

# Job Satisfaction among Agriculture Development Officers and Horticulture Development Officers of Punjab

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Major responsibility of transfer of technology rests with the State Department of Agriculture. In Punjab, State Department of Agriculture and Punjab Agricultural University, Ludhiana both are playing a pivotal role in disseminating the latest-farm information among the farmers. Apart from this, the departments look after the important functions of arranging timely supply of inputs, ensuring their quality control and distributing the government subsidies relating to agriculture. The Agricultural Development Officer (ADO) is the key person of the department to implement the programmes and policies at the grass root level. The Agriculture Development officers and Horticulture Development officers are expected to develop permanent links with the farmers and help them to solve day-to-day technical problems on their farms. It is increasingly being felt now that Punjab should go in for diversification in a big way (Gill S and Bajwa P 1992). ADO's and HDO's play vital role in providing awareness and benefits of diversification. Diversification reduces the risks and failures of crops due to natural calamities, vagaries of nature and dependency on weather. It lowers cost, saves labour, increases efficiency, enhances resource utilization and causes higher profits. Cultivation of horticultural crops can be undertaken to accomplish all the above purposes and moreover, to provide variety and nutritional balance to our daily diets. Realizing its importance, the Department of Horticulture, Government of Punjab, is putting efforts to promote the cultivation of horticultural crops. The success of the system, however, depends a lot on the Horticulture Development Officers, as they are directly involved in communication and adoption of improved technology for cultivation of horticultural crops by the farming community.

The level of job satisfaction among ADO's is a major sign of effective behavioral management. Prior to 1991, their designation was agriculture inspector. The government made a major improvement in their emoluments and status in 1991. They were given the pay scale equivalent to the medical, engineering and veterinary graduates and their status was raised to Class-I gazetted officer. However, in the latest pay scale revision with effect from January 1, 1996, the disparity has again been created by giving them lower pay scale as compared to

other professionals. Therefore, a systematic study of their job satisfaction needs to be conducted particularly after these changes in their salary and status.

## REVIEW OF LITERATURE

Glimer (1971) observed that similar to security, administrative set up and policies were seldom a strong reason for dissatisfaction but it contributed substantially to respondents satisfaction. Muthayya and Gnanakanna (1973) on the basis of their study of job satisfaction among the development personnel, viz. Block Development Officers, *Mukhya Sevika*, *Gram Sevikas* reported that most of them were found to have more dissatisfaction in the personal and interpersonal job aspects. The dissatisfaction was expressed about cost of living, housing and recreational facilities and children's education. Sandhu (1976) studied the contribution of motivation and hygiene factors to job satisfaction among Agriculture Development Officers in Punjab and found that score for professional growth, freedom of expression, ability, feeling of achievements and physical conditions of work related to job satisfaction in descending order. Gruneberg (1979) identified a number of individual differences such as age, educational level and personality difference that affect job satisfaction. He commented that job satisfaction typically started high and then decline with increased age.

## MATERIAL AND METHODS

Study was conducted on ADO's and HDO's of state department of Agriculture and Horticulture, Punjab. The list of ADO's and HDO's was procured from office of state department of Agriculture and Horticulture. A sample of 120 ADO's and HDO's was selected by using probability proportional to number of ADO's and HDO's. A Questionnaire was prepared for collecting data from ADO's and HDO's. Data were collected by distributed questionnaire approach. Data were analyzed with the help of common statistical tools, such as frequency percentages, mean score, t-test and z-test.

## RESULTS AND DISCUSSION

**Results of the study have been discussed under the following headings.**

*1. Socio-personal characteristics of the ADO's and HDO's*

The study of socio-personal characteristics provided the information about age, family background, marital status, service experience, qualification at the time of joining and education of the spouse. The general information about the

socio-personal characteristics of the ADO's and HDO's have been presented in table 1. Data in Table 1 indicate that age of the ADO's and HDO's varied from 27-54 years. In case of ADOS, more than 80 percent of the ADO's belonged to 36-54 years of the age. In HDO's, 40 per cent of the respondents belonged to 45-54 years of age group. So, majority of the respondents in both the departments belonged to age groups of 36-45 years. It may be due to the reason that new appointments in both the departments have been very less. The findings are in line with those of Kaur (2003) and Devi (2013).

**Table 1 Distribution of ADO's and HDO's according to their socio-personal characteristics**

Socio-personal characteristics	Category /Range	ADO's n=100		HDO's n=20	
		Frequency	Percentage	Frequency	Percentage
Age (years)	27-36	17	17.00	-	-
	36-45	44	44.00	12	60.00
	45-54	39	39.00	8	40.00
Service experience (years)	1-11	16	16.00	-	-
	11-21	38	38.00	9	45.00
	21-31	46	46.00	11	55.00
Family background	Rural	76	76.00	12	60.00
	Urban	24	24.00	8	40.00
Marital status	Married	83	83.00	20	100.00
	Unmarried	17	17.00	-	-
Qualification at time of joining	B.Sc	79	79.00	20	20.00
	M.Sc	21	21.00	-	-
Education of spouse	Graduation	44	44.00	12	60.00
	Post graduation	56	56.00	8	40.00

The results in Table 1 clearly indicates that a more than three fourth of the ADO's (84%) were having service experience of 11-31 years. In case of HDO's, nearly about 45 per cent and 55 per cent of the HDO's belonged to category of 11-21 years and 21-31 years respectively. Thus, majority with similar proportion in both departments were having service experience more than 15 years. Similar findings were reported by Kaur (2004) and Yadav (2011). Being an Agricultural and Horticulture department, it becomes important to study whether the ADO's and HDO's belong to rural or urban background. A look at the data in Table 1 revealed that nearly three fourth of the ADO's (76%) and 60 per cent of HDO's, belonged to rural background. These findings are in line with those of Yadav (2011). Regarding the marital status of the ADO's and HDO's, a large majority (83% and 100%) of the respondents of both the departments were married. As majority of the respondents belonged to age range of 36-54 years at this age mostly everyone get married. Similar results were found by Kaur (2003) Kaur (2004) and Devi (2013). Further look at the data in Table 1 revealed that more than three fourth of the ADO's and HDO's of the both departments i.e. 79 per cent and 100 per cent were having B.Sc. Agriculture qualification at the time of joining the service while only 21per cent of the

ADO's had M.Sc. qualification at the time of joining the service. These results are in line with Yadav (2011). Yadav reported that majority of respondents in both agriculture department and horticulture department had B.Sc. qualification at the time of joining the service. Education of spouse of the ADO's and HDO's varied from graduate and post graduate. As evident from the data in Table 1, ADO's spouse were having graduates (44%) and post graduate (56%) where as in case of HDO's spouse were graduate(60%) and 40 per cent were post graduates. Similar results were found by Kaur (2004).

*2. Job satisfaction of the ADO's and HDO's*

Job satisfaction is the degree of pleasure an employee derives from his or her job. A better understanding of job satisfaction and factors associated with it helps the ADO'S and HDO's to perform their activities in a desired direction. The morale of the employees was a deciding factor in the organization's efficiency (Chaudary and Banerjee 2004). However, much of job satisfaction research had focused on employees (Lawler and Porter 1968). Data given in Table 2 regarding job satisfaction revealed that Self esteem emerged as the most satisfied aspect of job satisfaction with mean score of 4.66 as perceived by the majority of the ADO's. It was

followed by feeling of job security and then by opportunity for feedback on performance they got on their job. Several studies had also been conducted in different parts of the world to measure the job satisfaction. It is clear from Table 2 testing the significance of difference in total mean scores of both the departments, a non-

significant value was found which infers that overall there was no significant difference in the mean scores of the two state departments related to various aspects of job satisfaction.

**Table 2: Distribution of ADO's and HDO's according to their Job satisfaction**

S. No.	Various aspects of Job satisfaction	Mean Score (ADO's)	Mean Score (HDO's)	Z- test Value
1	Self esteem	4.66	4.55	0.41
2	Opportunity for professional growth.	3.57	4.6	1.54
3	Prestige of job inside the department.	4.14	4.4	1.74
4	Opportunity for independent thoughts.	4.15	4.55	1.81
5	Feeling of job security.	4.4	4.35	1.77
6	Opportunity for feedback on performance.	4.24	4.45	1.84
7	Prestige of job outside the department.	4.18	3.75	1.44
8	Opportunity to do challenging work.	4.21	4.45	1.78
9	Freedom on the job.	4.03	4.50	1.23
10	Opportunity for promotion.	2.96	3.90	0.79
11	Fair treatment.	4.06	4.40	1.55
12	Feeling of accomplishment.	4.20	4.40	1.62
13	Opportunity to help others.	4.30	4.40	1.77
14	Work load.	3.75	4.65	1.33
15	Opportunity to participate in professional seminars and conferences.	4.20	4.50	1.54
16	Opportunity for higher studies while working.	3.63	3.85	0.07
	OVERALL	3.91	4.23	1.09

### 3. Overall Job satisfaction of ADO's and HDO's

Job satisfaction of the respondents of both the departments has been shown in Table 3. From the data in the table, it is clear that both departments had about 44 per cent or more of the respondents falling in the medium

category. In case of ADO's, 21 per cent had low satisfaction and 35 per cent had high job satisfaction with their jobs. This can be concluded that nearly 80 per cent of the ADO's had medium and high level of job satisfaction. It indicates that ADO's are having liking for their jobs and enjoyed high self esteem and are having their job security

**Table 3: Overall Job satisfaction of ADO's and HDO's**

Job satisfaction	ADO's n=100		HDO's n=20		t-value
	Frequency	Percentage	Frequency	Percentage	
Low (50-57)	21	21	3	15	0.524
Medium (57-64)	44	44	10	50	
High (64-71)	35	35	7	35	

Similar non significant results were found in case of HDO's where 50 per cent of the respondents fell in medium category of satisfaction, while 15 per cent were in category of low satisfaction and 35 per cent were highly satisfied from their job. While non-significant t-value indicated that there is no significant difference in the job satisfaction scores of the both departments. The results are similar to those found by Kaur (2003) who reported that the majority of the respondents lie in medium and high category of job satisfaction.

4. *Relationship of age and service experience with Job satisfaction of ADO's and HDO's*

The relationship of age and service experience with job satisfaction was calculated with

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**Table 4: Relationship of Age and Service experience with Job satisfaction of ADO's and HDO's**

Characteristics	Job satisfaction	
	ADO's(r value)	HDO's (r value)
Age	0.23310**	0.1093*
Service experience	0.2281*	0.2271**

\*\*1 per cent level of significance

\*5 per cent level of significance

the help of coefficient of correlation. The results have been given in table 4. Data clearly show that a positive and significant correlation between age and job satisfaction was found in case of ADO's which signifies that as age of employee increases, job satisfaction increases. This was found to be in conformity with Bowen et al (1994). In case of HDO's similar positive and significant correlation between age and job satisfaction was observed. The relationship between service experience and age with job satisfaction was found positive and significant in both the departments this indicates more age and experience more the job satisfaction. These results are in line with Yadav (2011) but in contradiction with Cano and Miller (1992), Jennings (1998) and Titus and Hickson (2003).

### CONCLUSION

It can be concluded that majority of the ADOs and HDOs were having medium to high level of job satisfaction and their age and service experience were positively and significantly correlated with their job satisfaction.

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