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JOB SATISFACTION OF EXTENSION WORKERS
IN THE NORTHERN STATES OF NIGERIA

by

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CHAPTER I

INTRODUCTION

The strategic importance of agriculture in accelerating the social, economic and political growth in many developing countries has been well recognized. On November 19, 1965, for instance, Moulimu Julious K. Nyerere, President of Tanzania said:

"Agriculture progress is the basis of Tanzania development. This truth is said so often that people forget it. They almost don't listen; the words become part of the atmosphere and have no impact anymore. Yet it remains the truth. - We have to demonstrate by actions that better agricultural methods are possible, and they mean a better standard of living " (1).

In a report on Agricultural Development from Taiwan it was stated:

"For several years it has been apparent Taiwan's agriculture is moving into a new phase; - Industries took root rapidly because of the foreign exchange, domestic food supplies, and man power resources that could be drawn from what has fundamentally been a farming economy." (2)

In Nigeria, like in other developing countries, agriculture provides the main source of income for the people. Agriculture is the most important activity in the developing economy of Nigeria. The agriculture sector employs as many as 70 to 80 percent of the labor force and constitutes between 50 to 70 percent of the national income of the country. All signs indicate that the development of agriculture should be a top priority in Nigeria (3).

In spite of the overwhelming importance of agriculture in the economy of Nigeria its performance is not encouraging. A United States A.I.D. Mission to Nigeria report stated:

"Nigerian Agriculture is characterized by substantial underutilized productive capacity (even with traditional technology). Evidence for this includes low returns for labor. In addition, low value of land attest to its low productivity. In short, Nigerian agriculture displays the evidences of an economy which is overinvested in labor

and capital and which is probably overpricing land despite the low value it places on agricultural land " (4).

A recent publication by Dr. Temiotan Fadayomi confirmed the above

A.I.D. characterization of Nigerian agriculture. Fadayomi stated:

"Nigeria, a country of 91.2 million hectares, with large natural endowments of arable land and water resources in lakes, rivers and aquifers and a current estimated population of about 80 million people, cannot feed itself despite the fact that 70-80 percent of its population resides in the rural areas and engages in agriculture. - It is now a common knowledge that the performance of Nigerian agriculture has not been encouraging in recent years. For instance, it is estimated that only about 45 percent of the total potential agricultural land area of 70 million hectares, that is about a third of the total land area, is being utilized at present due to certain inhibiting social, economic, climatic and technical factors " (5).

In previous publications, research findings, and conferences, many people attempted to associate the inhibiting factors to the country's agricultural performance. For instance, the Third National Development Plan of Nigeria highlighted the major constraints in agricultural development in Nigeria as: shortage of qualified manpower in key areas; inadequate supplies of agricultural inputs including machinery and equipment; inadequate extension services; poor conditions of feeder roads and other transport facilities; problem posed by labor shortage at peak demand periods in the rural areas; and the farmers resistance due to illiteracy.

Although literature available indicated that a number of persons and organizations have done some research in most of the above listed areas which were hypothesized as inhibiting progress in the agricultural sector of Nigeria, none of the literature indicated research done on the job satisfaction of extension workers in northern Nigeria. Most of the research was on technical aspects of production agriculture but very little on the human resources involved in agriculture production.

Need for the Study

Nigeria has a population of 80 million people, which is approximately one-quarter of the population of the continent of Africa. The population growth rate is about 3 percent annually. With the present growth rate, Dr. Marciniak of Ahmadu Bello University forecast that Nigeria will have a population of 154 million people in the next two decades (5).

Accordingly, Nigeria will have to make provision for feeding 117 million people by the end of the Fourth Development Plan period. Inadequacy of food stuff for the growing population constituted the most fundamental problem confronting present-day Nigeria. There is, therefore, a need to make Nigerian agriculture more productive. This calls for a look into the major components of the Agricultural sector - i.e. the Research Institutions, the Extension Services, and of course the farmer. Fadayomi said:

"Efforts to make agriculture more productive in a developing country such as Nigeria should essentially focus on the needs and problems at the early stages of rural and agricultural development:- Such understanding is needed not only by planners and administrators but also by politicians, editors, research and extension workers, farmers, businessmen, bankers etc " (5).

Previous research studies have indicated the need for further research on specific aspects of the extension service of Nigeria. Gana (6) recommended the need for broader based educational research and extension programs to convince more farmers to adopt improved practices, and that extension workers should be provided with essential instruments to make their supervision of demonstration plots more effective.

In another finding, Edache (7) recommended the need for studies to be conducted to determine the characteristics of extension agents which enhance their effectiveness as change agents. Such information could then be used in staff development programs since farmers perceive the need for qualified extension agents.

Onazi (3) in a study of the training needs of extension agents in the

northern states of Nigeria made an attempt to categorize the functions of agents and to identify the major problems limiting extension progress. However, he recommended the need to determine the root cause of the problems, and attempted to find solutions.

During a N.A.F.P.P. conference at Bagauda, in Kano State of Nigeria, a prominent executive of the Federal Ministry of Agriculture was quoted as saying, "The present extension program in Nigeria is a failure." It is felt that the present system and procedures for providing aid and information to the Nigerian agricultural producers were not fully meeting the needs of the rural areas concerned.

Most criticism regarding the effectiveness of the extension service in Nigeria are based on the rather poor achievements of existing services in relation to the assumed final goal, usually increased agricultural productivity. Such criticisms might be erroneous viewing the circumstances in which the work is being done. Sumers says:

"Most criticism regarding the effectiveness of extension are based on the rather poor achievements of existing services in relation to the assumed final goal; but in any other enterprise, extension can only perform well when the essential requirements are satisfied " (12).

For apparent improvement in agricultural production in Nigeria, it is essential for the administrators, public, and the farmers to understand the circumstances in which extension workers carry out their duties hence the need for this study.

Statement of the Problem

This study is designed to investigate the job satisfaction of those who were and those who were not satisfied with their extension training program in the northern states of Nigeria. Twenty-five demographic factors within and without the extension services were provided to the respondents. Each respondent was expected to indicate his/her level of satisfaction for

each of the twenty-five factors.

The primary aims were to determine the significance of the factors in order of priority and to determine which of the factors required attention.

Limitations

There were two major limitations in this study:

1. The population was limited to extension workers with at least two years of work experience in the northern states of Nigeria who were acquiring higher education at Kansas State University or at Fort Hays State University. Although all the states in northern Nigeria were represented, the representation was not equal. However, due to past Nigeria's regional structure most of the population had the experience of working in many of the present northern states. Since the northern states have nearly the same agricultural policy and programs, results of this study could reasonably apply to all of the States.

2. A questionnaire was mailed to the respondents. The cost would have been excessive if the author went to Nigeria to collect the data by personal interview. Based on the financial resources available, the author secured the data by contacting the respondents by mail.

Definition of Terms

In this study the following definitions were used:

1. Job Satisfaction - Employee's satisfaction with both intrinsic and extrinsic factors of his work environment as measured by the Minnesota Satisfaction Questionnaire.
2. MSQ - Minnesota Satisfaction Questionnaire.
3. MSS - Minnesota Satisfaction Scale.
4. Extension Agent - Change agent, extension agent and extension worker as used in this study means an official of a State or Federal Ministry of Agriculture and Natural Resources who was responsible for providing

agricultural information on new farming ideas for farmers. He served as a bridge between the researcher and the farmer.

5. Northern states of Nigeria - The ten states in Nigeria located in the northern region Benue, Bauchi, Kaduna, Kano, Sokoto, Gongola, Kwara, Plateau, Niger.
6. Motivational Factors - Intrinsic or extrinsic elements having a relationship to an individual's desire for, willingness to, and drive towards the accomplishment of a set goal.
7. CSNRD - Consortium for the study of Nigerian Rural Development.
8. USAID - United States Agency for International Development.
9. N.A.F.P.P. - National Accelerated Food Production Program.

Hypothesis

The hypothesis for this study was stated in the null form:

There are no significant differences in the responses of those who were and those who were not satisfied with their extension training programs in northern states of Nigeria for the job satisfaction factors of:

- a) Prestige associated with extension work.
- b) Effectiveness of extension work.
- c) Freedom offered by extension work.
- d) Farmer's participation.
- e) Administrative support.
- f) Adequacy of training recieved.
- g) Recognition for job well done (reward).
- h) Adequacy of supervision.
- i) Confort with peers.
- j) Equipment for work (extension aids).
- k) Workload (as extension worker).

- l) Arrangement for distribution of fertilizers.
- m) Adequacy of farm inputs e.g. fertilizers, tractors, herbicides, insecticides etc.
- n) In-service training provision.
- o) Salary compared with other skilled workers.
- p) Health services in the work area.
- q) Availability of living accommodation.
- r) Frequency of transfers.
- s) Extension policies and practices.
- t) Channel of communication supervisors and junior staff.
- u) Job security.
- v) Opportunity for promotion.
- w) Retirement benefits.
- x) Good travel conditions.
- y) Fringe benefits.

CHAPTER II

REVIEW OF RELATED LITERATURE

Donald Scott defined work in the following words:

"Work can be not only a problem for some, but also a disease, and yet for others it is even a cure. For the artist or the scientist, it is all embracing. Some once said, and he is quite right, 'To measure all the aspects of work, one needs a yardstick the size of the world.' The study of work certainly is complicated " (9).

In the first attempts to analyze the methods and materials of production, Neff offered this summary for consideration:

"The first efforts to carry on a scientific study of work behavior were focused exclusively on work simply as a technical factor in the turn of the century and were designed entirely to serve the interests of efficient factory management. They were in no sense humanitarian, except perhaps in relation to an overall aim of increasing the available flow of goods and services " (10).

Since then Organizations have spent large sums of money on human resource development programs in response to what they see as the efforts of dissatisfied, poorly motivated workforce; low productivity, and counter-productive behavior with no success.

Francis Bacon once stated:

"A necessary part of learning management is learning about the conditions under which people can be motivated to perform work in organization. Nature if it must be commanded, must be obeyed..... Engineers who would have water run uphill increase the chances of it doing so when they understand gravity, pressure, flow etc. Managers who would motivate employees increase their chances of doing so when they understand the work, the work-related needs, beliefs, and expectation of people " (11).

The implications in management is that the first step in motivating employees lies in recognizing that people act in their own interest as defined by their needs. Drucker, a popular management writer said,

"No matter how authoritarian the institution, it has to satisfy the ambitions and needs of its members and do so in their capacity as

individuals " (11) .

Motivating employees to contribute their efforts to accomplishing organizational tasks requires making it possible for them to satisfy their needs by making such contributions. Just what those needs are and how management can help make this job satisfaction possible becomes the basic concern for extension administrators.

Job Satisfaction Studies

In various literature related with job satisfaction, each writer constructed a different but basically similar definition. However the differences, job satisfaction is basically defined as the favorable viewpoint of the workers toward the work role they are presently occupying. Behling and Schriesheim (12) defined job satisfaction as the overall degree of positive feelings that the individuals holds toward his/her job.

A frequent question is, "What causes job dissatisfaction and alienation?". Blauner (13) enumerated four aspects of worker's environment and activities as major contributors of alienation: (a) powerlessness or lack of control over work activity process, (b) meaninglessness in work, with no relation perceived between work efforts and the achievement of goals, (c) isolation or non-membership with the social organizational community and (d) self-estrangement where individual perceives a separation between work life and other life.

Walton (14) stated, absenteeism, tardiness, turnover, inattention on the job, pilferage, deliberate wastes, assaults, and bomb threats as evidence of alienation in blue and white color workers. Expectations of employees that are not met were cited as reasons for alienation. Employee expectations include: challenge and personal growth from work, egalitarian

treatment, intrinsic rewards, benefits now, and more attention to the emotional aspects of organization.

The study of job satisfaction is a quite recent phenomenon which in fact began as a result of Hawthorne studies conducted by Mays (15). Based on this study and some others, theories on coping with the problems of maintaining job satisfaction have been suggested. Although a large part of the problem could be said to have its root in the individual personality make-up of the worker, it is usually agreed that the job situation, when judiciously attended to, can lend itself, to providing significant contributions to the job satisfaction of the worker.

In the area of study concerning job satisfaction, Herzberg theorized and Kincaid reported that:

"Those proposing an expectancy theory usually regard overall satisfaction as a function of satisfaction with various elements of the job. In contrast to this approach is the view that the factors causing satisfaction and dissatisfaction have separate and distinct causes. Factors associated with the individual's needs for psychological growth contribute to job satisfaction. Such factors include the intrinsic nature of the job and achievement. On the other hand, factors associated with the job context, such as pay and supervision, when they are deficient lead to job dissatisfaction " (16).

A study by Wernmont (17) supported Herzberg's theories. Findings indicated that a lack of extrinsic factors produced severe dissatisfaction with work.

From an extensive review of literature, several other theories concerning job satisfaction have arisen. For example Fred H. Blum, (18) in his Work and Community, described his attempts to base an industrial community in Great Britain on Christian principles. This being somewhat utopian sounding in its concept has not been a widely accepted theory as Scott implies....." the theoretical background of the Scott Bader community is important but we must ask whether it works. Charles Foster (18)

studies his own problems in a small building firm and concluded that especially for the small organization, "good communications were the heart of a successful business and that it was in a small firm that these were really possible, for people could easily get together to talk things over. Professor Elliot Jacques tackled the group situation of large organizations by employing the use of psychoanalytical techniques as used in the treatment of psychiatrically disturbed patients to resolve dissatisfactions of a whole group of individuals at once. It has been found that '.....a group of people may respond in an aggressive or a neurotic way just as an individual does when confronted with stress' (3).

Scott summarized the implications of these various theories concerning job satisfaction and the improvement of its state in this way:

"..... we have seen many reasons why there is job dissatisfaction and many attempts have been made to overcome it by job alteration and enlargement, both by the detailed socio-analytic approach by Jacques and the complex investigation by Herzberg into factors that bring about satisfaction. Perhaps the most important thing that emerges is that the individual worker must be considered and in some way communications between him and management must be maintained so that his aims, fears and problems can be understood" (18).

Gruneberg similarly summarized the implications in this manner:

"What then can studies of job satisfaction offer the practitioner, given the various profound differences in approach, the unresolved issues, the empirical difficulties of data collection, and the sheer number of variables that effect job satisfaction? In the first place, perhaps they can offer a context of humanity in approaching the problem. There is no panacea, no magic wand which will transform alienated individuals into happy, contented, hardworking, high-quality, high quantity producers. And for all our sakes this is just as well. It is as true of job satisfaction as of any other sphere of life that one man's meat is another man's poison. Studies of job satisfaction which show that what individuals want out of a job can vary with age, sex, occupational level, social group and individual expectation, serve to emphasize that to tackle the problem of job satisfaction involves an understanding of what expectation and values individual have, and an understanding that such expectations and values can vary from group to group and between individuals within group" (18).

Schwab and Cummings (19) stated that the connection between employee

satisfaction and job performance has served to generate research and theoretical interest in job satisfaction. From series of literature, such major points of view concerning the relationship are summarized as: satisfaction leads to performance, satisfaction-performance is moderated by a number of variables, and performance leads to satisfaction. Glueck (20) stated that job satisfaction was important for employer's to consider for two reasons: humanitarian, and the cost of turnover, absenteeism and accidents.

There was some evidence that satisfaction with work was decreasing although job satisfaction perceived much attention in behavioral science research during the last two decades. Smith et al. (21) reported a downward trend in job satisfaction over a ten year period regardless of tenure, job function, or geographical location. In another study with managers, job satisfaction was seen to decrease over a four year period in a stable organization regardless of sex, age or tenure (22).

A study of Ohanesian (23) sought to determine whether significant differences existed among college students, personnel workers, and their perceived opportunities for job satisfaction as follows:

1. Higher position levels seemed to indicate higher satisfaction.
2. Lowest salary level indicated a lower degree of satisfaction.
3. Job opportunities gave recognition and status advancement.
4. Input and variety were available for those who indicated high satisfaction.

Ford and Borgatta (24) reported on a study of characteristics of workers' satisfaction. From substantial experience in job enrichment programs concepts were developed to describe the aspects of work. Items were constructed which were given to eight professionals in the area of work motivation to be reviewed and edited. The edited lists of the items were given to different populations

and eventually eight clusters evolved.

The results of the research indicated the possibility of measuring subtle differences in concepts about satisfaction with the work itself. The concepts as measured appeared to be highly related, and had sufficient reliability to indicate integrity of each concept above and beyond the common variance shared with other concepts in the domain. The items were grouped in clusters labelled as:

1. The work itself is interesting.
2. The job is not wasteful of time and effort.
3. I often feel the need for more freedom in planning the job.
4. I have reasonable say on how my job is done.
5. The job provides opportunities.
6. The job provides feedback.
7. The job is too closely supervised.
8. It is not worth putting effort into the job.

In 1957, The Minnesota Studies in Vocational Rehabilitation known as the Work Adjustment Project was begun (24). It has been a continuous series of research studies on work adjustment problems relevant to the vocational rehabilitation service. One of the objectives of the study was to develop diagnostic tools for assessing the work adjustment potential of applicants for vocational rehabilitation. The Theory of Work Adjustment was developed. This theory used the correspondence between the work personality and the work environment as the principal reason or explanation for observed work adjustment outcomes of satisfactoriness, satisfaction, and tenure. The theory revealed that vocational abilities and vocational needs are the significant aspects of the work personality and ability requirements and reinforcer systems are significant in the work environment. Work adjustment

depended on how well the worker's abilities corresponded to the ability requirements, and how well his needs corresponded to the reinforcers available in the work environment.

The Work Adjustment Project research was directed at testing the usefulness of the theory in working with rehabilitation clients. It was indicated that vocational needs were measurable and could be measured separately from measured dissatisfaction. In addition, it was demonstrated that satisfaction in a variety of work environments could be predicted. It was further demonstrated that satisfaction and satisfactoriness are measurable indicators of work adjustment, and that they could be measured independently of each other. The research has shown that there are individual differences in jobs with respect to the reinforcers available for the satisfaction of needs.

As a result of the research, questionnaires in two forms were developed. The questionnaires (The Minnesota Satisfaction Questionnaires) measured satisfaction with several specific aspects of work and work environments. They met the accepted standards for reliability and showed evidence of viability (9).

The Minnesota Satisfaction Questionnaire (MSQ) a 5-scale Likert format questionnaire, was constructed to sample intrinsic and extrinsic reinforcement dimensions. Instructions were simple and the item wording was at the fifth-grade reading level. Each item had five response alternatives. Responses were made by checking one of five boxes.

A recent study by Boyd (25) was on the job satisfaction of women at Kansas State University. She related the variables; age, marital status, educational attainment, and occupational level, to the intrinsic and extrinsic factors of job satisfaction and total satisfaction.

Boyd used the MSQ and asked for a rating of the 20 items as to their

degree of importance in an ideal job. An analysis of variance test was used to test the hypotheses to determine the differences in the job satisfactions. Significant differences appeared in the occupational and age classifications. An examination of the means of the age groups showed that generally the older workers were more satisfied than the younger workers. Job satisfaction increased with age and peaked in the 33-44 age group. A t-test indicated that there was a significant difference in the women's reported job satisfaction, and what they viewed as important in an ideal job situation.

Ross (26) studied teacher's job satisfaction at short-term inservice work-shops. Ross used the MSQ to gather both pretest and posttest data. The result indicated a significant degree of change in the job satisfaction of elementary teachers as a result of a week of intensive study of the teaching of reading.

Cory (27) used the MSQ, in his study on the job satisfaction and vocational needs of Pennsylvania vocational teachers. His study determined levels of satisfaction, relevant reinforcers present in the work environment, and the vocational needs of 362 Pennsylvania vocational teachers.

He found that the 46 to 50 age group reported the highest level of satisfaction, and the lowest was reported by the 31 to 35 age group. The study indicated no difference in respect to years experience, educational attainment, preparing institution or subject taught.

Casady (28) studied the contribution of selected factors of employee and job characteristics and the job satisfaction of magnetic typewriter operators in word processing by presenting a group profile of the occupational reinforcers. She used the MSQ to measure job satisfaction and the Minnesota Job Description Questionnaire to develop a profile of occupational reinforcers. The results showed magnetic typewriter operators were most satisfied with their pay and the volume of work they did, as well as the

way their fellow workers get along with each other. Workers were least satisfied with their chances for advancement and with their opportunities to do things for other people. The results provided little support for a significant relationship between the predictor variables and job satisfaction.

Satisfaction With Various Job Components

The Work Itself London et al. (11) found satisfaction with the job itself to be important to the employee's quality of life. Casady (28) reported significant relationships between satisfaction with the work itself and overall job satisfaction. Work importance which gave a sense of accomplishment was the job characteristic chosen as most important by 64 percent of the white-collar workers, and 74 percent of the professional workers in Weaver's study.

The opportunity for creativity in work has also been linked to job satisfaction (29). Personal challenge and growth from work were cited by Walton (14) as deterrents to alienation. Challenge and opportunity for growth variables were shown by Costello and Lee (30) to be the most important for job satisfaction of professionals working in organizations. Dunnette et al. (10) found achievement in work to be related to both satisfaction and dissatisfaction. Several studies indicated that variation in work was important to job satisfaction. Butler and Kidd (31) reported satisfaction to be related to the degree of relevance to the employee's valued abilities.

Supervision Morse (32) reported that supervision had a significant effect on the subordinate's favorable work attitudes and job satisfaction. Brief and Aldag's (33) study among blue-collar workers focussed on the relationship of leaders' behaviors and the satisfaction of subordinates. Consideration by the leader was shown to be related significantly to general satisfaction and supervisory satisfaction. Consideration behaviors included

those related to: friendship, mutual trust, respect, and a certain warmth and rapport between leader and subordinates. Dawney et al. (9) also found the leader's consideration to be related to the subordinate's job satisfaction.

The amount of decision making the supervisors allow has an effect on job satisfaction. Steers (34) reported participation in decision making to be significantly related to the job satisfaction of employees. Morse (32) stated that the group most satisfied with their work made some decisions and would like to make more. The next most satisfied group made no decisions but had no desire to make decisions. Dissonance in the influence process in decision making has been found to be positively related to job tension and negatively to job satisfaction.

Feedback about job performance has been reported to be related to overall job satisfaction as well as with satisfaction with supervision (20). Weissenberg and Gruenfeld (18) found recognition from supervisors to be an important factor in job satisfaction.

Promotion Pearlin (35) said an individual's perceptions of chances for advancement as egalitarian are important in prevention of dissatisfaction. Advancement has been found to be more important to those with more education and to white-collar workers (36). Promotion also has been shown to be related to satisfaction if the promotion is interpreted as recognition of achievement (34).

Co-workers Friedlander (37) stated that co-workers are important in setting the social climate of the organization, which is a factor involved in job satisfaction. Being alone on a shift was found to be related to alienation, while working with friends at work who also were seen socially decreased the chances of a worker being alienated (35).

Satisfaction with co-workers also has been linked to satisfaction of autonomy and feedback needs of co-workers (33). Some evidence supported

other individual differences in the importance of satisfaction with co-workers. For example, London et al. (38) found that satisfaction with co-workers was related to quality of life for college graduates and for those in higher socioeconomic status.

Other factors affecting job satisfaction include job level, marital status, age, organizational size, and location.

Job Level Professionals do have some criteria for satisfaction with work. Abrahamson (39) said that most students form a view of the professional in a free setting rather than in an organization or as an employee. These expectations leave the new professional entering work within an organization open to dissatisfaction. Seiler (40) stated that job freedom is one of the most important job needs of the newly hired professional. Other needs classified as most important were technical challenge, feedback from supervisors, and opportunity to achieve professional aspirations. Costello and Lee (41) found that the higher order needs of self-esteem, autonomy, and self-actualization were more important for professionals than other variables for satisfaction.

Poster (42) found the hierarchy position in the organization or position in management to have a strong relation to the degree of perceived satisfaction of the needs of self-actualization autonomy and esteem, job satisfaction increased at each higher level. Security and social needs were not related to job satisfaction differences in management levels. Adam et al. (43) found satisfaction with work, supervision, pay, and co-worker interaction to increase with job level.

Marital Status The evidence for a relationship between job satisfaction and marital status was not conclusive (44). Rachman and Kemp (45) found married employees to be generally more satisfied with work than single employees. Shea et al. (46) conducted a study on job satisfaction with over 5,000 black and

white women. Satisfaction with work was not shown to vary with marital status in white or black groups when occupational level was controlled.

London et al. (38) studied the relationship between satisfaction with work and quality of life. Co-workers, the work itself, pay and fringe benefits, work environment, and resources for doing work were the job items measured. Satisfaction with the job items as a group was related to perceived quality of life for married persons, but not for those never married, divorced, widowed or separated. Satisfaction with two job items was found to relate to marital status and quality of life. Satisfaction with the work itself was important to quality of life only for married persons; and satisfaction with pay and fringe benefits was related to quality of life only for those never married.

Age Age has been found to be related to job satisfaction (47). Older workers were more satisfied with work content in the study conducted by Morse (48). Friedlander (37) found older workers were more likely to derive satisfaction from the social and technical environment of work. In a study of women in management, age was found to be related to disillusionment. Women over 35 years of age were less likely to be disillusioned with work than those under 35 years of age (49).

Organizational Size Studies investigating the relationship of work attitudes and size of organization made comparisons with the size of the total organization and the size of the subunit. Poster and Lawler (42) found from a review of literature that large subunits tended to lead to low cohesiveness, high task specialization, and poor communication. Studies by Indik and Seashore (50) and Metzner and Mann (51) supported this hypothesis. Their findings indicated that in large size subunits, employee satisfaction is lower. Kerr et al. (52), however, found workers in large departments to be

more satisfied.

Porter and Lawler (42) made predictions from reviewing studies dealing with the relationship of the total organization size and job satisfaction. The researcher hypothesized that the total organizational size did not have the same negative effect as subunit size on satisfaction of employees.

Results reported by a number of researchers failed to support this prediction. Worthy (47) found large organizational size to be the single most important variable responsible for job satisfaction. Talacchi (53) also concluded that as organizational size increased, the level of employee satisfaction decreased. Merryman and Shani (54) reported employees in smaller companies with slower growth rates had higher job satisfaction than employees in large companies with higher growth rates.

Location Castellano (55) studied the effect of rural versus urban socialization on job satisfaction. He concluded from the results of this study that rural-urban background was not related to job attitudes.

Extension in Nigeria

Not much research has been done in job satisfaction of extension workers of the northern states of Nigeria. However there was some literature related to some aspects of extension workers.

Onazi (3) studied the training need of extension workers in the northern states of Nigeria. He recommended the need for a new curriculum designed to improve the quality of Nigeria's vocational education graduates. Onazi further recommended the need for studies on the grass root problems of the extension workers.

Edache (7) studied motivational factors related to the adoption of improved farm practices. He found that the small scale farmer is innovative, given the programs and facilities that are appropriate to his situation.

He then strongly recommended the following needs: establishment of more extension committees in villages, inservice courses for A.A.S. and A.I. should focus on program development, and a study to determine the characteristics of extension agents which enhanced their effectiveness as change agents.

Gana (6) studied and evaluated Package result demonstrations in villages with and without field demonstrations. He reported that the lack of transportation for extension workers to supervise plots, and too many demonstration plots per extension worker as factors limiting the success of field demonstrations. Gana recommended that extension workers should be provided with essential instruments to make their supervision of demonstration plots more effective.

Kincaid., J.M. and Kidd, D. (56) in their studies of selected Extension Questions and Issues for Nigeria found among other issues that staff transfers were greater than was generally desirable for the development of adequate program continuity and effective superior-subordinate relationships.

It was also found that senior staff members desired additional training in extension methodology and technical subject matter. On describing extension programs that had failed to succeed as expected, James found poor organization and supervision of programs, and farmer conservatism and skepticism as the primary reasons mentioned. The same study identified inadequate logistical support, lack of effective planning and organization of programs and insufficient quality of staff as the most serious internal problems limiting extension's continued progress. Personnel were moderately satisfied with their terms of employment and, for junior respondents, the level of satisfaction had reduced slightly over the past five years.

Theories of Motivation

In what was called a preface to motivation theory, Maslow (7) discussed

sixteen propositions which he asserted must be incorporated into any sound theory of motivation. A good theory of motivation must account for behavior of a whole person and a person in relation to his social environment. Drives, goals and desires are often inter-related and as such they cannot be isolated. A conscious desire or motivated behavior is often a multi-dimensional channel for expressing several desires and purposes. He suggested that "the criterion on which a classification of motivational life may be based should be fundamental human goals or needs rather than the mere listing of drives."

A good way to begin to understand the applicable "Law of human nature" in motivation is to consider the 1776 observations of Scottish economist Adam Smith: "It is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard for their own interest. We address ourselves, not to their humanity but to their self-love, and never talk to them of our own necessities but of their advantages" (57).

Peter Drucker (11) applied the above idea in motivating employees. He found that no matter how authoritarian the institution it has to satisfy the ambitions and needs of its members and do so in their capacity as individuals. The implication here is that managers should realize that people act in their own interest as defined by their needs. As stated in previous paragraphs, motivating employees to contribute their efforts to accomplishing organizational tasks made it possible for them to satisfy their needs by making such contributions. The basic concern here is how to determine what the employee's needs are.

Several classes of determinants account for human behavior: motivation is one, environment is another. The results of research conducted by psychologists indicated that human behavior was not motivated in terms of seeking satisfaction for something that was lacking or needed. Maturation, expression, and growth or self-actualization did not reflect what was lacking in an individual. There are

natural tendencies in man that reflectd highest motivations (7).

Many psychologists believe that people do not work for external rewards alone but for the intrinsic rewards also. David McClelland of Harvard University reported that achievers value extrinsic rewards such as money only as feedback to keep score, and that the intrinsic rewards of achievement satisfaction is what stimulates performance (11,56).

The wide differences in achievement among individuals originate early in life, and results from differences in their developmental environments. Frederick Herzberg's theory "Motivator Hygiene" suggests that the factors that lead to motivation and satisfaction on a job have nothing to do with those that lead to apathy and dissatisfaction. This theory suggested that every manager should understand and master the subtleties of reinforcement. Positive reinforcement is pleasant and can be looked on as "reward". Negative reinforcement is not a punishment but encourages actions that avoid the unpleasant consequences (58).

Maslow's theory "Hierarchy of Need" suggested that man's needs appear to arrange themselves in order. As soon as one level of need in the hierarchy is satisfied another comes up. "Man is a wanting animal and rarely reaches a state of complete satisfaction except for a short time". Maslow , therefore, concluded that a sound "theory of motivation must address itself to the highest capacities of the healthy and strong man as well as the defensive maneuvers of the crippled spirit" (59).

McQuaig (60) stated that a person's behavior is influenced by his background, training attitude, philisophy, education, prejudices, temperaments and his emotional make-up. The ability to appraise and understand man is, therefore, one of the most important skills in management.

Robinson et al. (61) discussed three techniques for motivating people but advised that flexibility and discretion be exercised, since the exclusive use of

any one would have undesirable effects. The three techniques are:

(i) Negative Style The philosophical basis of this technique is defined thus: "for an individual to work hard at what he is doing, he must be kept on edge by threats of losing privileges, of losing things he needs or wants and of disapproval or rejection." The behavior styles are threats, punishment and exclusion. The exclusive use of the negative style does not enhance growth and development of the individual.

(ii) Permissive Style The philosophy of motivation on which this technique is based states "for a person to develop self-confidence and for him to become self-motivated and mature, he needs freedom to explore, face new experience and try out new behaviors." The behavior style of this technique is non-judgemental. It has some motivational value but the exclusive use of it cannot lead to fulfillment of the self-actualization need.

(iii) Positive Behavior The philosophy of positive behavior states that "if people are rewarded for desirable behavior and ignored for undesirable behavior they will be more likely to perform the desirable behavior." The behavior styles are rewarded by inclusion and involvement. Involvement stimulates people's interest and commitment: "people support what they help create." The probability of reinforced or rewarded behavior being repeated is high. Incentives provide a form of reinforcement. Positive reinforcement was very valuable in creating a positive healthy self-image and in the fulfillment of self-actualization needs. Exclusive use of the technique can lead to strong control of other person's behaviors. It tends to be manipulative and has been criticized on moral grounds (61).

CHAPTER III

METHODS AND PROCEDURES

The study was designed to investigate the job satisfaction level of the extension workers in the northern states of Nigeria. Twenty-five demographic factors within and without the extension services were provided to the respondents in a form similar to Minnesota Satisfaction Questionnaire. Each respondent was requested to indicate his/her level of satisfaction for each of the 25 factors. The primary aims were to determine the significance of these factors in order of priority, and to determine which of the factors required attention.

Population

The sample for the study was selected from non-degree personnel previously employed by various Ministries of Agriculture in the northern states of Nigeria but presently going to colleges at Kansas State University and Fort Hays State University. The study was limited to the extension workers with at least two years of field experience. No specification was made of the areas where they worked since the whole of the northern states was considered to be similar geographically and had the same Government.

The extension workers were asked to complete a questionnaire concerning job satisfaction. The research was conducted during the spring semester of 1979. Data were collected from extension workers at Kansas State University and Fort Hays State University.

Development of the instrument

A single page questionnaire was used to gather the data for this study.

The questionnaire contained twenty-five work satisfaction factors modified from the short form of the Minnesota Satisfaction Questionnaire. The twenty five factors were the dependent variables by which the effects of the independent variable was measured. The Minnesota Satisfaction Questionnaire was developed as a work adjustment instrument by the Work Adjustment Project, also known as the Minnesota Studies in Vocational Rehabilitation. The questionnaire contained factors which were relevant to both intrinsic and extrinsic aspects of job satisfaction. A five-degree Likert rating format ranging from "very dissatisfied," "dissatisfied," "neutral," "satisfied" to "very satisfied" was used. Originally, the MSQ contained 100 items that were representative of 20 work adjustment scales. As pointed out by the authors "A short form MSQ was constructed from twenty items, each representing one of the 20 MSQ scales. The items chosen were those which correlated most highly with their respective scores on the original MSQ development data (Minnesota Studies page 41) form. For the purpose of this study the short form MSQ was slightly modified to fit the condition of work in the northern states of Nigeria. Most of the twenty items of the MSQ were included, and a few others relevant to the working conditions in Nigeria were added to the instrument.

Data Collection

Questionnaires with instructions were mailed to 65 Nigerian extension workers undertaking agriculture degree studies at Kansas State University and Fort Hays State University. These students were previously employed in the Extension Services in the northern states of Nigeria. In the instructions, the researcher explained the usefulness of the study and requested the respondents to complete and return the questionnaire within three weeks. The

researcher coded the questionnaire to enable follow up letters to be written to those subjects who do not respond by the 10th day after the questionnaires were mailed. Fifty eight of the 65 questionnaires were returned. Reminder letters were written to the other seven. Two of them responded within the stated period, and five did not return the questionnaire after a third mailing.

Statistical Treatment

The hypothesis of the study was tested using the 'F' statistic. The hypothesis stated: "There are no significant differences in the responses of those who were and those who were not satisfied with their extension training program for the job satisfaction factors of:

- a) Prestige associated with extension work.
- b) Effectiveness of extension work.
- c) Freedom offered by extension work.
- d) Farmers' participation.
- e) Administrative support.
- f) Adequacy of training received.
- g) Recognition of job well done.
- h) Adequacy of supervision.
- i) Comfort with peers.
- j) Equipment for work.
- k) Work load.
- l) Arrangement for distribution of fertilizer.
- m) Adequacy of farm inputs.
- n) In-service training provision.
- o) Salary compared with other skilled workers.
- p) Health services in the work area.
- q) Availability of living accommodations.

- r) Frequency of transfers .
- s) Extension policies and practices .
- t) Channel communication between Supervisors and Staff .
- u) Job security .
- v) Opportunities for promotions .
- w) Retirement benefits .
- x) Good travel conditions .
- y) Fringe benefits .

CHAPTER IV

FINDINGS AND RESULTS

The findings of this study were presented in tabular form, and analyzed by use of the Kansas State University Computer Center. The 'F' statistic was used for the analysis of variance of the responses. Twenty-five factors were used to assess the job satisfaction of extension workers in northern Nigeria. The scores were computed for each variable used in the study, and the results analyzed for the "satisfied" and "dissatisfied" groups. Group one included those who were satisfied with their extension training, and group two consisted of those who responded that they were dissatisfied with their extension training.

Questionnaire Responses

The responses in this study were extension workers of the northern states of Nigeria who were undertaking various courses of study at Kansas State University and Fort Hays State University. The number of questionnaires mailed are shown in Table 1. A total of sixty-five questionnaires were mailed

TABLE 1
NUMBER AND PERCENTAGE OF QUESTIONNAIRES
MAILED AND RETURNED

	Number	Percentage
Questionnaires mailed	65	100
Questionnaires returned	60	92.3

to the respondents at the two universities. Sixty questionnaires were returned

for a completion percentage of ninety-two point three.

Job Satisfaction Factors

Twenty-five job satisfaction factors were utilized in the study as listed in Table 2. The factors were similar to those on the Minnesota Satisfaction Questionnaire short form but were modified to apply to the

TABLE 2

JOB SATISFACTION FACTORS USED IN THE STUDY

Prestige associated with the job	In-service training provision
Effectiveness of extension work	Salary comparison with other skilled workers
Freedom offered by my work	Health services in my work area
Farmers participation	Availability of living accomodation
Administrative support	Frequency of transfers
Adequacy of training received	Extension policies and practices
Recognition for job well done	Channel of communication between supervisors and junior staff
Adequacy of supervision	Job security
Comfort with people I work	Opportunity for promotions
Equipment for work	Retirement benefits
Work load	Good travel conditions
Arrangement for distribution of fertilizer	Fringe benefits
Adequacy of farm inputs	

northern Nigerian extension situation.

The responses of the sixty respondents to the satisfaction and dissatisfaction for each factor were tabulated in Table 3. A tabulation was made of the number of respondents "satisfied," the number of respondents who were "neutral," and the respondents who were "dissatisfied." A five point likert scale was used in determining the respondent's level of satisfaction or dissatisfaction for each of the twenty-five factors.

A "very satisfied" response would have a score of five, a "satisfied" response was given a value of four, "neutral" was given a score of 3, a

TABLE 3
A RANK ANALYSIS OF THE RESPONSES OF SIXTY NORTHERN NIGERIA EXTENSION WORKERS
AS TO THEIR SATISFACTION AND DISSATISFACTION WITH TWENTY-FIVE JOB SATISFACTION FACTORS.

Rank order	Job satisfaction factor	Number satisfied	Number dissatisfied	Number neutral	Mean score
1	Comfort with people I work	43	10	7	3.70
2	Retirement benefits	26	8	26	3.27
3	Prestige associated with my work	31	22	6	3.19
4	Freedom offered by my work	27	21	11	3.05
5	Job security	28	19	12	3.03
6	Farmers participation	27	25	7	3.02
7	Adequacy of training received	24	27	8	3.00
8	Work load	23	24	12	2.90
9	Effectiveness of extension work	23	29	7	2.88
10	Frequency of transfer	21	23	16	2.82
11	Adequacy of supervision	18	34	8	2.70
12	Fringe benefits	17	29	13	2.69
13	Extension policies and practices	12	30	15	2.65
14	In-service training provision	16	31	10	2.58
15	Channel of communication between supervisor and junior staff	13	39	8	2.38
16	Arrangement for distribution of fertilizers	15	38	5	2.34
17	Health services in my work area	13	39	4	2.27
18	Administrative support	11	43	6	2.25
19	Good travel conditions	6	44	10	2.15
20	Salary comparison with other skilled workers	12	42	5	2.10
21	Opportunity for promotions	9	40	11	2.05
22	Recognition for job well done	7	47	6	2.05
23	Equipment for work	6	49	5	2.03
24	Availability of living accommodations	10	49	1	2.02
25	Adequacy of farm inputs	7	47	5	2.00

"dissatisfied" response was given a value of 2, and "very dissatisfied" was given a value of 1. The highest mean score for the factor "Comfort with people I work" was 3.7, and the lowest factor "Adequacy of farm inputs" had a mean score of 2.

Improvement Categories

The mean score for the twenty-five job satisfaction factors were grouped as follows: 4-5 "no improvement needed," 3-4 "some improvement needed," 2-3 "improvement needed," and 1-2 "much improvement needed."

TABLE 4

IMPROVEMENT CATEGORIES FOR EACH OF THE TWENTY-FIVE JOB SATISFACTION FACTORS

Improvement categories	Number of factors	Mean score range
"No improvement" needed	none	4-5
"Some improvement" needed	7	3-4
"Improvement" needed	18	2-3
"Much improvement" needed	none	1-2

Information in Table 4 indicated no factors were in the "no improvement needed" category, seven factors were in the "some improvement needed" category, eighteen factors were in the "improvement needed" category, and no factors were in the "much improvement needed" category. The seven job satisfaction factors where "some improvement" was needed were tabulated in table 5.

TABLE 5
SEVEN JOB SATISFACTION FACTORS IN THE
"SOME IMPROVEMENT NEEDED" CATEGORY

Job satisfaction factors	mean score
<u>Extension job satisfaction factors</u>	
Comfort with people I work	3.70
Prestige associated with my work	3.19
Freedom offered by my work	3.05
Job security	3.03
Farmers participation	3.02
Adequacy of training received	3.00
<u>Non-extension job satisfaction factor</u>	
Retirement benefits	3.27

The seventeen job satisfaction factors where "improvement needed" was indicated appeared in table 6.

TABLE 6
SEVENTEEN SATISFACTION FACTORS IN THE
"IMPROVEMENT NEEDED" CATEGORY

Job satisfaction factors	mean score
<u>Extension job satisfaction factors</u>	
Work load	2.90
Effectiveness of extension work	2.88
Frequency of transfer	2.82
Adequacy of supervision	2.70
Extension policies and practices	2.65
In-service training	2.58
Channel of communication between supervisors and junior staff	2.38
Administrative support	2.25
Opportunity for promotions	2.05
Recognition for job well done	2.05
Equipment for work	2.03

TABLE 6 (CONTINUED)

Job satisfaction factors	mean score
<u>Non-extension job satisfaction factors</u>	
Fringe benefits	2.69
Arrangement for distribution of fertilizers	2.34
Health services in my work area	2.27
Good travel conditions	2.15
Salary comparison with other skilled workers	2.10
Available of living accomodation	2.02
Adequacy of farm inputs	2.00

Adequacy of Training Received

The factor "adequacy of training received" was of special interest to the researcher. There had been previous research on extension training by Onazi (3), CSNRD (30) and Salako (62). To compare the findings of this factor with previous findings, the responses of the sixty extension workers from northern states of Nigeria were analyzed and the results tabulated in Table 7.

TABLE 7

THE SATISFACTION OF THE SIXTY EXTENSION WORKERS WITH THE EXTENSION TRAINING PROGRAM

Response	Number of respondents	Percentage	Pooled data
Very satisfied	4	6.8	24
Satisfied	20	33.9	
Neutral	8	13.6	27
Dissatisfied	20	33.9	
Very dissatisfied	7	11.9	
Total	59*	98.3	59

* Mean score 3.00

Fifty-nine of the sixty respondents replied for the factor "adequacy of

training received." Four respondents indicated they were "very satisfied", twenty respondents were "satisfied," eight were "neutral," the next twenty respondents were "dissatisfied," and the remaining seven indicated that they were "very dissatisfied." A pooled score on this variable gave twenty-four respondents (40.7%) as satisfied with the training they received, eight (13.6%) were "neutral," and twenty seven of the sample (45.8%) were "dissatisfied" with the training received. The overall mean score for this factor was 3.00. Based on the five point improvement scale in table 4, improvement was needed in the training program for extension workers in the northern states of Nigeria. These findings are in conformity with the findings of previous research. Onazi (3) found inadequate technical knowledge in agriculture was one of the problems the extension workers of the northern states of Nigeria faced. Kincaid (16) had indicated that a level was reached in Nigerian extension staff development where emphasis on staff quality was of greater significance than on staff quantity. Salako (62) also found that all the extension workers who responded in his study indicated a need for further training.

Finally, the overall scores were pooled and the means of the high ten of those who were satisfied and the low ten of those who were dissatisfied with the extension training programs were analyzed for each of the job satisfaction factors. The 'F' test statistic was used for the analysis of variance in the responses. The analysis of variance determined the statistic difference between the mean of the high ten in job satisfaction and the low ten in job satisfaction. The mean score, 'F' value and 'F' probability for the "satisfied" and "dissatisfied" were provided in table 8. The $p < 0.05$ level of significance was used in this study.

Satisfied and Dissatisfied Groups

The statistical analysis indicated significant differences between the

TABLE 8

AN ANALYSIS OF THE SATISFACTION AND DISSATISFACTION FOR TWENTY-FOUR FACTORS
OF JOB SATISFACTION AS RATED BY THE HIGH TEN OF THOSE SATISFIED AND THE LOW TEN
OF THOSE DISSATISFIED WITH THE ADEQUACY OF EXTENSION TRAINING RECEIVED

Factors	High ten		Low ten		'F'	
	satisfied mean	dissatisfied mean	value	probability		
Prestige associated with job	4.2222	2.4000	11.66	0.002*		
Effectiveness of extension work	4.0000	2.4000	2.13	0.299		
Freedom offered by my work	3.8000	1.7778	1.71	0.440		
Farmers participation	4.0000	2.9000	9.45	0.003*		
Administrative support	3.3000	1.6000	1.58	0.507		
Recognition for job well done	2.7000	1.4000	3.37	0.084		
Adequacy of supervision	4.0000	1.8000	1.67	0.458		
Comfort with people I work	4.6000	2.7000	5.87	0.015*		
Equipment for work (extension aids)	3.1000	1.1000	12.11	0.001*		
Work load (as extension worker)	3.7000	2.5000	3.54	0.074		
Arrangement for distribution of fertilizer	3.6607	1.3000	4.29	0.044*		
Adequacy of farm inputs e.g. fertilizers and tractors etc.	3.1111	1.3000	4.76	0.031*		
In-service training provision	3.6667	1.8750	1.96	0.364		
Salary comparison with other skilled workers	3.3333	1.3000	2.74	0.154		
Health services in my working area	3.7000	1.3000	3.86	0.057		
Availability of living accommodations	3.2000	1.5000	3.84	0.058		
Frequency of transfers	3.6000	1.8000	1.73	0.428		
Extension policies and practices	3.1250	2.2000	1.85	0.429		
Channel of communication between supervisors and junior staff	3.4000	1.3000	3.05	0.112		
Job security	4.0000	1.7000	1.79	0.423		
Opportunity for promotions	3.4000	1.1000	4.89	0.027*		
Retirement benefits	4.0000	2.3000	2.03	0.308		
Good travel conditions	3.2000	1.2000	3.50	0.076		
Fringe benefits	3.6000	1.5556	3.36	0.102		

*Significant of the .05 level

two groups on seven of the job satisfaction factors. Significant differences were observed on: "Prestige associated with extension work," "Farmers participation in extension programs." "Comfort with people I work," "Equipment for work," "Arrangement for distribution of farm inputs," "Adequacy of farm inputs," and "Opportunity for promotions." No significant differences were observed in the comparison of the remaining factors. The results agreed with the findings in the literature. Onazi (3) found the provision of production inputs such as fertilizer, seeds, plant materials, etc. to farmers was regarded by the extension workers of northern Nigeria as a very important part of their function, a necessary function for the effectiveness of extension. Inadequacy of such inputs impedes the progress of the extension programs. Gana (6) Edache (7) and Kincaid (16) found that inadequacy of farm inputs and poor distribution of the inputs were factors in farmers participation in extension programs. Pearlin (35) reported an individual's perception of chances for advancement are important in prevention of dissatisfaction. Friedlander (4) stated that co-workers were important in setting the social climate of the organization, which is a factor involved in job satisfaction. The results of this study indicated that extension workers in the northern states of Nigeria were still faced with many job satisfaction factors both intrinsic and extrinsic. Previous studies indicated that extension workers were more dissatisfied with their extension programs than those who were satisfied.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The growing population and the inadequacy of food to feed the expanding population constituted the most fundamental problem in Nigeria. This problem had created a need in Nigeria to make Agriculture more productive. The three major components in the production cycle include: the farmer, the research institutions, and the extension service.

The purpose of this study was to investigate the job satisfaction of the extension workers in the northern states of Nigeria who were satisfied and those who were not satisfied with their extension training program. Twenty five job satisfaction factors within and without the extension service were provided to the respondents. Each respondent was expected to indicate his/her level of job satisfaction for each of the twenty five factors.

The primary aims were to determine the significance of these factors in order of priority and to determine which of the factors required attention. The respondents for this study were selected from personnel previously employed in the northern states of Nigeria but presently going to college at Kansas State University and Fort Hays State University.

A single page questionnaire was used to gather the data for the study. The questionnaire contained twenty five factors relevant to aspects of job satisfaction. A five-degree Likert rating form ranging from "very satisfied," "satisfied," "neutral," "dissatisfied," and "very dissatisfied" was used in determining the respondent's level of satisfaction or dissatisfaction. A score of five indicated a "very satisfied" response. Improvement categories were

identified with a score of four to five meaning "no improvement needed," three to four, "some improvement needed," two to three, "improvement needed," and one to two, "much improvement needed." A total of sixty five questionnaires were mailed to the respondents, and sixty (92.3%) of the questionnaires were completed and returned.

The data collected were analyzed by use of the Kansas State University Computer Center. The F statistic was used to test the null hypothesis in this study. The hypothesis stated: "There are no differences in the responses of those who were satisfied and those who were not satisfied for the twenty five job satisfaction factors.

The factors "comfort with people I work" scored the highest with a mean score of 3.7. The factor "adequacy of farm inputs" had the lowest mean score of 2.0. The respondents in this study scored all of the factors of job satisfaction included in this study at a low level to indicate that improvement was required for each of the factors.

The hypothesis that there was no significant difference between the responses of those who were satisfied and those who were not satisfied with their extension training program was rejected. The results indicated there were significant differences between the two groups for seven of the twenty four factors. The significant differences were at the $p < .05$ level.

The findings in this study confirm findings in previous research. For example Kincaid, Robert and David (31) in their studies of selected extension questions and issues for Nigeria, found among other issues, high staff mobility, inadequacy of staff, poor organization and supervision programs, inadequate logistical support, lack of effective planning, and organization of programs as the most serious problems limiting extension progress in Nigeria. Research conducted elsewhere tended to support this view. For instance Dunnette et al. (16)

found achievement in work to be related to both satisfaction and dissatisfaction. Both Downey et al. (9) and Morses (34) reported that supervision had a significant effect on the subordinate's favorable work attitudes and job satisfaction. Weissenberg and Gruenfeld (18) found recognition from supervisors to be an important factor in job satisfaction. Pearlin (35) said an individual's perception of chances for advancement as egalitarian was important in the prevention of job dissatisfaction. Friedlander (37) stated that co-workers were important in setting the social climate of the organization, which was a factor involved in job satisfaction.

Conclusions

Based upon the readings and results of analysis of the responses of the extension workers of the northern states of Nigeria the following conclusions were made:

1. The factors of job satisfaction of extension workers in the northern states of Nigeria should be given consideration for improvement.
2. The twenty five job satisfaction factors should be researched in detail indicating the procedures to be used in the improvement of the factors.
3. The respondents indicated a need for additional extension training.

Recommendations

The following recommendations were based on the results of the findings:

1. The Ministry of Agriculture of the northern states of Nigeria should utilize the findings of this study in improving extension education programs.
2. The State Governments should look into and do further study on the improvement of the twenty five job satisfaction factors.

3. After a more detailed study is made on a state basis, then the various job satisfaction factors should be improved.
4. The northern states extension policies and practices need to be constantly evaluated and improved for effective extension programs.
5. There needs to be more emphasis on extension staff quality than on staff quantity in the northern states of Nigeria. Extension staff members should be provided with better training to make them more effective in their extension service.
6. In-service programs should be designed to cover many areas that would improve personnel quality.

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APPENDIX

Arikya M. U. Babba
217 North Campus Courts
Kansas State University
Manhattan, Kansas 66502
May 14, 1979

Dear Mr/Mrs

I am working on my Master's Thesis at Kansas State University. The primary purpose of this questionnaire is to give you an opportunity to express your satisfaction or dissatisfaction with the aspect of your present job (extension work).

Toward this object, I have decided to use some of you employed or who have served in the extension services of the northern States of Nigeria as the subjects of my study. Approximately sixty extension workers including you, have been sent the questionnaire for completion.

On the basis of your answers and those of others, it is hoped that a better understanding of the job satisfaction of extension service workers in those states will be determined.

By cooperating in completing this questionnaire, you are undoubtedly helping us to make both the government and the public better understand the job satisfaction of extension workers. Your cooperation also means rendering an important service to your community and indeed yourself.

I am interested in your reply because that will be a representative response for the extension workers in the area you work. Unless I get such response, very little can be determined of job satisfaction of the workers hence little might be done in such areas the workers require some improvement or motivation for greater output.

I like to assure you that your responses will be treated in strict confidence since they will only be used in a mass data in writing out my thesis. This way no information could be identifiable with any one respondent.

I will be pleased to send you a summary of the survey results if you contact me about eight weeks from the date you return the questionnaire.

For any question you might have, please telephone me at this number 913-776-6610, Manhattan, Kansas.

Yours sincerely,

Arikya M. U. Babba

Enclosure

A SURVEY ON JOB SATISFACTION
FOR EXTENSION IN
THE NORTHERN STATES OF NIGERIA

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DIRECTIONS: Please read each statement carefully. Respond to every item on the survey.

Ask yourself - How satisfied am I with this aspect of my job?

VDS means I am very dissatisfied with this aspect of my job.

DS means I am dissatisfied with this aspect of my job.

N means I cannot decide whether I am satisfied or not with this aspect of my job.

S means I am satisfied with this aspect of my job.

VS means I am very satisfied with this aspect of my job.

On my present job, this is how I feel about:

	<u>VDS</u>	<u>DS</u>	<u>N</u>	<u>S</u>	<u>VS</u>
1. Prestige associated with the job.	_____	_____	_____	_____	_____
2. Effectiveness of extension work	_____	_____	_____	_____	_____
3. Freedom offered by my work	_____	_____	_____	_____	_____
4. Farmer's participation	_____	_____	_____	_____	_____
5. Administrative support	_____	_____	_____	_____	_____
6. Adequacy of training received	_____	_____	_____	_____	_____
7. Recognition for job well done (reward)	_____	_____	_____	_____	_____
8. Adequacy of supervision	_____	_____	_____	_____	_____
9. Comfort with people I work	_____	_____	_____	_____	_____
10. Equipment for work (extension aid)	_____	_____	_____	_____	_____
11. Work load (as extension worker)	_____	_____	_____	_____	_____
12. Arrangement for distribution of fertilizers	_____	_____	_____	_____	_____
13. Adequacy of farm inputs e.g. fertilizers, tractors	_____	_____	_____	_____	_____
14. In-service training provision	_____	_____	_____	_____	_____
15. Salary comparison with other skilled workers	_____	_____	_____	_____	_____
16. Health services in my work area	_____	_____	_____	_____	_____
17. Availability of living accommodation	_____	_____	_____	_____	_____
18. Frequency of transfers	_____	_____	_____	_____	_____
19. Extension policies and practices	_____	_____	_____	_____	_____
20. Channel of communication between supervisors and junior staff	_____	_____	_____	_____	_____
21. Job security	_____	_____	_____	_____	_____
22. Opportunities for promotions	_____	_____	_____	_____	_____
23. Retirement benefits	_____	_____	_____	_____	_____
24. Good travel conditions	_____	_____	_____	_____	_____
25. Fringe benefits	_____	_____	_____	_____	_____

JOB SATISFACTION OF EXTENSION WORKERS
IN THE NORTHERN STATES OF NIGERIA

by

M. USMAN BABBA, ARIKYA

B. Sc., KANSAS STATE UNIVERSITY, 1979

AN ABSTRACT OF A MASTER'S THESIS

Submitted in partial fulfillment of the

requirement for the degree

MASTER OF SCIENCE

Agricultural Education

College of Education

KANSAS STATE UNIVERSITY

Manhattan, Kansas

1980

The purpose of this study was to investigate the job satisfaction of extension workers in the northern states of Nigeria who were satisfied and those who were not satisfied with their extension training programs. The primary aims were to determine the significance of twenty-five job satisfaction factors, in order of priority and to determine which of the factors required attention. The respondents for the study were limited to sixty persons previously employed by various state Ministries of Agriculture in the northern states of Nigeria but presently going to colleges at Kansas State University and Fort Hays State University.

A single page questionnaire was used to collect all the data in the study. The questionnaire contained the twenty-five factors relevant to job satisfaction. These factors included: "Prestige associated with the job", "Effectiveness of extension work", "Freedom offered by my work", "Farmers participation", "Administrative support", "Adequacy of training received", "Recognition of job well done", "Adequacy of supervision", "Comfort with people I work", "Equipment for work", "Work load", "Arrangement for distribution of fertilizers", "Adequacy of farm inputs", "In-service training provision", "Salary comparison with other skilled workers", "Health services in my work area", "Availability of living accommodation", "Frequency of transfers", "Extension policies and practices", "Channel of communication between supervisors and junior staff", "Job security", "Opportunity for promotions", "Retirement benefits", "Good travel conditions", and "Fringe benefits". A five degree Likert rating format ranging from "very satisfied", "satisfied", "neutral", "dissatisfied", and "very dissatisfied" was used in determining each respondent's level of satisfaction or dissatisfaction for each factor. A "very satisfied response" was scored five, "satisfied" response was given a value of four, "neutral" was given three, a "dissatisfied" response was given a value of two, and "very

dissatisfied" was given a value of one.

The hypothesis of the study stated that there was no significant difference between the responses of those respondents who were satisfied and those respondents who were not satisfied with their extension training program for each of the twenty-five job satisfaction factors. The 'F' statistic at the $p .05$ level was used to test the null hypothesis. The hypothesis was rejected.

The findings indicated that there were significant differences between the two groups for seven of the twenty-five factors. The factor "Comfort with people I work" had the highest satisfaction with a mean score of 3.7. The factor "Adequacy of farm inputs" had the lowest satisfaction with a mean score of 2.0. The factors were classified into improvement categories as follows: 4-5, "no improvement" needed, 3-4, "some improvement" needed, 2-3, "improvement" needed, 1-2, "much improvement" needed. The respondents scored all of the factors for job satisfaction sufficiently low to indicate "some improvement" or "improvement" was needed for each of the factors. For the factor "Adequacy of training received" four respondents indicated "very satisfied", twenty respondents were "satisfied", eight were "neutral", the next twenty respondents were "dissatisfied".

Based upon the findings of the study the following conclusions were made:

1. The factors of job satisfaction of extension workers in the northern states of Nigeria should be given consideration for improvement.
2. The twenty-five job satisfaction factors should be researched in detail indicating the procedures to be used in the improvement of the factors.
3. The respondents indicated a need for additional extension training.

Recommendations of the study were as follows:

1. The Ministry of Agriculture of the northern states of Nigeria should utilize the findings of this study in improving extension education programs.
2. The State Governments should utilize the findings of this study in the

improvement of non-extension job satisfaction factors.

3. Research by the states should be utilized to identify the procedures to be used to improve on present job satisfaction factors.

4. The extension policies and practices of the northern states of Nigeria should be constantly evaluated and improved for effective extension programs.

5. Extension personnel should be provided with more effective training prior to their extension service.

6. In-service program should be provided to cover many areas which would improve the quality of extension workers in the northern states of Nigeria.