)

had high and very high job satisfaction level respectively. For 11.67 per cent level of job satisfaction was very low

It is clear from the Fig. 3 that 30 per cent of VFPCCK women extension personnel had low level of job satisfaction and 20 per cent each were having very high and very low level of job satisfaction. Also 16.67 per cent were under medium level of satisfaction and only 13.33 per cent were highly satisfied.

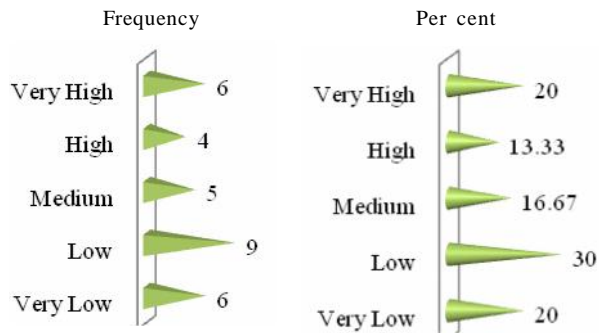


Fig. 3: Job satisfaction level of VFPCCK women extension personnel (n₂=30)

Level of job satisfaction of women agricultural assistants in the present study indicated 20.83 per cent were having high and 32.5 per cent were having low level of satisfaction. Similarly, 9.17 per cent had very high and 11.67 per cent had very low satisfaction. Similar trend was observed for women extension personnel from VFPCCK, 13.33 per cent were highly satisfied while, 30 per cent of VFPCCK women extension personnel had low level of job satisfaction. Twenty per cent each fell under very high and very low level categories. Studies on level of job satisfaction among extension personnel showed that majority of the respondents had medium level of job satisfaction (Shanmugasundaram and Prema, 2005; Mishra, 2005; Manjunath, 2004; Mohan, 2000; Dhakhore

and Bhilegoankar, 1987; Thippeswamaiah, 1991; Rao and Rao, 1998). Whereas, in this study a contradictory result was obtained with only 23.33 per cent of women agricultural officers, 25.83 per cent of women agricultural assistants, 16.67 per cent of VFPCCK women extension personnel with medium level of job satisfaction.

In the present study, majority(41.67%) of the women agricultural assistants were highly satisfied with their job representing 31.67 per cent were under high level and 10 per cent were under very high level of job satisfaction. Only 20.00 and 15.00 per cent respectively had low and very low level of job satisfaction. Rao and Rao (1998) found in their study in Andhra Pradesh that 82.00 per cent of Village Extension Officers had moderate to high level of job satisfaction. Manjunath (2004) found that 4.76 per cent of the extension workers had high level of job satisfaction and none of the extension workers had low level of job satisfaction. The results of the study conducted by Debnath and Saravanan (2014) indicated that 53.13 per cent of the agricultural officers were less satisfied with the job, whereas 43.75 per cent of the Village Level Workers (VLWs) were highly satisfied with their job. Most of the agricultural officers were satisfied with the job satisfaction aspects such as; type of work done by them and help, guidance and encouragement from supervisor with a rank of I and II respectively; whereas, most of the VLWs were satisfied with job security (rank I), status and prestige as a person in the department (rank II).

Conclusion :

Job satisfaction includes multidimensional psychological responses to an individual’s job, and that these personal responses have cognitive (evaluative), affective (emotional), and behavioural components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Hence, job satisfaction is subjective and it depends on individual perception (Hulin and Judge, 2003). Similarly, Lu *et al.* (2005) reported that job satisfaction is related to a number of organizational, professional and personal variables. In the present study, based on the underlying components in the items, three groups of items representing different dimensions of job satisfaction were formed. They were satisfaction from the relationship with the supervisor, co-workers and clientele; satisfaction with the pay,

promotion, benefits and rewards; and satisfaction with the operating conditions and the nature of work. It was found that women agricultural officers and VFPCCK women extension personnel were more satisfied with the operating conditions and the nature of work. Bennis (1969) had pointed out that team collaboration, participation in decision making and satisfaction with co-workers were essential characteristics for effectiveness of an organization in formalized job setting.

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