



Job Satisfaction of the SAAOs Working in Coastal Area of Bangladesh: A Case Study of Patuakhali District

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Abstract

The study assessed different motivating and hygiene factors and determined the level of job satisfaction of the Sub-Assistant Agricultural Officers (SAAOs) of the Department of Agricultural Extension (DAE). Among 172 SAAOs in Patuakhali district, 58 per cent (90) were selected randomly as sample of the study. The findings show that scope of self growth, achievements in job and chance of promotion or advancement were rated the most three important motivators for bringing job satisfaction of the SAAOs. At the same time, salary, job status and job facilities were also identified as the most three important hygiene factors. Majority (81.1%) of the SAAOs had moderate satisfaction in performing their job, while 8.9 per cent of them had poor satisfaction and only 10 per cent SAAOs had high level satisfaction to their job. Out of eight selected characteristics of the SAAOs, education and problem confrontation had negative significant relationship with job satisfaction, while job facilities and job authority of the SAAOs had a positive significant relationship with their job satisfaction.

Keywords: Job satisfaction, motivator, hygiene, SAAO, job performance

1. Introduction

Agriculture is one of the most important sectors of Bangladesh. Increasing the agricultural production is essential to attain food security. Government has also given special attention to the agricultural sector. Development of superior agricultural technologies and their extension in Bangladesh is inevitable and that is being increasingly recognized day by day.

Sub-Assistant Agriculture Officers (SAAOs) are the key elements in extension system of Bangladesh. They are the instructor and motivator to the farmers in adopting innovations. A teachers' job satisfaction directly influences student's achievements. Hence, the importance of needed amenities in providing satisfaction to a teacher cannot be minimized (Kamath, 1961).

Efficient management of personnel working in the Department of Agricultural Extension (DAE)

is imperative to boost up agricultural development. According to Sarker and Uddin (2007), productivity depends on the psychological state of human resources involved with the organization. The employees with low job satisfaction do not work heartily and the goal of the organization cannot be attained. Thus, motivation for improved job satisfaction is an indispensable aspect of good management (Bennel and Zuidema, 1989).

Many theories on workers' job satisfaction have been propounded. Herzberg (1959) referred to hygiene factors as essentially preventive action to remove sources of dissatisfaction, which include organizational policies, salary, working condition, interpersonal relations, job status, and job security. According to him when any of these factors are deficient, employees are likely to be dissatisfied and they may express their displeasure. On the other hand, motivators are said to increase sustained job satisfaction and

which in turn increase productivity. These factors are responsibility (not being closely monitored), achievement (successfully performing difficult task), recognition (skill and ability being recognized by superior), advancement (being promoted accordingly), personal growth (given opportunity to gain new and interesting experience) and work itself (given challenging difficult task).

A few years ago SAAOs were designated as Block Supervisor (BS) and they were not satisfied with their designation. Because, having equivalent qualification a diploma engineer was treated as an officer, received more salary and treated as superior to the BS. During that time their job satisfaction and performance were poor and that was criticized in many workshops and seminars (Islam, 1997). After a straggle they were finally designated as SAAO which stand for Sub-Assistant Agriculture Officer. However, now it is the time to know whether they are satisfied with their new designation in performing the same job. Coastal area constitute about one third of Bangladesh. Keeping this question in mind the present study was conducted with the following specific objectives;

- i. To describe the selected characteristics of the SAAOs working in coastal Patuakhali district.
- ii. To assess the extent of job satisfaction of the SAAOs.
- iii. To identify the major motivating and hygiene factors influential for job satisfaction and dissatisfaction of the SAAOs.
- iv. To explore the relationship between each of the selected characteristics of the SAAOs and their job satisfaction.

2. Methodology

2.1. Sources of data

Patuakhali district was purposively selected as the study site. There were 172 Sub-assistant Agriculture Officers (SAAOs) in Patuakhali district. All the SAAOs working in Patuakhali district were considered as the population of the

study. An up to date and complete list of the SAAOs working in study site was collected from the office of the Deputy Director of Agricultural Extension (DDAE). However, 58 percent of the total population was selected randomly as the sample of the study. Thus actual number of the respondents for the study area was 90. A structured interview schedule was prepared for the collection of data in accordance with the objectives of the study. The draft interview schedule was prepared and pre-tested before using the same for final collection of data. Data were collected by the researcher himself during 15 November 2007 to 15 January 2008.

2.2. Variables of the study and their measurement

In the present study, eight selected characteristics of the SAAOs, viz., age, education, training received, length of service, professional involvement, job facilities, authority to job and problem confrontation were considered as the independent variables of the study. On the other hand, the dependent variable was the job satisfaction of the SAAOs. All the eight individual characteristics of the SAAOs were measured either by direct scoring or by developing suitable scale. On the other hand, job satisfaction of the SAAO was measured by computing a job satisfaction score. The scale for measuring the job satisfaction contained 12 positive statements related to motivating (6) and hygiene (6) factors of Herzberg two factors theory. The SAAOs were asked to indicate their opinion on the 12 influencing factors.

To compute job satisfaction score, a five point Likert type scale was used. Appropriate scores were assigned to each of this scale such as 4 for highly satisfied, 3 for satisfied, 2 for fairly satisfied, 1 for less satisfied and 0 for not satisfied and dissatisfied. The job satisfaction score of a SAAO was measured by summing the weights for his/ her responses against all the 12 influencing factors. Thus, the job satisfaction score of the SAAOs could range from 0 to 48, where 0 indicated being not satisfied (incase of motivators) or dissatisfied (incase of hygiene factors) and 48 indicated being highly satisfied.

On the other hand, a job satisfaction index {JSI = $\sum (f \times \text{weight})$ } was prepared based on the frequency distribution of the SAAOs on 12 chosen factors to identify the most important influencing factors of job satisfaction and dissatisfaction. However, JSI could range from 360 to 0 at each of the twelve statements. SPSS software package (11.5 versions) was used for data entry. Frequency distribution, percentage, mean, standard deviation (SD), correlation coefficient (r) etc were used to analyze and interpret the data scientifically.

3. Results and Discussion

3.1. Some basic features of the respondents

Table 1 shows that more than half (55.6%) of the SAAOs were aged. The lowest proportions of SAAOs were young (15.5%) and only 28.9 per cent SAAOs belonged to middle aged category. Majority (80%) of the SAAOs were diploma (in Agriculture) holders while 14.4 per cent bachelor degree holder and only 5.6 per cent master degree holder. The highest proportion (73.3%) of SAAOs took medium duration training in their service life. On the contrary, 14.5 per cent received long duration training and only 12.2 per cent received short duration training. In case of service length most of the SAAOs (78.9%) belonged to medium length category while 15.5 per cent belonged to short length and only 5.6 per cent belonged to long length category. More than half (73.3 %) of the SAAOs were moderately involved in professional organizations where 20 per cent were slightly involved and only 6.7 percent SAAOs were highly involved. Most of the SAAOs (63.3 %) enjoyed medium job facilities, while 17.8 per cent enjoyed little facilities and only 18.9 per cent SAAOs enjoyed ample facilities in their job. With regards to job authority, the highest proportion (84.4 %) of SAAOs had partial authority, while 5.6 per cent had low authority and only 10 per cent SAAOs exercised full authority in performing their job. Most of the SAAOs (71.1 %) belonged to medium problem confrontation category, while 8.9 per cent belonged to high category and only 20 per cent SAAOs belonged to low category

3.2. Job satisfaction of the SAAOs

Job satisfaction of the SAAOs was categorized into three as 'poor satisfaction', 'moderate satisfaction' and 'high satisfaction'. The majority (81.1%) of the SSAOs had moderate satisfaction in performing their job, while 8.9 per cent had a poor satisfaction and only 10 per cent SAAOs had high satisfaction to their job (Fig 1).

The job satisfaction index (JSI) score is shown in Table 2. 'Personal growth' was the most important motivating factor for bringing job satisfaction of the SAAOs (295). The frequency also shows that majority (52 = 57.77%) of the SAAOs were highly satisfied as they have the opportunity of personal growth. The finding also shows that 'achievement' (JSI 270) was also a strong motivating factor in achieving job satisfaction. Achievement increases confidence and reinforces further action. 'Advancement' (JSI 228) and 'work itself' (226) were also important motivators as opined by the SAAOs. 'Recognition' by the superior (JSI 224) and 'responsibility' (JSI 210) was not as strong encouraging factor in engendering job satisfaction of the SAAOs. The results suggest that the more opportunities SAAOs have the more will they be satisfied.

As regards to hygiene factors highest proportion (LS 37 = 41.11%) of the SAAOs were less satisfied with their salary level (Table 2). Salary is a security need that was shown in the Maslow's hierarchy of need theory. So, absence of such kind of hygiene may lead to dissatisfaction. The finding shows that highest proportions of SAAOs were dissatisfied with their status (DS 27 = 30%). Perhaps SAAOs are not as dignified as the other equivalent officers like sub-assistant engineers in Bangladesh. On the other hand with the limited income a SAAO cannot keep up with other unscrupulous service holder. A big share of the SAAOs faced lacking of job facilities which lead them to dissatisfaction (HS 0 = 0%). At the same time, due to having a provision of good pension scheme majority (S 35 = 38.88%) of the SAAOs were satisfied to their job. Interpersonal

relationship (S 42 = 46.66%) and supervision (HS 32= 35.55%) are the two factors those prevented job dissatisfaction and brought satisfaction among the SAAOs working in coastal area like Patuakhali district (Table 2).

Thus, the finding fully supports the dichotomy of Herzberg’s two factors theory “only motivators produce job satisfaction, whereas hygiene factors merely prevent dissatisfaction” (Buford & Bedian, 1988).

Table1. Salient features of the respondents with their personal characteristics.

Characteristics	Scoring system	Observed score	Category	Respondents		Mean	SD
				Number (N = 90)	Percent		
Age	Years	25-56	Young (18-35)	14	15.5	44.23	7.81
			Middle-aged (36-45)	26	28.9		
			Aged (>45)	50	55.6		
Educational qualification	Level of schooling	13-17	Diploma in Ag. (13)	72	80.0	13.36	.916
			Graduation (14)	13	14.4		
			Masters (>14)	5	5.6		
Training received	Number of days	3-45	Short duration (<7)	11	12.2	15.54	8.75
			Medium duration (7-24)	66	73.3		
			Long duration (>24)	13	14.5		
Length of service	Number of years	1-36	Short length (<14)	14	15.5	23.44	13.98
			Medium length (14-31)	71	78.9		
			Long length (>31)	5	5.6		
Professional involvement	Rated score	1--45	Slightly involved (<11)	18	20.0	20.51	9.84
			Moderately involved (11-31)	66	73.3		
			Highly involved (>31)	6	6.7		
Job facilities	Rated score	19-48	Little facilities (<24)	16	17.8	29.71	6.38
			Medium facilities (24-36)	57	63.3		
			Ample facilities (>36)	17	18.9		
Authority	Rated score	3-21	Low authority (< 8)	5	5.6	10.53	2.55
			Partial authority (18-34)	76	84.4		
			Full authority (>34)	9	10.0		
Problem confrontations	Rated score	10-46	Low confrontation (<18)	18	20.0	25.79	7.52
			Medium confrontation (18-34)	64	71.1		
			High confrontation (>34)	8	8.9		

Source: Authors survey 2008

Table 2. Frequency distribution of SAAOs according to their level of job satisfaction.

Satisfaction bringing factors		HS (4)	S (3)	FS (2)	LS (1)	NS (0)	JSI	Ran- king
Motivators	I can learn practical knowledge and gain experiences by teaching the farmers (Personal growth).	52	29	0	0	9	295	1
	Very often I accomplish a hard job successfully (Achievement).	37	34	10	0	9	270	2
	I have prospect and provision for promotion (Advancement).	19	29	32	1	9	228	3
	I always feel that I am doing a challenging job (Work itself).	27	22	23	6	12	226	4
	I get due recognition for the good works I performed (Recognition).	17	35	21	9	8	224	5
	My activities are monitored keenly (Responsibility).	21	27	19	7	16	210	6
Dissatisfaction preventing factors		HS	S	FS	LS	DS	JSI	Rank
Hygiene factors	I thing my salary is as high as other resembling job (Salary).	1	11	22	37	19	118	1
	My job status is satisfactory as compared to other resembling job (Status).	7	12	19	25	27	127	2
	I enjoy office and accommodation facilities (Working condition).	0	23	15	34	28	133	3
	I have prospect and provision for good pension scheme (Security).	12	35	34	6	3	227	4
	I get cooperation from my colleagues (Interpersonal relationship).	22	42	15	7	4	251	5
I supervise the block on a regular basis (Supervision).	32	30	20	6	2	264	6	

Notes: HS=Highly Satisfied, S= Satisfied, FS= Fairly Satisfied, LS= Less Satisfied, NS= Not Satisfied, DS= Dissatisfied and JSI= Job Satisfaction Index

Source: Authors survey 2008

Table 3. Correlation between the selected characteristics of SAAOs and their job satisfaction.

Selected characteristics of SAAOs	Computed value of correlation coefficient (r)
Age	.016 ^{NS}
Education	-.226*
Training received	.090 ^{NS}
Length of service	.059 ^{NS}
Professional Involvement	.026 ^{NS}
Job facilities	.286**
Authority in job	.211*
Problem confrontation	-.144*

Notes: * = Significant at 0.1 level, ** = Significant at 0.05 level and NS = Non significant

Source: Authors survey 2008



Fig. 1. Extent of job satisfaction among the SAAOs working in coastal district Patuakhali.

3.3. Relationships between selected characteristics of the SAAOs and their job satisfaction

Table 3 shows that out of eight individual characteristics of the SAAOs education and problem confrontation of the SAAOs had negative significant relationship with job satisfaction. On the other hand, job facilities and job authority of the SAAOs had a positive and significant relationship with their job satisfaction. Other four variables-namely age, training received, length of service and professional involvement had no significant relationships with their job satisfaction.

Education and job satisfaction of the SAAOs had a direct negative significant relationship. It is claimed that an educated man is more ambitious and has an aspiration of getting a good job. Perhaps when a well educated SAAO did not get any sort of recognition of his education, his good deeds and provided with less facilities in his job then he felt less satisfaction, i.e. job satisfaction is less among the higher educated SAAOs than the diploma (Ag.) degree holder. Similarly, the SAAOs who faced high problems in performing their job felt less job satisfaction. Coastal region is full of constraints. Constantly dealing with the

problems may create dissatisfaction or less satisfaction among SAAOs. Job facilities and job authority of the SAAOs had a direct positive relationship with their job satisfaction. This means that with the increase of job facilities and job authority job satisfaction increases. Actually, with the increase of job facilities and job authority the possibility of job dissatisfaction decreases and job satisfaction increases.

4. Conclusions

Job satisfaction is an important aspect pertaining to job performance. Satisfaction reinforces further action in better way. The study shows that job facilities and job authority were the two important dimensions in achieving job satisfaction of the SAAOs working in coastal region of Bangladesh. Higher education with poor job facilities and repeated problem confrontation bring poor satisfaction. In the present study, majority (81.1%) of the SAAOs were moderately satisfied while 8.9 and 10 per cent SAAOs were poorly satisfied and highly satisfied, respectively. Scope of personal growth, achievements in job and chance of promotion or advancement were rated to be the most three important motivators for bringing job

satisfaction of SAAOs. On the other hand salary, job status and job facilities were identified as most three important hygiene factors.

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