

**JOB SATISFACTION OF AGRICULTURAL  
GRADUATES ENGAGED IN SELECTED AVENUES  
OF EMPLOYMENT IN ALLEPPEY DISTRICT**

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**THESIS  
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DECLARATION

I hereby declare that this thesis entitled "Job Satisfaction of Agricultural Graduates Engaged in selected Avenues of Employment in Alleppey District" is a bonafide record of research work done by me during the course of research and that the thesis has not previously formed the basis for the award to me of any degree, diploma, associateship, fellowship or other similar title of any other University or Society.

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# **INTRODUCTION**

## CHAPTER I

### INTRODUCTION

Job satisfaction of the employees is of equal importance to any organisation and the personnel concerned. It is one of the most important criteria for any employee to keep good relationship with their organisation and to put forth continued efforts towards its betterment. If the employee perceives his job well, then there will be better performance and satisfaction. In any organisation, effective job performance is likely to result under effective organisational climate. If the employee is not satisfied with his work, his aspirations will be to seek alternative employment that can provide him the desired job satisfaction. Job satisfaction will reduce the absenteeism and negative publicity regarding the organisation.

In the point of view of the employee, job satisfaction is very much important since many people spend nearly half of their waking hours on the job. Job satisfaction in broad terms covers the satisfaction not specially in relation to the job only, but also satisfaction with regard to the basic and general requirements in life.

Work is expressive, a valued end in itself for some persons. For others, orientation to work is instrumental,

that is, the means to earn more money, obtaining greater security, and enjoy more leisure. An instrumental orientation does not mean that one is totally unconcerned as to whether or not his or her job provides intrinsic interest or challenge. Rather, such workers prefer jobs that are highly paid to those that are interesting.

An individual will get personal pleasure, when he is doing a job of his choice, which ultimately results in mental satisfaction. Every individual will seek a job which can fulfil his needs and motives. Those jobs which provide the worker a chance to fulfil his interests and aptitudes, gives him satisfaction. Natural interests in jobs of his satisfaction motivates him for efficient and qualitative performance. Moreover, there are some situational factors responsible for job satisfaction. Some of the important causes of job satisfaction are wage incentive systems, the working environment, length of working hours, relationship with the working community, security, scope for promotion and recognition of merit. Besides proper evaluation of work, impartial interaction and social relationship with co-workers are also other contributory factors. Hence a complete study on all those areas is essential to highlight job satisfaction in its real meaning.

Need for the study

Great number of agricultural graduates are now employed



in the Kerala State Department of Agriculture, Kerala Agricultural University and in Banks for improving the Agricultural situation of Kerala. But the commitment and attitude of the agricultural graduates to their job is more important than their number.

Specialisation of the activities in the field of Agriculture demands intrinsic interest in the employee and incentive for work. To provide interest in work and make the job satisfactory and pleasant there is tremendous need for research on 'Job Satisfaction'. It is only from a scientific research the organisation can know the factors contributing to job satisfaction which enables the organisation to take necessary steps to improve satisfaction of the employees on the job. Moreover, knowledge of the attitudes and factors leading to job satisfaction of the Agricultural graduates will provide scope for better utilisation of the technical community.

Job satisfaction not only helps in increasing efficiency but also provides intrinsic motivation for work. Moreover, job satisfaction is conducive to the alround development of the organisation because directly and indirectly it influences attitude, morale, absenteeism and production level of the employee.

Hence in this study an effort is made to assess the job perception, job performance and job satisfaction of the agricultural graduates engaged in selected avenues of employment such as Banks, Department of Agriculture and Institutions under Kerala Agricultural University in Alleppey District. This can contribute to the future planning on agricultural education and employment.

#### Objectives of the study

1. To analyse the nature of work performed by agricultural graduates under selected avenues of employment.
2. To analyse the job perception of agricultural graduates working in such selected avenues.
3. To assess the extent of job performance of the agricultural graduates.
4. To study the relative job satisfaction of agricultural graduates engaged in selected avenues of employment.
5. To study the relationship between job satisfaction and their personal, socio-psychological and situational characteristics.

#### Scope and limitation of the study

The study was confined only to Alleppey District. A

wider coverage encompassing all the districts was not possible due to the shortage of time and other resources at the disposal of the investigator as this study was undertaken only as partial requirement for M.Sc.(Ag.) programme. As in the case of other job satisfaction studies all the factors contributing to job satisfaction may not be covered in the study. In spite of these limitations, it is expected that the results would contribute valuable information which could be of great use to the planners in the field of agricultural education and development.

#### Organisation of the thesis

The study is presented in six chapters, of which the first chapter gives an introduction to the study. The second chapter deals with the theoretical framework of the study. The third chapter presents the methods and procedures employed in the study. The fourth chapter deals with the results of the study. In the fifth chapter, the findings have been discussed. In the concluding chapter, the study is summarised and conclusions are drawn. The references and appendices are given at the end.

# **THEORETICAL ORIENTATION**

## CHAPTER II

### THEORETICAL ORIENTATION

Several useful and valuable studies have been conducted to throw light on job satisfaction and its determinants. This chapter explains the theoretical perspective adopted for this study and tries to link it with the relevant findings of other studies on this subject.

This chapter operates under the following subheads.

- I. Job perception
- II. Job performance
- III. Job satisfaction
- IV. Factors related to Job perception, Job performance and Job satisfaction

#### I. Job perception

Somasundaram (1983) reported that the role perception of agricultural officers was better in the present extension system of Tamil Nadu than past.

Gulothungan (1986) found that perception of job duties, and job satisfaction were having positive and highly significant association with job performance of FAOs in Tamil Nadu.

Dudhani and Jalihal (1987) reported that the Deputy Directors of Agriculture in Karnataka State perceived all the extension role functions as highly satisfactory or satisfactory.

Siddaramaiah and Gowda (1987) reported that 53.33 per cent of the extension guides in Karnataka belonged to high job perception category. The mean job perception scores were highest in the area of planning of the extension programmes, followed by maintenance of reports, educating clientele group and co-ordination.

## II. Job performance

"An individual's performance on the job is a joint function of his or her individual personal characteristics and his or her motivation to do a good job" (Gibson, 1980).

Several studies are there on job performances.

Kolte (1972) reported that about 56 per cent of the AEOs of Udaipur obtained job performance scores below average and the rest (44%) above average.

Perumal (1975) reported that about 15.75 per cent of Agricultural Extension Officers of Tamil Nadu were above average, 70.08 per cent of them were average and 14.17 per cent below average in their job performance.

Rao and Sohal (1982) reported that there was little similarity in the ratings of self, subordinate, superior, beneficiary and record performance of extension workers in Andhra Pradesh.

Petty et al. (1984) reported that when satisfaction was high, performance was high.

Gulothungan (1986) reported that majority of the FAOs in Tamil Nadu were found to have medium level of performance. FAOs had highest job performance in the area of 'assessment and evaluation'.

Siddaramiah and Gowda (1987) reported that 50 per cent of the extension guides of Karnataka belonged to high job performance category. The job performance scores were highest in the area of maintenance of reports, followed by co-ordination, planning and educating the clientele group.

### III. Job satisfaction

Job satisfaction is perhaps the major area where academicians are trying to define, identify, and measure the industrialists are seeking it, and Government is enthusiastically supporting it. It is reported that in 1970 it has been estimated that there are over five thousand articles published on the job satisfaction.

Job satisfaction has been defined by various authors in various ways.

Locke (1976) defined job satisfaction as the pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfilment of one's important job values, provided these values are compatible with one's needs.

Sinha et al. (1976) defined job satisfaction as a mental state of an individual in an organisation when he feels satisfaction in performing the job of his position.

Anastasi (1979) explained job satisfaction essentially as the degree of correspondence between each worker's needs and their need fulfilling characteristics of the job.

German and Blumenson (1984) operationally defined job satisfaction. Job satisfaction increases when the job fits your unique personality, both in terms of your life values and the maximum use of your greater talents and abilities.

Mohanty (1988) - "Job satisfaction" is the result of various attitudes that the worker holds towards his job, towards related factors and towards life in general.

There are a number of studies on job satisfaction in the field of industry as well as in agriculture.



Singh and Shrestha (1973) reported that determinants related to the satisfaction of the "lower needs" according to Maslow's Need Hierarchy Theory were assigned higher ranks than those related to satisfaction of "higher needs".

Vasudeva and Rajbir (1975) reported that job satisfaction was the result of interaction between a number of variables.

Menon and Viswanathan (1978) reported that the Deputy Agricultural Officers of Tamil Nadu were less satisfied with the promotion chances, independence in relation to the job and department policies and practices.

Perumal and Rai (1978) reported that maximum number of AEOs in Tamil Nadu were in average job satisfaction category and rest in low and high categories. Also there was no relationship existed between job satisfaction and job performance of AEOs.

Alagesan and Knight (1979) reported that the agricultural graduates engaged in various occupations in Tamil Nadu were satisfied with the service security, leave facilities and benefits like provident fund and pension attached to their jobs at present. They were not satisfied with the incentives, and rewards, service promotion rules and promotion prospects.

Dipboye et al. (1979) reported that self-esteem did not appear to be a reliable moderator of the performance - satisfaction relationship.

Chaloha and Farr (1980) reported that both job satisfaction and job involvement was more consistently related to absence behaviour.

Meera (1980) reported that the middle managers in the public sector had a greater degree of job involvement, job satisfaction and intrinsic motivation than their counterparts in the private sector.

Motowido (1983) reported that there was evidence to suggest that satisfaction was linked with greater consideration and personal sensitivity on the job.

Seepersad (1984) reported that the J.T.As of Nepal showed substantial dissatisfaction with promotion, salary and fringe benefits. Satisfaction was expressed with the accomplishment and co-worker's job facets.

Susilkumar (1984) emphasized the need for reviewing the salaries of AAOs, recognizing the achievements of AAOs with suitable rewards, improving working conditions and increasing promotional avenues to raise the level of job satisfaction of AAOs so as to enable them to perform the duties well.

Holder (1984) considered job satisfaction of the teachers in Public Elementary Schools in Columb as a positive attitude towards the job as a whole.

Gulothungan (1986) reported that majority of the PAOs in Tamil Nadu had medium level of job satisfaction. They were highly satisfied in regard to job security, training, team spirit with other extension officers and supervision of work done by higher officials.

Tanash (1987) reported that there were no significant differences in job satisfaction among faculty members at Yarmouk University, Jordan, with regard to gender, marital status, academic activity, and the country in which the faculty member received last degree, significant differences were found with regard to age, annual salary, nationality, years of experience, rank, tenure, status and faculty affiliation.

Randall (1988) reported that school counsellors were generally satisfied with their job in spite of the professional image problems, excessive task demands, and non-professional duties that often characterise their work.

Singh and Patiraj (1987) reported that the interaction effect of individual variables of need strength, motivation and job involvement as well as taken together, do not affect

employee's job satisfaction, performance and absenteeism.

Siddaramaiah and Gowda (1987) reported that 48.33 per cent of the extension guides belonged to high job satisfaction category.

Delhore and Shilegaonkar (1987) reported that 68.33 per cent of the Veterinary Extension Personnel in Maharashtra had moderate level of job satisfaction.

Manohari (1988) reported that 90 per cent of the employed women farm graduates were quite young ranging from 23 to 26 years having high to medium level of job satisfaction.

Reddy and Rajasekhar (1988) reported that among the clerical staff in Karnataka there was significant difference between those who joined as junior assistants and continued as junior assistants and those who joined as attenders but got promoted as junior assistants in their job satisfaction.

#### IV. Factors related to Job perception, Job performance and Job satisfaction

##### 1. Age

Patel and Leagens (1968) reported that extension workers belonging to the age group of 26 to 35 years were more efficient than those of other groups.

Sarang (1970) reported that there was no significant relationship between job performance of the Agricultural Extension Officers in Gujarat State and their age. Similar findings have emerged from the research studies conducted by Kolte (1972), Perumal (1975) and Prasad (1982).

Kherde and Sahay (1972) and Reddy (1982) reported the positive relationship between age and performance of VEMs.

Singh and Shrestha (1973) reported that there existed a significantly inverse relationship between age and level of satisfaction of Junior Technical Assistants of Nepal.

Kanagasabai (1975) reported that more efficient Deputy Agricultural Officers in Tamil Nadu were more aged. In contrast to this, Nanjaiyan (1981) reported that young age was associated with high efficiency level of Agricultural Officers in Tamil Nadu.

Somasunderam (1983) reported that older the age more was the perception of roles as Agricultural Officers in Tamil Nadu.

Usha and Sohal (1984) reported that there is very little relationship between age and satisfaction of the Dairy Extension professionals of Kernal.

Prosser (1983) reported that age had a positive and significant relationship to level of job satisfaction of County Extension agents in North Carolina.

Mottaz (1987) reported that age of workers in 6 diverse organisations in USA had an indirect positive effect on work satisfaction through its relationship to work rewards and values.

Tanash (1987) reported a significant relationship between age and job satisfaction of the faculty members at Yarmouk University, Jordan.

Siddaramaiah and Gowda (1987) reported that age was found to have significant relationship with job satisfaction of Extension Guides in the University Extension System of Karnataka.

Dakhore and Bhilegeonkar (1987) reported that age was significantly and negatively related to job satisfaction of Veterinary Extension personnel in Maharashtra.

## 2. Sex

Morse (1953) indicated that while the percentage of dissatisfaction in the white collar job in Michigan was 55 in males, it was 35 in case of females.

Mohanty (1973) reported that females have relatively lower aspirations than men and they have less economic burdens; thus becoming easily satisfied.

Lee and Miller (1981) reported sex as an important determinant of job satisfaction industrial workers.

Bokemeier and Lacy (1987) reported that there was no difference in job satisfaction between men and women, but in both cases it was determined by rewards.

Singh (1970) reported that greater the experience of the agricultural extension officers working in the Intensive Agricultural Area Programme Blocks of Bihar, the better was their performance.

Perumal (1975) reported that there was no significant relationship between experience and job performance of the Agricultural Extension Officers of Tamil Nadu.

Nanjaiyan (1981) reported that low tenure of service was associated with high efficiency level of Agricultural Officers of Tamil Nadu.

Dodson (1982) reported that the level of performance of Community Resource Development Agricultural Extension Agents decreased when the years of tenure increased.

Usha and Sohal (1984) reported that experience was not significantly related with overall job satisfaction of the Dairy Extension Personnel in Kernal.

Prossie (1983) reported that length of service had a positive and significant relationship to level of the job satisfaction of County Extension Agents in N.Carolina.

Susilkumar (1984) reported that experience of directly recruited Assistant Agricultural Officers in Tamil Nadu was positively and significantly associated with the overall job performance.

Dakhore and Bhilegeonkar (1987) reported that length of service was negatively and significantly related with level of job satisfaction of Veterinary Extension Personnel in Maharashtra.

#### 4. Educational level

Korman (1977) reported that keeping the occupational level as constant, there found a negative correlation between the level of education of employees in Industrial sector and their satisfaction.

Rajagopal (1977) reported that the education of grameevaks was not associated with their role performance of Managing Director, Agricultural Extension Officers and



Gremsevaks in Bangalore.

Patil (1976) reported that level of education was significantly associated with the role performance of the VLWs in Kolhapur District.

Thiagarajan (1979) reported that the education of the A.Os in Tamil Nadu had no influence on their efficiency of work.

Prasad (1982) reported that performance of Seed Farm Managers of Karnataka was not associated with their level of education.

Dodson (1982) reported that role performance was higher with extension agents possessing master's degree than those with bachelor's degree.

Susilkumar (1984) reported that the educational status of the direct recruitee Assistant Agricultural Officers in Tamil Nadu was positively and significantly associated with overall performance.

Reddy and Rajasekhar (1988) reported that there was significant difference between the attenders who acquired additional professional/educational qualifications and those who did not acquire additional professional/educational qualifications in their job satisfaction.

**TRAININGS UNDERGONE**

Singh and Shrestha (1973) reported that there was no appreciable increase in the level of satisfaction, Junior Technical Assistants in Nepal with job content as a result of their increased participation in the training courses.

Kanagasabai (1975) reported that the Deputy Agricultural Officers in Tamil Nadu, who had undergone more number of trainings had exhibited relatively higher efficiency than those with one or two trainings.

Perumal (1975) found that no significant difference existed between the job performance and increase training undergone by agricultural extension officers in Tamil Nadu.

Thisgarajan (1979) reported that number of trainings attended by A.Os in Tamil Nadu increased their working efficiency.

Reddy (1982) reported significant association between inservice training and efficiency of the Agricultural Assistants in Agricultural Extension Projects in Karnataka.

Dodson (1982) reported that the role performance of Community Resource Development Extension Agents increased as the days of community resource development training had increased.

Sespersad (1984) reported that appropriate training will help considerably in improving the morale and motivation of extension staff in Trinidad.

Gulothungan (1986) reported that inservice trainings undergone had negative and significant relationship with job performance of FAOs in Tamil Nadu.

#### RURAL-URBAN BACKGROUND

Saigonkar and Patel (1970) reported that job effectiveness of the VLWs in Kaira District of Gujarat State was significantly influenced by the rural background of the VLWs in Kaira District of Gujarat State.

Rajagopal (1977) found that there was no association between rural background and performance of gramsevaks of Bangalore.

Thiagarajan (1979) stated that the working efficiency of the Agricultural Officers in Tamil Nadu was significantly influenced by the rural background.

Bhimjiani (1980) reported that there was significant relationship between the total job performance and rural or urban background of the Agricultural Extension Officers in Gujarat.

Siddaramiah and Gowda (1987) reported that rural-urban background of Extension Guides in Karnataka had a highly

significant relationship with performance.

#### LEVEL OF ASPIRATION

Lewin (1944) reported that success experiences usually lead to a raising of the level of aspiration and failure generally resulted in lowering of one's aspiration level.

Steiner (1949) reported that effects of failure on level of aspiration were more varied than were those of success. He also found that insecure over strivers set goals for beyond their past attainments.

Morse (1953) reported that the level of aspiration of the employees of industrial sector determined the degree of satisfaction experienced by them.

Mc Clelland (1957) reported that self confident students preferred fairly difficult tests and set high levels of aspiration where there was some risk of failure.

Mohanty (1988) reported that females had relatively lower aspirations than men and hence they were easily satisfied.

Sharma (1985) reported that educational level of aspiration was greater for boys than girls.

#### ACHIEVEMENT MOTIVATION

Mc Clelland (1961) defined achievement motivation as

a social value that emphasized a desire for excellence in order for an individual to attain a sense of personal accomplishment.

Singh (1974) reported that there was significantly negative correlation between the level of performance of the Block Development Officers of Bihar and their achievement motivation.

Durand (1975) reported that people with a need to achieve do perform better.

Rajendran (1978) reported that achievement motivation had high positive and significant relationship with the training needs of extension workers of SFDA in Tamil Nadu.

Janardhan (1979) reported that achievement motivation among A.Os of Tamil Nadu was not related with their job performance.

Luthans (1981) reported that high achievers performed best when they perceived that they have a 50:50 chance of success.

Siddaramaiah and Gowda (1987) reported that achievement motivation of Extension Guides in Karnataka was found to have significant relationship with job satisfaction.

#### **JOB INVOLVEMENT**

Kenungo, Mishra and Dayal (1975) viewed that the

attitude of job involvement had been considered as very central to work motivation.

Veerabhadraiah (1980) reported a significant association between job involvement and job performance of Deputy Directors of Agriculture and Assistant Directors of Agriculture.

Cheloha and Farr (1980) reported that both job involvement and job satisfaction were more consistently related to absence behaviour.

Meera (1980) reported that within the private sector the lower management had a significantly higher degree of job involvement than middle management. Further, the middle managers in the public sector had a greater degree of job involvement than their counterparts in private sector.

Singh and Patiraj (1987) reported that job involvement is positively related to job satisfaction, but does not have any effect on performance and absenteeism.

Faarman (1987) reported a weak relationship between job involvement and supervisory performance.

Reddy and Rajasekhar (1988) reported that there is no significant difference between those who joined as junior assistants and continued as junior assistants and those who

joined as attenders but got promoted as junior assistants in their job involvement, but significant difference was there in case of job satisfaction among the clerical staff in Karnataka.

#### JOB RELATIONSHIP

Singh and Shrestha (1973) found 'relationship with co-workers' as the least potent factor in determining job satisfaction of Junior Technical Assistants of Nepal.

Singh and Singh (1976) found 'relationship with other officials' as less important factor for VLVs in determining job satisfaction where as it had a comparatively higher position for the Block Agricultural officers.

Perumal and Rai (1978) reported that the A.C.Os working in the rural development blocks of Tamil Nadu were highly satisfied in regard to co-operation from villagers.

Ledesma (1980) reported inter staff relations as a source of satisfaction among Dominican Republic Extension Agents.

Seepersad (1984) reported that the extension field staff in Trinidad expressed a substantial satisfaction with the co-worker's job facets.

Joseph and Ling (1987) reported that the employees in two manufacturing firms of South India were satisfied with the co-workers.

Sayeed (1987) reported that among the workshop trainees in Bombay 'promotion' and 'co-workers' were the two crucial aspects of the job that contribute much to the positive evaluation of the organization.

#### JOB SECURITY

A person's feeling of security or insecurity within any area of striving involves his own subjective evaluation of his success, satisfaction and surety or confidence with respect to the carrying out of his purposes in past and present situations and group relationships, also his expectations, hopes, fears or uncertainties with respect to the carrying out of his purposes and aspirations, in future situations and group relationships (Knutson, 1952).

Singh and Shrestha (1973) reported job security as the most potent factor in determining the job satisfaction of Junior Technical Assistants in Nepal.

Perumal and Rai (1978) reported that the A.C.Os in Tamil Nadu were highly satisfied in regard to job security.

Alagesan and Knight (1979) reported that the agricultural graduates in Tamil Nadu were satisfied with the service



security attached to their job.

Gulothungan (1986) reported that the Fresh Agricultural Officers in T & V system in Tamil Nadu were highly satisfied in regard to job security.

#### JOB ESTEEM

Sarker and Patnaik (1967) reported that out of eight factors determining job satisfaction of the VU s, 'recognition for good work done' emerged as third in importance.

Singh and Shrestha (1973) reported the order of most potent to least potent factors affecting job satisfaction of the Junior Technical Assistant of Nepal as : Job security, salary, opportunities for advancement, responsibility, working conditions, supervision, recognition, personal relationship with co-workers and nature of work.

Singh and Singh (1976) reported that Project Extension Officers adjudged 'recognition' as the most important factor affecting job satisfaction and the Block Agricultural Officers and VUWA adjudged it as less important.

Dipboye et al. (1979) reported that self-esteem did not appear to be a reliable moderator of the performance-satisfaction relationship.

Adler (1980) revealed that the interaction between Satisfaction-Dissatisfaction and self-esteem was significant.

Usha and Sohal (1984) suggested that the organisation could provide more incentives to motivate professionals in their work by giving remunerations and recognitions on the job.

Seepersad (1984) reported 'respect of and recognition from farmers and supervisors' as an important job incentive for the Agricultural Extension field staff in Trinidad.

Pandell (1988) reported job elements qualifying as satisfiers for s.school counsellors (Illinois) as : intrinsic aspects associated with work itself such as ability utilisation, achievement, activity, creativity, independence, moral values, responsibility, social service and variety.

#### JOB ENVIRONMENT

Suryanarayananmoorthy (1965) reported that inadequate and untimely supply of inputs, delayed and inadequate allocation of funds, lack of training in office management and extension methods, late communication of research findings were some of the problems faced by Agricultural Officers in Andhra Pradesh.

Sarker and Patnaik (1967) found that congenial work atmosphere was somewhat important in determining job

satisfaction of the VL's.

Singh and Shrotha (1973) reported that out of eight factors affecting job satisfaction of the JTAs of Nepal, 'working condition' emerged only as 5th important factor.

Singh and Singh (1976) reported 'working condition' as the fourth important factor for determining job satisfaction for PEOs whereas for BAOs and VL's it is less important.

Kanagasabai (1975) reported that extension workers working in their native district were more satisfied than those working outside their native districts of Tamil Nadu.

Ledesma (1980) reported that the main source of dissatisfaction for all groups of extension agents in Dominican Republic were salary, working conditions and job itself which in turn seemed to be the indication of lack of resources and inadequate communication system within the organization.

Shrotha et al. (1980) suggested some improvements in working conditions of the agricultural graduates under Ministry of Food, Agriculture and Irrigation (Nepal) such as higher salaries and allowances, an improved transfer policy and improved facilities such as communication and availability of vehicles.

Somasundaram (1983) stressed the importance of providing quarter facilities and office building facilities to Agricultural Officers in Tamil Nadu.

Rajkamal and Prabhakaran (1985) reported that the VEOs, Dairy Farm Instructors and Veterinary surgeons of Trichur indicated a fairly satisfactory working condition, but the LSAs found to unsatisfactory.

Dakhore and Bhilegaonkar (1987) observed that supply and service facilities was positively and significantly related to job satisfaction of the Veterinary Extension Personnel in Maharashtra.

#### Job attitude

As pointed out by Gilmer (1971), in the review of 26 studies, it was noted that in 14 of these studies workers with positive job attitudes showed higher productivity than those with negative job attitudes.

Rupande (1973) reported that group interview can be used in assessing job attitudes of a large sample.

Mohanty (1989) reported a low positive but insignificant relationship between the overall attitude of the workers towards work, supervisor, management and their production.

Holzer (1984) considered job satisfaction as a positive attitude towards the job as a whole.

Dahore and Dhilegaonkar (1987) reported that attitude towards job had positive and significant relationship with job satisfaction.

#### JOB SUPERVISION

Singh and Shrestha (1973) reported that supervision had got only a 6th position of Junior Technical Assistants of Nepal.

Singh and Singh (1976) reported that the PLOs gave a third rank to supervision, VLIs as 4th out of 10 factors affecting job satisfaction.

Perumal and Rai (1978) reported that the ADOs working in the rural development blocks of Tamil Nadu were highly satisfied in regard to the supervision of their work by their superiors.

Kempton (1980) reported that good supervision produced commitment to the job by the 4-H agents.

Gulothungan (1986) reported that the Fresh Agricultural Officers in T & V system in Tamil Nadu were highly satisfied in regard to supervision of work done by higher officials.

Joseph and Ling (1987) reported that the employees working in two manufacturing firms of South India were satisfied with the supervision by superiors.

Sayed (1987) reported 'supervision' as a less important factor in evaluating an organisation.

Faerman (1987) reported a moderate relationship between organisational commitment and supervisory performance, a weak relationship between job involvement and supervisory performance, and virtually no relationship between locus of control and supervisory performance.

Dakhore and Bhilegaonkar (1987) reported a positive and significant relationship between guidance and supervision and job satisfaction of the Veterinary Extension Personnel in Maharashtra.

#### Job motivation

Sarker and Patnaik (1967) reported that VIMS placed maximum importance on such job factors as 'opportunity for promotion' and 'salary according to work and achievement'. Next in importance came the 'recognition for good work done'.

Singh and Shrestha (1973) reported the order of most potent to least potent factors affecting job satisfaction of Junior Technical Assistants of Nepal as: job security, salary,

opportunity for advancement, responsibility, working conditions, supervision, recognition, personal relationship with co-workers and nature of work.

Singh and Singh (1976) reported 'opportunity for promotion' as the most potent factor by the BAOs and VLMs and the second most potent by the PEOs. The BAOs and VLMs adjudged 'salary' as the second potent factor, whereas PEOs placed relatively low importance to it. All of them placed low importance to responsibility.

Perumal and Rai (1978) reported that the ALOs working in the rural development blocks of Tamil Nadu were highly dissatisfied in regard to opportunity for further promotion, further education and dual control of supervision.

Alagesan and Knight (1979) reported that the agricultural graduates working in the various occupations in Tamil Nadu were not satisfied with the incentives and rewards, service promotion rules and promotion prospects.

Ledesma (1980) reported that the middle managers in the public sector had a greater degree of intrinsic motivation than their counterparts in private sector.

## CHAPTER III

### METHODOLOGY

The study was undertaken to assess the job perception, job performance and job satisfaction of the agricultural graduates engaged in selected avenues of employment in Alleppey District. It was also aimed at studying the relationship between job satisfaction and their personal, socio-psychological and situational characteristics. The methodology followed in the selection of sample, data collection and the quantification of data pertaining to variables selected for the study are furnished in this chapter.

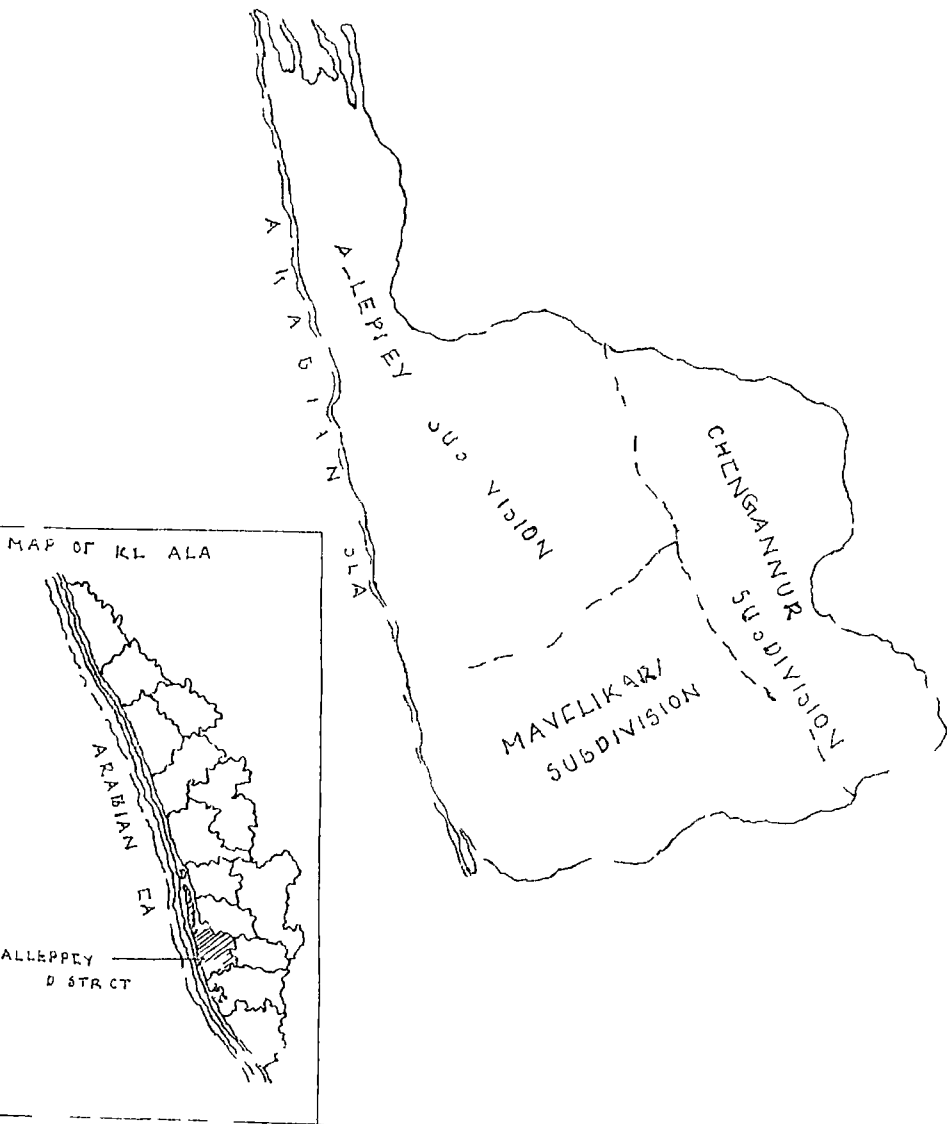
#### I. Locale of the study

Alleppey District, the Central Travancore region of Kerala State was purposively selected for the study for the following reasons:

1. Alleppey is the rice bowl of Kerala, where the farmers used to adopt scientific package of practices in rice farming.
2. Alleppey is also the smallest district in the State with heavy concentration of agricultural graduates in all the three avenues of employment.



1 MAP SHOWING THE LOCATION OF STUDY IN ALLEPPEY DISTRICT



3. A concerted action in agricultural development programmes is said to be taking place in Alleppey District.

## II. Selection of respondents

All the agricultural graduates working in the Department of Agriculture, Banks and Institutions of the Agricultural University in Alleppey District were selected for the study. Totally 110 agricultural graduates of which 60 from the Department of Agriculture, 30 from Banks and 20 from Institutions of the Agricultural University were included as the respondents of the study.

## III. Measurement of dependent variables

The dependent variables selected for the study were:

- (a) Job perception of the agricultural graduates
- (b) Job performance of the agricultural graduates
- (c) Job satisfaction of the agricultural graduates
  
- (a) Job perception of agricultural graduates

Job perception was operationalised as the degree of importance an agricultural graduate attached to his/her job duties as prescribed by the Department of Agriculture/Bank/ Agricultural University.

Procedure used by Susilkumar (1984) followed by

Gulothungan (1986) was used with some modifications.

The nature of work was collected and analysed through a pilot study. The items of job duties were collected by interviewing them and also by referring their respective job charts. The job duties thus collected were verified by their senior officers. The items thus selected were classified under the following six areas of activities in consultation with experts.

1. Planning
2. Execution
3. Financing
4. Administration and supervision
5. Monitoring and Evaluation
6. Technical duties

The job items within each were presented to be perceived on a five point continuum. The weightages were assigned for different levels of perception as below:

<u>Levels of perception</u>	<u>Scoring</u>
Very important	5
Important	4
Undecided	3
Less important	2
Not at all important	1

Total job perception score for each respondent was obtained by summing up all the individual scores on the job items. The categories to which the agricultural graduates belonged were decided on the basis of mean score. The mean and scores above mean were taken as high perception category. The scores below mean were considered as the low perception category.

The scores obtained by the agricultural graduates in different job areas (planning, execution etc.) were made uniform so as to make a comparison between these areas.

**(b) Job performance of agricultural graduates**

Job performance was operationalized as the degree of accomplishment by an agricultural graduate in the course of discharge of their duties in terms of job content and various personal and job-related factors.

The self-rating method used by Susilkumar (1984) with modifications was used.

The job items classified as done in obtaining job perception was presented on a 5 point continuum. The weightages were assigned for different levels of performance as below:

<u>Levels of performance</u>	<u>Scoring</u>
Very good	5
Good	4
Average	3
Poor	2
Very poor	1

Total job performance score for each respondent was obtained by summing up the individual scores on the job items. The categories to which the agricultural graduates in different avenues belonged were decided based on the mean score. Mean and scores obtained above mean were included in high job performance category, whereas scores below mean under low performance category.

The scores obtained by the agricultural graduates in different job areas (planning, execution etc.) were made uniform so as to make a comparison between these areas.

#### (c) Job satisfaction of agricultural graduates

Job satisfaction was operationalised as the total mental expression of an agricultural graduate resulting from the interaction between their job content, personal and job-related factors as perceived and performed by them.

The job satisfaction ladder which was originally devised by Cantril (1965) and followed by Perumal (1975), with slight modifications was used for measuring job satisfaction.

A 32 items ladder was used. Scoring procedure as given by Cantril, i.e., -5 to +5 was used. Total scores on 32 items was the total job satisfaction scores of a respondent. The categories to which the agricultural graduates in

different avenues belonged were categorised as follows:

Mean and above mean : High job satisfaction category  
Below mean : Low job satisfaction category

The percentage of respondents belonging to each category in the three avenues were worked out. Also the relative job satisfaction between the three avenues were assessed using Kruskal-Wallis Test.

#### IV. Measurement of independent variables

##### 1. Age

Number of completed years by the respondent at the time of interview.

##### 2. Sex

Whether the job holder is male or a female.

##### 3. Experience

The number of completed years of service in the Department of Agriculture/Banks/Agricultural University at the time of interview.

##### 4. Educational level

Whether B.Sc.(Ag.)/M.Sc.(Ag.)/Ph.D. and above

<u>Qualification</u>	<u>Scoring</u>
B.Sc. (Ag.)	1
M.Sc. (Ag.)	2
Ph.D. and above	3

#### 5. Trainings undergone

The total number of pre-service or inservice trainings an agricultural graduate had undergone.

Pre-service trainings (total number)	:
Inservice trainings (total number)	:
Total	:

#### 6. Rural-urban Background

(Whether the job holder belongs to a rural area (01) or an urban area.

Procedure used by Susilkumar (1984) was used.

<u>Background situation</u>	<u>Scoring</u>
Rural background	2
Urban background	1

(Those living in rural areas comparatively for more years than urban was considered as rural and vice versa)

## 7. Level of Aspiration

Level of aspiration has operationalised as the future level of achievement in his/her job in the Ban./Department of Agriculture/Agricultural University, which an agricultural graduate is expecting based on the knowledge about the level of past performance.

"Self-anchoring striving scale" developed by Cantril (1965) was used. A figure of ladder with 9 steps as given in the scale is reproduced below.

<u>9</u>	Top (Best possible life)
<u>8</u>	
<u>7</u>	
<u>6</u>	
<u>5</u>	Middle (neutral)
<u>4</u>	
<u>3</u>	
<u>2</u>	
<u>1</u>	Bottom (worst possible life)

The respondents were asked to indicate the step in the ladder which they felt as standing at present (ie. at the time of study), where they were 5 years ago and where they would stand five years from now (ie. the period of present study).

The score assigned was identical to the step mentioned by the respondent for the three time periods namely present,



past and future and all these scores were summed up. The score thus worked out was taken as the level of aspiration, score of the individual.

### B. Achievement Motivation

Achievement motivation is operationalised as the desire for excellence in order for an agricultural graduate to attain a sense of personal accomplishment.

The scale developed by Singh (1969) and used by Manchari (1989) was used for the study. The scoring procedure is given below:

	<u>Score</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

There were a total number of six statements. Total score for each respondent was obtained by summing up the scores obtained for all items. The sum of scores of all items formed the achievement motivation score of the respondent. The individual's achievement motivation was categorized as high or low.

Low : Below Mean  
High : Mean and above Mean

## 9. Job Involvement

Job involvement was operationalised as the extent to which the agricultural graduate identified himself/herself with his/her job in the Bank/Department of Agriculture/ Agricultural University.

The job involvement of respondents was measured by the job involvement scale developed by Lodahl and Kejner (1965) and used by Vecrabhadraiah and Jalinal (1983), Rao (1985) and Sunderaswamy (1987), with slight modifications.

The scale consisted of 20 statements. Against each statement, a five point continuum was provided viz., strongly agree, Agree, Undecided, Disagree and Strongly Disagree with the scores of 5, 4, 3, 2 and 1 respectively. This scoring system was reversed for the negative statements. Total score for each respondent was the sum of scores obtained for all items. The sum of scores for all items formed the score of job involvement of the respondent. The individual job involvement score was categorized as high or low.

Low : Below Mean

High : Mean and above Mean

## 10. Job Security

Job security was operationalised as the subjective

evaluation of the success, satisfaction and surety with respect to the carrying out of the job.

A procedure to measure the job security was developed. The statements were derived on discussion with experts through a pilot study and also by referring literature. The edited statements were again verified by some experts in the Bank, Department of Agriculture and Agricultural University.

There were a total number of 8 items. Against each statement a five point continuum was provided.

<u>Response</u>	<u>Scoring</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

This scoring system was reversed for negative statements. Total score for each respondent was the sum of scores obtained for all items. The sum of scores for all items formed the score of job security of the respondent. The individual's job security score was categorized as high or low.

Low : Below Mean

High : Mean and above Mean

## 11. Job Esteem

Job esteem was operationalised as the extent to which an agricultural graduate could satisfy his/her esteem needs through the job in the Bank/Department of Agriculture/Agricultural University.

A procedure was developed for measuring job esteem. The statements were derived through a pilot study and by referring literature. The edited statements were again verified by some experts.

There were a total number of 8 items. Against each item, a five point continuum was provided.

<u>Responses</u>	<u>Scoring</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

The scoring system was reversed for negative statements. The total score for each respondent was the sum of the scores obtained for all items. The sum of scores for all items formed the score of job esteem of the respondent. The individual's job esteem score was categorized as high, or low.

Low : Below Mean

High : Mean and above Mean

## 12. Job environment

Job environment was operationalised as the atmosphere for an agricultural graduate to work in the Bank/Department of Agricultura/Agricultural University.

A procedure was developed for measuring job environment. The statements were derived through a pilot study and also by referring literature. The edited statements were again verified by some experts.

There were a total number of 7 items. Against each item, a five point continuum was provided.

<u>Responses</u>	<u>Scoring</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

The scoring system was reversed for negative statements. The total score for each respondent was the sum of the scores obtained for all items. The sum of scores for all items formed the score of job environment of the respondent. The individual's job environment score was categorized as satisfactory or unsatisfactory.

Unsatisfactory : Below Mean

Satisfactory : Mean and above Mean

### 13. Job Attitude

Job attitude was operationalised as the positive or negative affect of the agricultural graduate towards his/her job in the Bank/Department of Agriculture/Agricultural University.

A procedure was developed for measuring the job attitude. Statements were derived through a pilot study and by referring literature. The edited statements were again verified by some experts and modified accordingly.

There were a total number of 12 items. Against each item, a five point continuum was provided.

<u>Responses</u>	<u>Scoring</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

The scoring system was reversed for negative statements. The total score for each respondent was the sum of the scores for all items. The sum of scores for all items

formed the score of job attitude of the respondent. The individual's job attitude score was categorized as high, medium or low.

Low : Below Mean

High : Mean and above Mean

#### 14. Job supervision

Job supervision was operationalized as administering people on day-to-day routine operations within a working environment.

A procedure was developed for measuring the job supervision. The statements were derived through a pilot study and also by referring literature. The edited statements were again verified by some experts.

There were a total number of eight items and against each item, a five point continuum was provided.

<u>Responses</u>	<u>Scoring</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

The scoring system was reversed for negative statements. The total score for each respondent was the sum of the scores for all items. The sum of scores for all items formed the score of job supervision of the respondent. The individual's job supervision score was categorized as satisfactory or unsatisfactory.

Unsatisfactory : Below Mean

Satisfactory : Mean and above Mean


#### 15. Job Relationship

Job relationship of an agricultural graduate working in the Bank/Department of Agriculture/Agricultural University was operationalised as his/her relationship with superiors, co-workers, subordinates and their clientele.

A procedure was developed for measuring job relationship. There were a total number of four items, and against each item a five point continuum was provided.

<u>Responses</u>	<u>Scoring</u>
Very Good	5
Good	4
Neutral	3
Poor	2
Very poor	1



Total score for each respondents was the sum of scores obtained for all items. The sum of scores for all items formed the score of job relationship of the respondent. The individual's job relationship score was categorized as high,  or low.

Low : Below Mean

High : Mean and above Mean

#### 16. Job Motivation

Job motivation is operationalised as a process, which impels an agricultural graduate to carry out their tasks in the Bank/Department of Agriculture/Agricultural University.

A procedure was developed to measure job motivation. The statements were derived through a pilot study and also by referring literature. The edited statements were again verified by some experts.

There were a total number of 12 items, and against each item, a five point continuum was provided.

<u>Responses</u>	<u>Scoring</u>
Very much satisfied	5
Satisfied	4
Neutral	3
Dissatisfied	2
Very much dissatisfied	1

The total score for each respondent was the sum of the scores for all items. The sum of scores for all items formed the score of job motivation of the respondent. The individual's job motivation score was categorized as high or low.

Low : Below Mean

High : Mean and above Mean

#### V. Data Collection procedure

An interview schedule was prepared. The respondents were interviewed. The data collection was done during the months of January-February 1989. The respondents were contacted at their working places.

#### VI. Statistical tools used in the study

The following statistical methods were employed in the tabulation and analysis and interpretation of data.

##### 1. Percentage analysis

Percentages were used for finding out the distribution of the respondents based on the dependent and independent variables.

##### 2. Simple correlation

To determine the magnitude of relationship between the

independent variables and dependent variables under study, the correlation coefficients were worked out and tested for significance of 0.05 level.

### 3. Path Analysis

Path analysis was conducted to find out the direct and indirect effects of the factors contributing to job satisfaction.

### 4. Chi-square Test

Chi-square test was done to find out the association of Age, Sex, Educational level and rural-urban background with the dependent variables and some selected independent variables.

$$\chi^2 = \frac{N (ad-bc)^2}{(a+b)(c+d)(a+c)(b+d)}$$

where a, b, c and d are the cell frequencies and N is the total frequency. The degrees of freedom is given as  $(r-1)(c-1)$ , where r is the number of rows and c is the number of columns.

### 5. Kruskal-Wallis Test

Kruskal-Wallis Test was used to compare the three avenues of employment in terms of job perception, job performance, job satisfaction and some selected independent variables.

$$\chi^2_w = \frac{12}{n(n+1)} \sum_{j=1}^P \frac{c_j^2}{n_j} - 3(n+1)$$

where  $c_j$  is the total of ranks in the  $j$ th sample for  $j = 1, 2, \dots, p$ ,

$n_j$  is the number of observations in the  $j$ th sample, and

$$n = \sum_{j=1}^P n_j$$

$\chi^2_w$  is distributed as  $\chi^2$  with  $(P-1)$  d.f.

#### 6. Friedman's test

The significance of the difference between the six major areas of job duties viz., planning, Execution, Financing, Administration and Supervision. Monitoring and evaluation and Technical duties.

$$\chi^2_F = \frac{12}{np(p+1)} \sum_{j=1}^P C_j^2 - 3n(p+1)$$

where  $n$ ,  $p$  are the total number of rows and columns respectively and  $C_j$  be the total of ranks in the  $j$ th column for  $j = 1, 2, \dots, p$ .

$\chi^2_F$  is approximately distributed as

$\chi^2$  with  $(p-1)$  d.f.

# RESULTS

## CHAPTER IV

### RESULTS

The results of the study are presented in the following order.

- I. Job perception of agricultural graduates working in the three selected avenues of employment.
- II. Extent of job performance by the agricultural graduates.
- III. Extent of job satisfaction of agricultural graduates.
- IV. Comparison of agricultural graduates in the three avenues of employment in terms of their job satisfaction, job performance, job perception and some selected independent variables.
- V. Relationship between dependent and independent variables.
- VI. Inter relationship among dependent and independent variables.
- VII. Direct and Indirect effect of factors contributing to job satisfaction - Results of path Analysis.
- I. Job perception of Agricultural graduates in the three avenues of employment

The mean values of job perception of the respondents

from the Department of Agriculture, Banks and Agricultural University were found to be 119.75, 91.60 and 125.65 respectively.

The distribution of respondents based on job perception is furnished in Table 1.

Table 1. Distribution of the respondents based on job perception

Avenues of employment	Job perception			
	High		Low	
	Fre- quency	Per- centage	Fre- quency	Per- centage
Department of Agriculture (N = 60)	29	48.33	31	51.67
Banks (N = 30)	16	53.33	14	46.67
Agricultural Univer- sity (N = 20)	10	50.00	10	50.00

From the table, it was found that about half of the respondents were in the high perception group and half of them in the low group in the three avenues of employment.

Comparison of job perception among the six major areas of job duties of the respondents from the Department of Agriculture, Banks and Agricultural University are furnished in Table 2.

Table 2. Comparison of perception among the six major areas of job-duties using Friedman's test

Avenues of employment	Total of ranks in the six major areas						$\chi^2$
	I	II	III	IV	V	VI	
Department of Agriculture (N = 60)	204.5	247.5	250.5	203.5	162.0	161.5	8.69
Banks (N = 30)	130.5	117.5	105.0	73.5	133.0	59.0	20.635*
Agricultural University (N = 20)	67.0	56.5	76.5	90.5	68.5	63.5	294.975*

\* Significant at 5% level of significance

I - Planning

IV - Administration and Supervision

II - Execution

V - Monitoring and Evaluation

III - Financing

VI - Technical duties

In case of the Department of Agriculture, the  $\chi^2_5$  (calculated) = 8.69 <  $\chi^2_5$  (tabulated) = 11.07 at 5% level of significance. Hence there was no significant difference in perception between the six major areas of job duties viz., planning, execution, financing, administration and supervision, monitoring and evaluation and technical duties. The agricultural officers in Krishi Bhavan considered all the six areas as equally important.



In case of Banks, the  $\chi^2_5$  (calculated) = 20.635 >  $\chi^2_5$  (tabulated) = 11.07 at 5% level of significance. Hence, there was significant difference in perception between the six major areas of job duties. The agricultural officers in Banks perceived monitoring and evaluation as the most important function, followed by planning, execution, financing, administration and supervision and technical duties respectively.

In case of Agricultural University, the  $\chi^2_5$  (calculated) = 294.275 >  $\chi^2_5$  (tabulated) = 11.07 at 5. level of significance. Hence there was significant differences in perception between the six major areas of job duties. The scientists of Kerala Agricultural University perceived 'administration and supervision' as the most important function, followed by financing, monitoring and evaluation, planning, technical duties and execution respectively.

## II. Job performance of Agricultural graduates in three avenues of employment

The mean values of job performance of the respondents from Department of Agriculture, Banks and Agricultural University were found to be 107.62, 80.13 and 100.25 respectively.

The distribution of respondents based on job performance is furnished in Table 3.

Table 3. Distribution of the respondents based on job performance

Avenues of employment	Job performance			
	High		Low	
	Fra- quency	Percen- tage	Fra- quency	Percen- tage
Department of Agriculture (N = 60)	30	50.00	30	50.00
Banks (N = 30)	17	56.67	13	43.33
Agricultural Univer- sity (N = 20)	11	55.00	9	45.00

From the table, it was found that 50% of the agricultural officers in Krishi Bhavans rated themselves as high performers and 50% as low performers. Majority of the agricultural officers in Banks rated themselves as high performers. Majority of the scientists from Kerala Agricultural University also rated themselves as high performers.

Comparison of job performance among the six major areas of job duties of the respondents from the Department of Agriculture, Banks and Agricultural University are furnished in Table 4.

Table 4. Comparison of performance among the six major areas of job duties using Friedman's test

Avenues of employment	Total of ranks in the six major areas						$\chi^2$
	I	II	III	IV	V	VI	
Department of Agriculture (N = 60)	212.5	205	285.5	218.5	141.5	171.5	6.038
Banks (N = 30)	136.0	133	108.0	78.5	130.5	43.5	64.606*
Agricultural University (N = 20)	70.5	82	66.0	82.0	59.0	60.0	286.503*

\* Significant at 5% level of significance

I - Planning

IV - Administration and Supervision

II - Execution

V - Monitoring and Evaluation

III - Financing

VI - Technical duties

In case of the Department of Agriculture, the  $\chi^2_5$  (calculated) = 6.038 <  $\chi^2_5$  (tabulated) = 11.07 at 5% level of significance. Hence there was no significant difference in performance of the agricultural officers between the six major areas of duties viz., planning, execution, financing, administration and supervision, monitoring and evaluation and technical duties in order. They considered all the six areas as equally performed.

In case of Banks, the  $\chi^2_5$  (calculated) = 64.606 >  $\chi^2_5$  (tabulated) = 11.07 at 5% level of significance. Hence there

was significant difference in performance between the six major areas of job duties. The agricultural officers in Banks rated 'planning' as the highly performing function followed by execution, monitoring and evaluation, financing, administration and supervision and technical duties respectively. They rated their performance in technical duties as very low.

In case of Agricultural University, the  $\chi^2_5$  (calculated) = 286.503 >  $\chi^2_5$  (tabulated) = 11.07 at 5% level of significance. Hence there was significant difference in performance between the six major areas of job duties. The scientists of Agricultural University rated 'Administration and supervision' and 'execution' as the highly performing functions, followed by planning, financing, technical duties and monitoring and evaluation in order. They rated their performance in monitoring and evaluation as very low.

### III. Extent of job satisfaction of agricultural graduates in the three avenues of employment

The mean values of job satisfaction of the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 18.82, 14.6 and 17.9 respectively.

The distribution of respondents based on job satisfaction is furnished in Table 5.

**Table 5. Distribution of the respondents based on job satisfaction**

Avenues of employment	Job satisfaction			
	High		Low	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	24	40	36	60
Banks (N = 30)	18	60	12	40
Agricultural University (N = 20)	9	45	11	55

From the table, it could be seen that majority of the agricultural graduates working in the Department of Agriculture and Agricultural University were in the 'low satisfaction' category, whereas majority from Banks were in the 'high satisfaction' category.

#### IV. Comparison of Agricultural graduates in the three avenues of employment in terms of their job satisfaction, job performance, job perception and selected independent variables

##### (a) Comparison of job satisfaction

The relative job satisfaction of agricultural graduates working in the three avenues were worked out using Kruskal-Wallis Test and is given in Table 6.

Table 6. Comparison of job related factors between the graduates of three avenues of employment

Variables	Total of the ranks of the three groups (Standardised values in bracket)			$\chi^2$
	Department of Agriculture (N = 60)	Banks (N = 30)	Agricultural University (N = 20)	
Job satisfaction	3764.5 (56.06)	1599.0 (53.30)	1141.5 (57.07)	0.21
Job performance	3797.5 (63.29)	1509.5 (50.30)	798.0 (39.90)	9.11*
Job perception	3185.7 (53.09)	1772.0 (59.06)	1147.3 (57.37)	0.75
Level of Aspiration	3387.1 (56.45)	1748.5 (58.28)	969.5 (48.48)	1.26
Achievement Motivation	3177.7 (52.96)	1907.8 (63.59)	1019.5 (50.98)	2.66
Job Involvement	2962.0 (49.37)	2022.5 (67.42)	1120.5 (56.00)	6.34*
Job Security	2917.1 (48.62)	1678.7 (55.96)	1508.9 (75.40)	10.58*
Job Esteem	3559.3 (59.49)	1514.1 (50.47)	1021.9 (51.10)	2.10
Job Environment	2999.0 (49.98)	2084.1 (69.47)	1021.9 (51.10)	7.84*
Job Attitude	3182.0 (53.03)	1912.0 (63.73)	1011.0 (50.55)	2.84
Job Supervision	3745.8 (62.43)	1437.6 (47.92)	921.6 (46.08)	6.21*
Job Relationship	3293.5 (54.89)	1651.5 (55.05)	1160.0 (58.00)	0.15
Job Motivation	3189.7 (53.16)	1642.7 (54.76)	1273.2 (63.66)	1.71

\* Significant at 5% level of significance

From the table it was found that  $\chi^2_2$  (calculated) = 0.211 < 5.991 (tabulated at 5% level of significance. Hence there was no difference between job satisfaction of the respondents in the three avenues viz., Department of Agriculture, Banks and Agricultural University.

(b) Comparison of job performance

The table revealed that  $\chi^2$  (calculated) = 9.106 > 5.991 (tabulated) at 5% level of significance. Hence there was significant difference in the job performance between the three groups of respondents. The performance of the agricultural officers in the Krishi Bhavans were high compared to the other two groups. The performance of the agricultural officers in the Banks were higher than that of the scientists in the Kerala Agricultural University.

(c) Comparison of job perception

The table revealed that  $\chi^2$  (calculated) = 0.7474 < 5.991 (tabulated) at 5% level of significance. Hence there was no significant difference between the three groups in terms of perception.

(d) Comparison of other independent variables

Table 6 revealed that there was no significant difference between the three groups in terms of level of aspiration,

achievement motivation, job esteem, job attitude, job relationship and job motivation.

There was significant difference between the three groups in terms of job supervision, job environment, job security and job involvement. Job supervision was most satisfactory in the Department of Agriculture, followed by Banks and then Agricultural University. Job environment was most satisfactory in Banks, followed by Agricultural University and Department of Agriculture, where it was found almost the same. Job security was very high in Agricultural University, followed by Banks and the least in the Department of Agriculture. The highest job involvement was noted in Banks, followed by Agricultural University and the least in the Department of Agriculture.

#### V. Relationship between dependent and independent variables

##### 1. Age

The distribution of respondents based on age is furnished in Table 7.

Table 7. Distribution of the respondents based on age

Avenues of employment	Age of the respondents			
	< 30 years		30 years & above	
	Freq- quency	Percen- tage	Freq- quency	Percen- tage
Department of Agriculture (N = 60)	36	60.00	24	40.00
Banks (N = 30)	13	43.33	17	56.67
	35 years		35 years & above	
Agricultural University (N = 20)	11	55.00	9	45.00



In the Department of Agriculture, majority (60%) were below 30 years, where as in the Banks majority (56.67%) were above 30 years. In the Agricultural University, majority (55%) were below 35 years.

From the  $\chi^2$  Tables 8a, 8b and 8c in which the results of the association between age and the dependent variables are furnished, it could be seen that age was having a positive and significant relationship with job satisfaction of the agricultural graduates working in Kerala Agricultural University. Except that age was not having any significant relationship with the dependent variables.

## 2. Sex

The distribution of respondents based on sex is furnished in Table 9.

Table 9. Distribution of respondents based on sex

Avenue of Employment	Sex of the respondents			
	Male		Female	
	Fre- quency	Percen- tage	Fre- quency	Percen- tage
Department of Agri- culture (N = 60)	24	40	36	60
Banks (N = 30)	30	100	0	0
Agricultural Uni- versity (N = 20)	11	55	9	45

Table 8a.  $\chi^2$  table showing the association of age, sex and educational level with dependent variables and some selected independent variables (Department of Agriculture)

Variables	$\chi^2$ values		
	Age	Sex	Educational level
Level of Aspiration	0.1880	0.9518	1.0500
Achievement Motivation	0.3125	0.3125	0.7453
Job Involvement	1.8799	3.6040	0.5675
Job Attitude	0.7407	0.1042	0.5675
Job Perception	0.1001	0.0445	0.2193
Job Performance	0.0000	1.1110	0.3727
Job Satisfaction	0.7407	1.9560	2.6240

Note: The  $\chi^2$  values were obtained from a 2 x 2 contingency table. The respondents were categorised into two age groups (< 30 years and 30 years & above), two sex groups (male and female) and two groups based on their educational levels (M.Sc. holders and B.Sc. holders). Within these groups the respondents were categorized into two on the basis of job-related factors (high group and low group)

Table 8b.  $\chi^2$  table showing the association of Age with dependent variables and selected independent variables (Banks)

Variables	$\chi^2$ values Age
Level of Aspiration	2.3295
Achievement Motivation	3.8335
Job Involvement	6.2658*
Job Attitude	0.8145
Job Perception	2.3295
Job Performance	0.2217
Job Satisfaction	0.0100

\* Significant at 5% level of significance

Note: The  $\chi^2$  values were obtained from a 2 x 2 contingency table. The respondents were categorised into two age groups ( 30 years and 30 years & above). Within these groups the respondents were again categorised into two on the basis of job related factors (high group and low group).

Table 8c.  $\chi^2$  table showing the association of Age, Sex, Rural-Urban Background with dependent variables and some selected independent variables (Agricultural University)

Variables	$\chi^2$ values		
	Age	Sex	Rural-Urban Background
Level of Aspiration	0.1347	0.1347	0.3030
Achievement Motivation	2.1549	1.6498	2.1549
Job Involvement	5.6902*	1.6498	0.3030
Job Attitude	0.1347	0.1347	0.1347
Job Perception	0.2020	0.2020	0.2020
Job Performance	0.8990	0.0020	0.7366
Job Satisfaction	7.1030*	0.8999	0.7366

\* Significant at 5% level of significance

Notes: The  $\chi^2$  values were obtained from a 2 x 2 contingency table. The respondents were categorised into two age groups ( 35 years and 35 years & above), two sex groups (male and female) and two groups based on rural-urban background (rural and urban). Within these groups the respondents were again categorised into two on the basis of job-related factors (high group and low group).

From Table 9, it was found that 60 per cent of the respondents from the Department of Agriculture were females, whereas, cent per cent of the respondents from Banks and 55 per cent of the respondents from the Agricultural University were males.

The results of  $\chi^2$  analysis from Tables 8a, 8b and 8c revealed that there was no difference between males and females in their perception, performance and satisfaction in the three avenues of employment.

### 3. Experience

The means of the experience for the samples from the Department of Agriculture, Banks and Agricultural University were 7.73, 8.2 and 14.6 respectively.

Table 10. Distribution of respondents based on experience

Avenues of Employment	Experience			
	10 years		10 years & above	
	Fre- quency	Percen- tage	Fre- quency	Percen- tage
Department of Agri- culture (N = 60)	48	80.00	12	20.00
Banks (N = 30)	24	80.00	6	20.00
Agricultural Univor- sity (N = 20)	11	55.00	9	45.00

Table 11. Inter relationship among dependent and independent variables (Department of Agriculture)

	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	Y <sub>1</sub>	Y <sub>2</sub>	Y <sub>3</sub>
X <sub>1</sub>	1 0000														
X <sub>2</sub>	0 2032	1 0000													
X <sub>3</sub>	-0 2311	-0 1561	1 0000												
X <sub>4</sub>	0 2411	0 0994	-0 1283	1 0000											
X <sub>5</sub>	0 1605	0 1021	0 0883	0 3079*	1 0000										
X <sub>6</sub>	0 0198	0 0364	0 4495*	0 2160	0 0758	1 0000									
X <sub>7</sub>	0 0862	-0 0128	0 2472	0 1294	0 1440	0 5204*	1 0000								
X <sub>8</sub>	0 0261	0 1347	0 2873*	0 1982	0 2212	0 4674*	0 3526*	1 0000							
X <sub>9</sub>	0 1217	-0 1524	0 2997*	0 1237	0 2827*	0 4272*	0 5209*	0 4547*	1 0000						
X <sub>10</sub>	0 0018	0 0116	0 1281	-0 2205	-0 2010	0 3078*	0 1024	0 1798	0 0464	1 0000					
X <sub>11</sub>	0 0363	-0 1735	0 1506	-0 0285	0 1012	0 2126	0 1800	0 1400	0 2408	0 0837	1 0000				
X <sub>12</sub>	-0 0572	-0 1843	0 3810*	-0 0147	-0 0171	0 5362*	0 5239*	0 5514*	0 4402*	0 3188*	0 0928	1 0000			
Y <sub>1</sub>	-0 1777	0 0594	0 2409	0 0345	-0 0413	0 2797*	0 2139	0 1730	0 0692	0 1124	0 3680*	0 1397	1 0000		
Y <sub>2</sub>	-0 0903	-0 0457	0 2282	0 1340	0 1244	0 3939*	0 3888*	0 1940	0 2092	-0 0686	0 3003*	0 1937	0 4849*	1 0000	
Y <sub>3</sub>	-0 0774	0 0235	0 7580*	-0 0056	0 0817	0 4351*	0 2611	0 3363*	0 1003	0 4440*	0 1736	0 5102*	0 3118*	0 3148*	1 0000

\* Significant at 5 level of significance

X<sub>1</sub> - Experience  
 X<sub>2</sub> - Trainings undergone  
 X<sub>3</sub> - Level of Aspiration  
 X<sub>4</sub> - Achievement Motivation  
 X<sub>5</sub> - Job Involvement  
 X<sub>6</sub> - Job Security  
 X<sub>7</sub> - Job Esteem  
 X<sub>8</sub> - Job Environment

X<sub>9</sub> - Job Attitude  
 X<sub>10</sub> - Job Supervision  
 X<sub>11</sub> - Job Relationship  
 X<sub>12</sub> - Job Motivation  
 Y<sub>1</sub> - Job Perception  
 Y<sub>2</sub> - Job Performance  
 Y<sub>3</sub> - Job Satisfaction

Table 12 Inter relationship among dependent and independent variables (BANKS)

$X_1$	$X_2$	$X_3$	$X_4$	$X_5$	$X_6$	$X_7$	$X_8$	$X_9$	$X_{10}$	$X_{11}$	$X_{12}$	$Y_1$	$Y_2$	$Y_3$
1 0000														
0 6576*	1 0000													
-0 0074	-0 3700*	1 0000												
-0 4180*	-0 3657*	0 0118	1 0000											
-0 1638	-0 1692	0 1388	0 4231*	1 0000										
-0 0604	-0 1419	0 3775*	0 4520*	0 2825	1 0000									
-0 0341	-0 2232	0 6378*	0 3488	0 3822*	0 5873*	1 0000								
0 0775	-0 0847	0 4081*	-0 1028	-0 0355	0 3739*	0 4598*	1 0000							
-0 0736	-0 0999	0 4641*	0 2253	0 3808*	0 4010*	0 7322*	0 6267*	1 0000						
-0 1261	-0 1749	0 3502*	0 1044	0 0584	0 6452*	0 4541*	0 7576*	0 3977*	1 0000					
0 1928	-0 0057	0 4755*	-0 0475	0 2275	0 4112*	0 5435*	0 5573*	0 2861	0 6385*	1 0000				
0 0199	-0 2238	0 6595*	0 0716	0 2217	0 5434*	0 8028*	0 6482*	0 7221*	0 5701*	0 5742*	1 0000			
-0 0451	-0 2769	0 5930*	0 1424	0 0705	0 4294*	0 5226*	0 2182	0 3362	0 3274	0 5332*	0 5911*	1 0000		
-0 2742	-0 3273	0 4219*	-0 0969	-0 0902	0 2326	0 3909*	0 3473	0 2442	0 5157*	0 4533*	0 6011*	0 5911*	1 0000	
0 0120	-0 1131	0 6391*	-0 0455	0 0784	0 5405*	0 6714*	0 8037*	0 6850*	0 6625*	0 5763*	0 8011*	0 5911*	0 5911*	1 0000

\* Significant at 5% level of significance

$X_1$  - Experience

$X_2$  - Trainings undergone

$X_3$  - Level of Aspiration

$X_4$  - Achievement Motivation

$X_5$  - Job Involvement

$X_6$  - Job Security

$X_7$  - Job Esteem

$X_8$  - Job Environment

$X_9$  - Job Attitude

$X_{10}$  - Job Supervision

$X_{11}$  - Job Relationship

$X_{12}$  - Job Motivation

$Y_1$  - Job Perception

$Y_2$  - Job Performance

$Y_3$  - Job Satisfaction

Table 13 Inter relationship among dependent and independent variables (Agricultural University)

X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	Y <sub>1</sub>	Y <sub>2</sub>	Y <sub>3</sub>
1 0000														
0 5659*	1 0000													
0 2921	0 5567*	1 0000												
0 6188*	0 4421	0 4224	1 0000											
0 3008	0 2085	0 0158	0 5946*	1 0000										
-0 1719	-0 1136	0 1761	-0 0541	-0 2141	1 0000									
0 2769	0 0457	0 1543	0 1953	0 3913	0 1604	1 0000								
0 0483	0 2196	0 4060	-0 2434	-0 3194	0 1022	0 2285	1 0000							
0 0669	-0 0235	0 1370	-0 1174	0 1339	0 0978	0 7137*	0 4005	1 0000						
-0 2754	0 0934	0 0636	-0 2008	-0 0993	0 0054	-0 2751	0 2189	-0 1512	1 0000					
-0 0704	-0 0167	-0 1203	0 0022	0 2555	-0 1375	0 2197	0 0779	0 4549*	0 2045	1 0000				
0 3613	0 2110	0 1958	0 1962	0 3310	0 0716	0 8153*	0 3569	0 6675*	-0 1840	0 3493	1 0000			
-0 1642	-0 3263	-0 3734	-0 1837	0 2361	0 0443	0 1577	-0 1876	0 0035	0 2678	-0 0089	0 0960	1 0000		
0 1060	0 1333	-0 0736	0 0939	0 4421	0 1931	0 3209	-0 0764	0 4424	0 1584	0 2783	0 3376	0 6139	1 0000	
0 5947*	0 0448	-0 0394	0 3027	0 3325	0 1384	0 6001*	0 1030	0 5034*	-0 1661	0 2071	0 7417*	0 1626	0 3989	1 0000

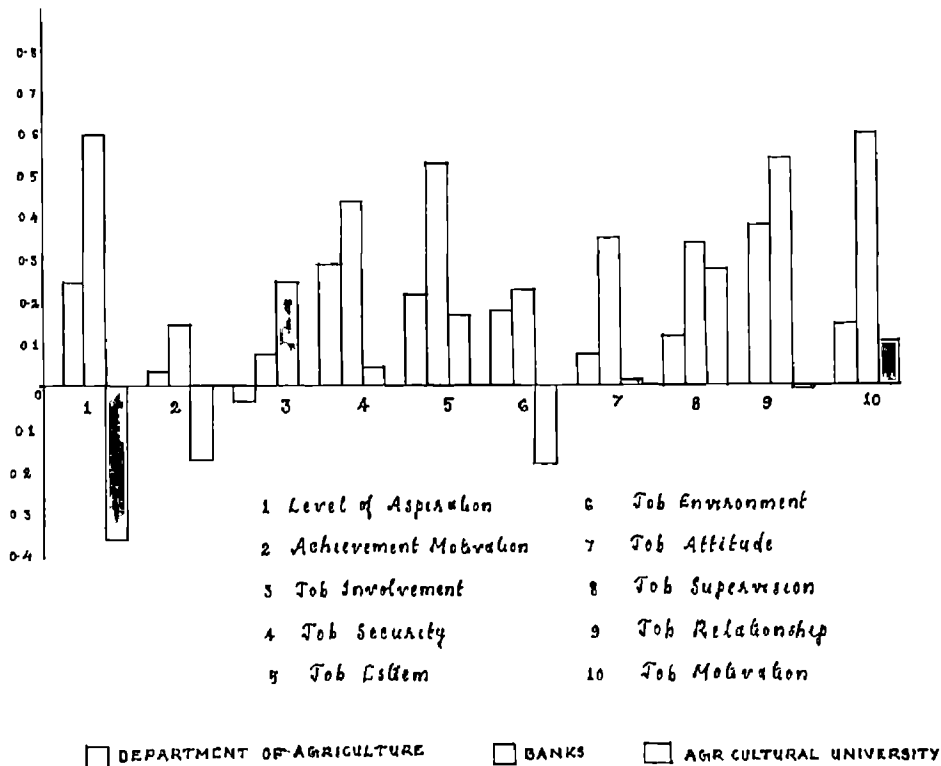
\* Significant at 5 level of significance

- |   |                                    |
|---|------------------------------------|
| X <sub>1</sub> - Experience             | X <sub>9</sub> - Job Attitude      |
| X <sub>2</sub> - Trainings undergone    | X <sub>10</sub> - Job Supervision  |
| X <sub>3</sub> - Level of Aspiration    | X <sub>11</sub> - Job Relationship |
| X <sub>4</sub> - Achievement Motivation | X <sub>12</sub> - Job Motivation   |
| X <sub>5</sub> - Job Involvement        | Y <sub>1</sub> - Job Perception    |
| X <sub>6</sub> - Job Security           | Y <sub>2</sub> - Job Performance   |
| X <sub>7</sub> - Job Esteem             | Y <sub>3</sub> - Job Satisfaction  |
| X <sub>8</sub> - Job Environment        |                                    |



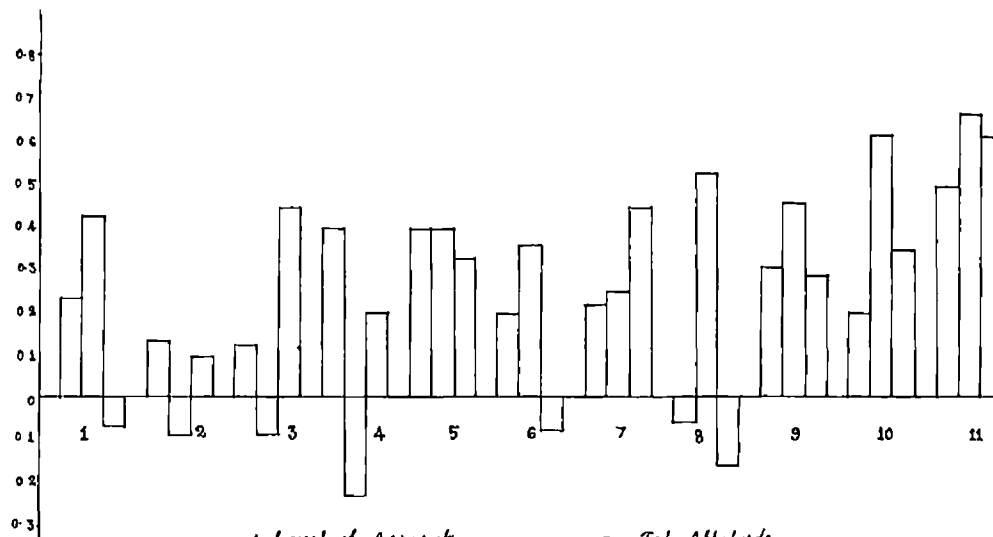
Fig

### CORRELATION OF JOB RELATED FACTORS WITH JOB PERCEPTION



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## CORRELATION OF JOB RELATED FACTORS WITH JOB PERFORMANCE



1 Level of Aspiration

7 Job Attitude

2 Achievement Motivation

8 Job Supervision

3 Job Involvement

9 Job Relationship

4 Job Security

10 Job Motivation

5 Job Status

11 Job Perception

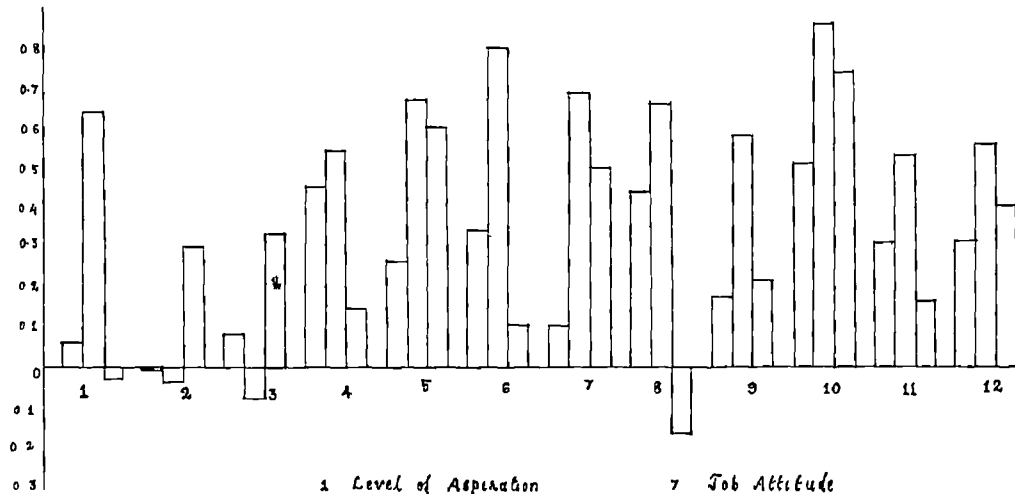
6 Job Environment

 DEPARTMENT OF AGR CULTURE

 BANKS

 AGRICULTURAL UNIVERSITY

Fig CORRELATION OF JOB RELATED FACTORS WITH JOB SATISFACTION



- |                          |                    |
|--------------------------|--------------------|
| 1 Level of Aspiration    | 7 Job Attitude     |
| 2 Achievement Motivation | 8 Job Supervision  |
| 3 Job Involvement        | 9 Job Relationship |
| 4 Job Security           | 10 Job Motivation  |
| 5 Job Esteem             | 11 Job Perception  |
| 6 Job Environment        | 12 Job Performance |

DEPARTMENT OF A&R CULTURE     
  BANKS     
  AGRICULTURAL UNIVERSITY

Majority of the respondents from the three avenues of employment were having experience less than 10 years.

From the Tables 11, 12 & 13 in which the inter-correlation between dependent and independent variables are furnished, it could be seen that experience was not having any significance with the dependent variables in case of the respondents from the Department of Agriculture. In case of the respondents from Banks, experience was not having any significant relationship to job perception, job performance and job satisfaction. There was no significant relationship between experience and job perception and job performance, where as it was positively and significantly related to job satisfaction of the respondents of the Kerala Agricultural University.

#### 4. Educational level

Table 14. Distribution of respondents based on educational level

Avenues of employment	Educational level					
	Ph.D.		M.Sc.(Ag.)		B.Sc.(Ag.)	
	Fre- quency	Percen- tage	Fre- quency	Percen- tage	Fre- quency	Percen- tage
Department of Agriculture (N = 60)	0	0	14	23.33	46	76.67
Banks (N = 30)	0	0	1	3.33	29	96.67
Agricultural University (N = 20)	3	15.00	17	85.00	0	0

From Table 14, it was seen that there were 14 M.Sc.(Ag.) holders out of the 60 respondents from the Department of Agriculture. In case of the Banks, there was only one M.Sc.(Ag.) holder out of the 30 respondents and all others were B.Sc.(Ag.) holders. The respondents from the Agricultural University included 3 Ph.D. scholars and 17 M.Sc.(Ag.) holders. Since the number of M.Sc. holders in Banks and Ph.D. scholars in the Agricultural University were very low, it was not possible to test the association between educational level and the dependent variables in these two cases. But in the case of the Department of Agriculture, it was found that there was no significant association between educational level and any of the dependent variables (Table 8a).

#### 5. Rural-urban background

Table 15. Distribution of respondents based on rural-urban background

Avenues of Employment	Rural-urban Background			
	Rural		Urban	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	55	91.67	5	8.33
Banks (N = 30)	28	23.33	2	6.67
Agricultural University (N = 20)	9	45.00	11	55.00

Majority of the respondents from the Department of Agriculture and Banks were from a rural background. Due to the lack of sufficient number of respondents from urban background it was unable to test it for the association with dependent variables.

The respondents from the Agricultural University included 11 urbanites and nine rurals, and it was tested for association with dependent variables ( $\chi^2$  - Table 8c). The results showed that rural-urban background had no significant association with any of the dependent variables.

#### 6. Trainings undergone

The agricultural graduates were given a pre-service training very rarely except in the banks, where majority of the respondents got at least one pre-service training. Hence the total number of trainings were almost same as that of the number of pre-service trainings.

Table 16. Distribution of respondents based on trainings undergone

Avenues of employment	Trainings undergone					
	Trained				Untrained	
	10 Nos.		10 Nos. & above		Fre-	Perce-
	quency	ntage	quency	ntage	quency	ntage
Department of Agriculture (N=60)	44	73.33	16	26.67	0	0
Banks (N = 30)	24	80.00	6	20.00	0	0
Agricultural University (N = 20)	9	45.00	1	5.00	10	50.00

Table 17. Mean value table for dependent variables and job-related independent variables

Variable	Mean value		
	Dept. of Agriculture	Banks	Agri. University
Level of Aspiration	17.37	17.80	21.60
Achievement Motivation	20.48	21.93	20.35
Job Involvement	67.98	71.47	68.25
Job Security	23.77	24.53	26.60
Job Esteem	26.30	24.93	24.45
Job Environment	21.72	22.80	21.05
Job Attitude	39.33	41.47	38.80
Job Supervision	25.57	23.77	23.80
Job Relationship	16.68	16.50	16.80
Job Motivation	37.35	38.50	39.20
Job Perception	119.75	91.60	125.65
Job Performance	107.62	80.13	100.25
Job Satisfaction	18.82	14.60	17.95

All the respondents from Department of Agriculture and Banks were trained. But 50% of the respondents from Agricultural University have not undergone any training while at service.

From Tables 11, 12 & 13, it could be seen that the number of trainings undergone had no significant relationship with the dependent variables in case of the Department of Agriculture and Agricultural University and Banks.

#### 7. Level of Aspiration

From Table 17, the mean level of Aspiration for the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 17.37, 17.8 and 21.6 respectively.

The distribution of the respondents based on level of aspiration is given in Table 18.

Table 18. Distribution of respondents based on level of Aspiration

Avenues of Employment	Level of Aspiration			
	High		Low	
	Pro- quency	Percen- tage	Pro- quency	Percen- tage
Department of Agriculture (N=60)	37	61.66	23	38.34
Banks (N = 30)	16	53.33	14	46.67
Agricultural Uni- versity (N = 20)	8	40.00	12	60.00



From Table 10 it was seen that majority of the respondents from the Department of Agriculture and Banks were having high level of Aspiration, whereas in the University majority were in the low group.

The results of correlation from Table 11 indicated a positive but non-significant relationship between level of aspiration and job perception, performance and satisfaction for the respondents from the Department of Agriculture.

From Table 12, it was seen that the job perception, performance and job satisfaction were positively and significantly related to level of aspiration for the respondents from Banks.

From Table 13, it could be seen that the level of aspiration was not significantly related to the dependent variables, for the respondents from the Agricultural University.

#### 6. Achievement Motivation

The mean values of achievement motivation for the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 20.48, 21.93 and 20.35 respectively.

The distribution of the respondents based on achievement motivation are given in Table 19.

**Table 19. Distribution of the respondents based on achievement motivation**

Avenues of employment	Level of Aspiration			
	High		Low	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	40	66.67	20	33.33
Banks (N = 30)	17	56.67	13	43.33
Agricultural University (N = 20)	12	60.00	8	40.00

From Table 19, it was seen that majority of the respondents from all the three avenues were having high achievement motivation.

From Tables 11, 12 & 13 it was seen that achievement motivation was not having any significant relationship with any of the dependent variables in the three avenues.

#### 9. Job Involvement

The mean values of job involvement for the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 67.98, 71.47 and 68.25 respectively.

The distribution of the respondents based on job involvement are furnished in Table 20.

Table 20. Distribution of the respondents based on job involvement

Avenues of employment	Job Involvement			
	High		Low	
	Fre- quency	Percen- tage	Fre- quency	Percen- tage
Department of Agriculture (N=60)	31	51.67	29	48.33
Banks (N = 30)	13	43.33	17	56.67
Agricultural Uni- versity (N = 20)	12	60.00	8	40.00

From Table 20, it was seen that majority of the respondents from the Department of Agriculture (51.67%) and Agricultural University (60%) felt their job involvement as high, where as majority from the Banks (56.67%) felt their job involvement as low.

From Table 11, 12 & 13 where the results of correlation are given, it could be seen that job involvement was not significantly related to any of the dependent variables in all the three avenues.

### 10. Job Security

The mean values of job security for the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 23.77, 24.53 and 26.60 respectively.

The distribution of the respondents based on job security is given in Table 21.

Table 21. Distribution of the respondents based on job security

Avenues of employment	Job security			
	High		Low	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	24	40.00	36	60.00
Banks (N = 30)	10	33.33	20	66.67
Agricultural University (N = 20)	8	40.00	12	60.00

From Table 21, it was seen that majority of the respondents felt their job security as low in all the three avenues of employment.

From Table 11, it could be seen that job security was positively and significantly contributed to job perception,

job performance and job satisfaction in case of respondent from Department of Agriculture.

From Table 12, it was revealed that job security had no significant relationship with job performance and had a positive and significant relationship with job satisfaction and job perception, for the respondents from Banks.

For the University (Table 13) job security was not having significant relationship with any of the dependent variables.

### 11. Job Esteem

The mean values of job esteem for respondents from the Department of Agriculture, Banks and Agricultural University were found to be 26.30, 24.933 and 24.45 respectively.

The distribution of respondents based on job esteem is given in Table 22.

Table 22.

Avenues of employment	Job esteem			
	High		Low	
	Fre- quency	Perce- tage	Fre- quency	Perce- tage
Department of Agri- culture (N = 60)	24	40.00	36	60.00
Banks (N = 30)	17	56.67	13	43.33
Agricultural Univer- sity (N = 20)	13	65.00	7	35.00

From Table 22, it was seen that majority of the respondents from Banks and Agricultural University felt their job esteem as high, whereas the respondents from the Department of Agriculture felt it as low.

From Table 11, it could be seen that job esteem was positively and significantly related job performance and positively but non-significantly related to job perception, job satisfaction for the respondents from the Department of Agriculture.

From Table 12, it was seen that job esteem was positively and significantly related to job perception, job performance and job satisfaction, for the respondents from Banks.

From Table 13, it could be seen that job esteem was not significantly related to job perception and job performance, but it was positively and significantly related to job satisfaction.

## 12. Job Environment

The mean values of job environment for respondents from the Department of Agriculture, Banks and Agricultural University were found to be 21.72, 22.80 and 21.05 respectively.

The distribution of respondents based on job environment is given in Table 23.

Table 23.

Avenues of employment	Job environment			
	Satisfactory		Unsatisfactory	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	20	33.33	40	66.67
Banks (N = 30)	15	50.00	15	50.00
Agricultural University (N = 20)	9	45.00	11	55.00

From Table 23, it was found that 66-67% of the respondents from the Department of Agriculture, 50% of the respondents from Banks and 55% from the Agricultural University felt their job environment as unsatisfactory.

From Table 11, it could be seen that job environment had no significant relationship with job perception and job performance, but it was having a significant and positive relationship with job satisfaction for the respondents from the Department of Agriculture.

From Table 12, it was found that job environment had no significant relationship with job perception and performance,

but it was positively, significantly related to job satisfaction, for the respondents from Banks.

From Table 13, it was found that job environment was not having any significant relationship with dependent variables, for the respondents from Agricultural University.

### 13. Job Attitude

The mean values of job attitude for the Department of Agriculture, Banks and Agricultural University were found to be 39.33, 41.47 and 39.80 respectively.

The distribution of respondents based on job attitude is furnished in Table 24.

Table 24. Distribution of the respondents based on Job Attitude

Avenues of employment	Job Attitude			
	High		Low	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	33	55.00	27	45.00
Banks (N = 30)	15	50.00	15	50.00
Agricultural University (N = 20)	11	55.00	9	45.00



Table 24 shows that 55% of the respondents from the Department of Agriculture, 50% from Banks and 55% from Agricultural University felt their job attitude as high.

Results from Tables 11, 12 & 13 indicated no significant relationship between job attitude and dependent variables, for the respondents from Department of Agriculture, whereas in the Bank and Agricultural University job attitude significantly contributed to job satisfaction, but not to perception and performance.

#### 14. Job Supervision

The mean values of job supervision for the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 25.57, 23.77 and 23.80 respectively.

Distribution of the respondents based on job supervision is given in Table 25.

Table 25. Distribution of the respondents based on job supervision

Avenues of employment	Job supervision			
	Satisfactory		Unsatisfactory	
	Frequency	Percentage	Frequency	Percentage
Department of Agriculture (N = 60)	25	41.67	35	58.33
Banks (N = 30)	13	43.33	17	56.67
Agricultural University (N = 20)	8	40.00	12	60.00

Table 25 showed that majority of the respondents from the three avenues felt the job supervision as unsatisfactory.

Results from Table 11 showed that job supervision was positively and significantly related to job satisfaction, but not to job perception and performance of the respondents from the Department of Agriculture.

From Table 12, it was seen that job supervision contributed positively and significantly to job performance and job satisfaction but not to job perception of the respondents from Banks.

Table 13 showed that job supervision had no significant relationship to any of the dependent variables in case of Agricultural University.

#### 15. Job Relationship

The mean values of job relationship for the respondents from the Department of Agriculture, Banks and Agricultural University were found to be 16.68, 16.50 and 16.80 respectively.

Distribution of respondents based on job relationship is furnished in Table 26.

Table 26. Distribution of respondents based on job relationship

Avenues of employment	Job Relationship			
	High		Low	
	Fre- quency	Percen- tage	Fre- quency	Percen- tage
Department of Agriculture (N = 60)	51	85.00	9	15.00
Banks (N = 30)	25	83.33	5	16.67
Agricultural University (N = 20)	19	95.00	1	5.00

From Table 26, it was found that majority of the respondents from the Department of Agriculture (85%), Banks (83.33%) and Agricultural University (95%) felt their job relationship as high.

From Table 11, it was seen that job relationship is having a positive and significant relationship with job perception and job performance, but not significantly related to job satisfaction of respondents from the Department of Agriculture.

The results from Table 12 indicated a positive and significant relationship between job relationship and the dependent variables, in case of Banks.

Table 13 showed no significant difference between job relationship and the dependent variables, for Agricultural University Scientists.

#### 16. Job Motivation

The mean values of job motivation for the Department of Agriculture, Banks and Agricultural University were found to be 37.4, 38.5 and 39.2 respectively.

Distribution of the respondents based on job motivation is given in Table 27.

Table 27. Distribution of the respondents based on job motivation

	Job Motivation			
	High		Low	
	Fre- quency	Percen- tage	Fre- quency	Percen- tage
Department of Agri- culture (N = 60)	32	53.33	28	46.67
Banks (N = 30)	16	53.33	14	46.67
Agricultural Univer- sity (N = 20)	11	55.00	9	45.00

From Table 27, it was found that majority of the respondents from the three avenues felt their job motivation as high.

Tables 11, 12 and 13 showed a positive and significant relationship between job motivation and the dependent variables in case of Banks, whereas in the Department of Agriculture and Agricultural University, it is significantly and positively related to job satisfaction only and not to performance and perception.

#### VI. Inter-relationship among dependant and independent variables

##### 1. Inter-relationship among dependent variables

The relationship among the dependent variables viz., job perception, job performance and job satisfaction were worked out and are presented in Tables 28, 29 and 30.

Table 28. Inter-correlation among the dependent variables (Department of Agriculture)

	Job perception	Job performance
Job performance	0.4849*	1.0000
Job satisfaction	0.3118*	0.3148*

\* Significant at 5% level of significance

From the table, it is noted that there was positive and significant relation between job perception and job performance, job perception and job satisfaction and also

between job performance and job satisfaction. Thus there existed a significant and positive inter-relationship among all the dependent variables in the case of the Department of Agriculture.

Table 29. Inter-correlation among the dependent variables (Banks)

	Job perception	Job performance
Job performance	0.6644*	1.0000
Job satisfaction	0.5279*	0.5638*

\* Significant at 5% level of significance

From the Table 29, it is noted that there was significant positive relation between job perception and job performance, job perception and job satisfaction and also between job performance and job satisfaction. Thus there existed a significant positive inter-relationship among all the dependent variables, in case of Banks.

Table 30. Inter-correlation among dependent variables (Agricultural University)

	Job perception	Job performance
Job performance	0.6139*	1.0000
Job satisfaction	0.1626	0.3989

From the Table 30, it was noted that job perception was having a significant positive relationship with job performance. The relationship of job satisfaction with job performance and job perception was also positive, even though not significant. Thus there was positive relationship among all the dependent variables in case of the Agricultural University.

In general, job satisfaction, job performance and job perception were related positively among themselves.

## 2. Inter-relationship among independent variables

From Tables 8a, 8b, 8c, 11, 12 and 13, the inter-relationship among independent variables can be summarised as follows:

Age was having a significant relationship with job involvement in case of the Bank and Agricultural University personnel. But age was not significantly related to any other independent variables. It was also revealed that sex, educational level and rural-urban background had no significant relationship with any other independent variables in case of the three avenues of employment. Experience and training undergone had no significant relationship in case of the Departmental personnels. Experience was significantly and positively related to the number of trainings

undergone and had a significant negative relationship with achievement motivation, in case of the banking personnel. For them, the number of trainings had a significant negative relationship with level of aspiration and achievement motivation. In case of the Agricultural University personnel, experience was positively and significantly related to the trainings undergone and achievement motivation. Also the trainings undergone by them had a significant positive relation with level of aspiration.

The positive and significant relationship of each job-related independent variable with other job-related independent variables are given below:

Variables	Department	Banks	Agricultural University
Level of Aspiration	Job security	Job security	
	Job environment	Job esteem	
	Job attitude	Job environment	
	Job motivation	Job attitude Job relationship Job motivation	Nil
Achievement motivation	Job involvement	Job involvement Job security	Job involvement



Job involvement	Job attitude Achievement motivation	Job attitude Achievement motivation Job esteem	Achievement motivation
Job security	Level of Aspiration Job esteem Job environ- ment Job attitude Job super- vision Job motiva- tion	Level of Aspiration Achievement motivation Job esteem Job environment Job attitude Job supervision Job relationship Job motivation	Nil
Job esteem	Job environ- ment Job attitude Job motiva- tion Job security	Level of Aspira- tion Job involvement Job security Job environment Job attitude Job supervision Job relationship Job motivation	Job atti- tude Job motiva- tion
Job environ- ment	Level of Aspiration Job security Job esteem Job attitude Job motivation	Level of Aspi- ration Job security Job esteem Job attitude Job supervision Job relationship Job motivation	Nil

Job attitude	Level of Aspiration Job involvement Job security Job esteem Job environment Job motivation	Level of Aspiration Job involvement Job security Job esteem Job environment Job supervision Job relationship Job motivation	Job esteem Job relationship Job motivation
Job supervision	Job security Job motivation	Job security Job esteem Job environment Job attitude Job relationship Job motivation	Nil
Job relationship	Nil	Level of Aspiration Job security Job esteem Job environment Job attitude Job motivation	Job attitude
Job motivation	Level of Aspiration Job security Job esteem Job environment Job attitude Job supervision	Level of Aspiration Job security Job esteem Job environment Job attitude Job supervision Job relationship	Job esteem Job attitude

---

It could be seen from the above results that three variables viz., job security, job attitude and job motivation could establish inter-relationship with maximum number (six) of other variables followed by job environment in the case of Department of Agriculture.

For Banks, three variables viz., job security, job esteem and job attitude could establish inter-relationship with maximum number (eight) of other independent variables followed by job environment and job motivation.

For Agricultural University, only one factor viz., job attitude could establish inter-relationship with maximum number (three) of other independent variables followed by job esteem and job motivation.

When considering the three avenues together, job attitude could establish inter-relationship with maximum number of other independent variables followed by job motivation.

#### VII. Direct and indirect effects of factors contributing to job satisfaction - Results of Path Analysis

Path analysis was done to find out the direct and indirect effects of the variables contributing to job satisfaction. Twelve variables were selected for path analysis.

### A. Department of Agriculture

From Table 31, the correlation between job satisfaction and  $X_{10}$  (Job motivation) was significant and equal to 0.5102, its direct effect was 0.4248 i.e., 83% of this correlation was contributed by the direct effect of  $X_{10}$ . The remaining 17% is due to its positive indirect effects viz.,  $X_2$ ,  $X_4$ ,  $X_6$ ,  $X_8$ ,  $X_9$  and  $X_{11}$  (0.2296) and negative indirect effects were remaining (0.1442). The maximum positive indirect effect was through  $X_8$  (Job supervision), 0.1043.

The correlation between  $X_8$  and job satisfaction was 0.4440 which is significant, where its direct effect was 0.3273. With this correlation is enhanced by the indirect effects especially through  $X_{10}$  (0.1354). This factor positively and indirectly contributed through  $X_2$ ,  $X_4$ ,  $X_6$ ,  $X_9$ ,  $X_{10}$  and  $X_{11}$  (0.1890) and negatively and indirectly contributed through  $X_1$ ,  $X_3$ ,  $X_5$ ,  $X_7$  and  $X_{12}$  (0.0723).

Correlation between  $X_{12}$  (job performance) and job satisfaction was 0.3148 of which 63% was its direct contribution (0.1977). Remaining 17% was its indirect contribution positively through  $X_3$ ,  $X_4$ ,  $X_6$ ,  $X_9$ ,  $X_{10}$  and  $X_{11}$  (0.2180) and negatively through  $X_1$ ,  $X_2$ ,  $X_5$ ,  $X_7$  and  $X_8$  (0.1009).

The correlation between  $X_{11}$  (job perception) and job satisfaction was 0.3118 which was significant. But the

Table 31 Direct & Indirect effects of factors contributing to Job atisfaction (Department of Agriculture)

X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	r
-0 00972	0 00111	0 01746	0 04739	-0 01745	0 00585	-0 06817	0 04193	0 00410	0 16185	0 02853	0 04511	0 2581
0 00125	-0 00867	0 06090	0 02277	-0 00913	0 00403	-0 02814	-0 07217	-0 00078	0 00624	0 00409	0 02649	-0 0056
-0 00086	-0 00267	<u>0 19779</u>	0 00799	-0 01016	0 00450	-0 06430	-0 06579	0 00276	-0 00726	-0 00489	0 02459	0 0817
0 00437	-0 00187	0 01499	<u>0 10543</u>	-0 03673	0 00952	-0 09717	0 10074	0 00579	0 22778	0 03312	0 07787	0 4351*
0 00240	-0 00112	0 02848	0 05486	-0 07058	0 00718	-0 11848	0 03352	0 00491	0 22255	0 02533	0 07686	0 2611
-0 00279	-0 00172	0 04375	0 04928	0 02489	<u>0 02036</u>	-0 10342	0 05885	0 00382	0 23423	0 02049	0 03835	0 3363*
-0 00291	0 00107	0 05592	0 04504	-0 03677	0 00926	-0 22746	0 01519	0 00656	0 18700	0 00819	0 04136	0 1003
-0 00124	0 00191	-0 03976	0 03245	-0 00723	0 00366	-0 01055	<u>0 32731</u>	0 00228	0 13543	0 01331	-0 01356	0 4440*
-0 00146	0 00025	0 02002	0 02241	-0 01270	0 00285	-0 05477	0 02740	<u>0 02725</u>	0 03942	0 04358	0 05937	0 1736
0 00370	0 00013	-0 00338	0 05653	-0 03698	0 01123	-0 10013	0 10434	0 00253	<u>0 42480</u>	0 01654	0 03829	0 5102*
0 00234	-0 00030	-0 00817	0 02949	-0 01510	0 00352	-0 01574	0 03679	0 01003	0 05934	<u>0 11841</u>	0 09586	0 3118*
0 00227	-0 00116	0 02461	0 04153	-0 02744	0 00395	-0 04758	-0 02245	0 00818	0 08228	0 05742	<u>0 19769</u>	0 3148*

Residue 0 713361

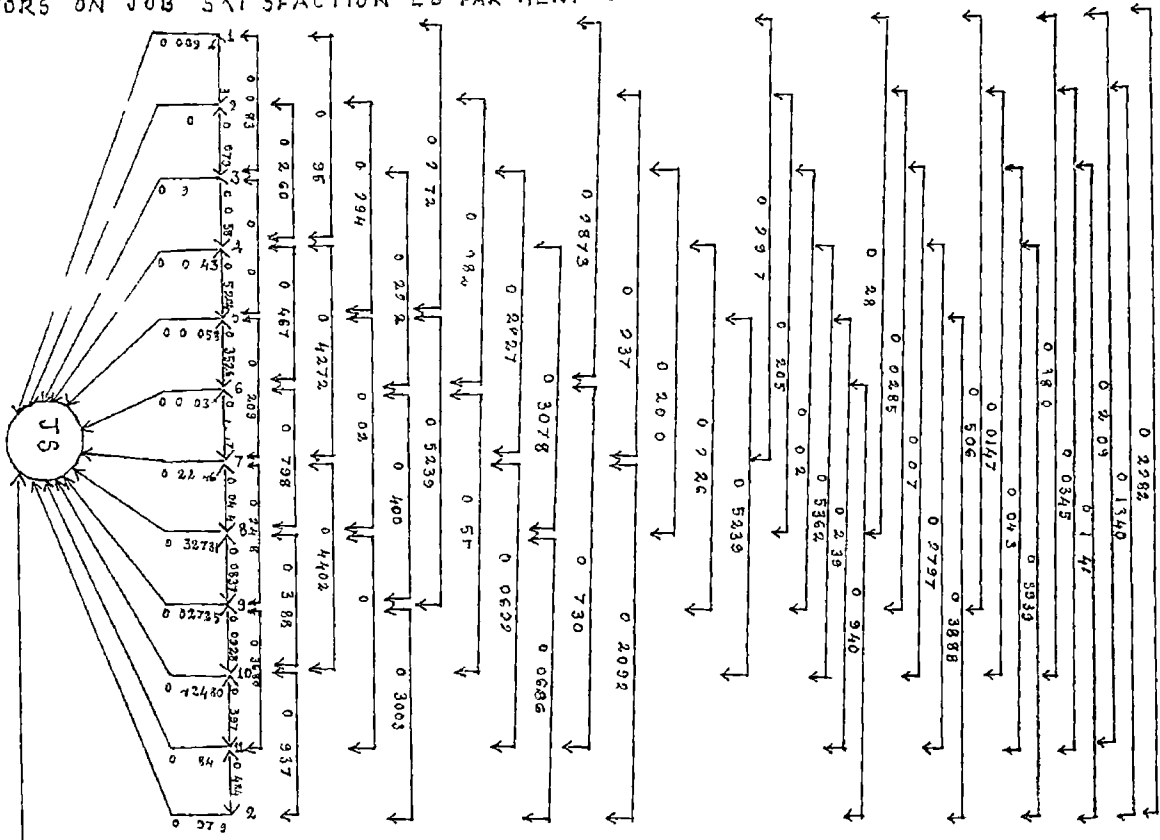
X<sub>1</sub> - Level of Aspiration  
X<sub>2</sub> - Achievement Motivation

X<sub>3</sub> - Job Involvement  
X<sub>4</sub> - Job Security  
X<sub>5</sub> - Job Esteem  
X<sub>6</sub> - Job Environment

X<sub>7</sub> - Job Attitude  
X<sub>8</sub> - Job Supervision  
X<sub>9</sub> - Job Relationship  
X<sub>10</sub> - Job Motivation

X<sub>11</sub> - Job Perception  
X<sub>12</sub> - Job Performance

Fig PART I DIAGRAM SHOWING THE DIRECT AND INDIRECT EFFECTS OF JOB RELATED FACTORS ON JOB SATISFACTION [DEPENDENT VARIABLE]



R total effect  
0.734

TS JOB SATISFACTION

- |                          |                   |                    |
|--------------------------|-------------------|--------------------|
| 1 Level of Aspiration    | 5 Job Esteem      | 9 Job Relationship |
| 2 Achievement Motivation | 6 Job Environment | 10 Job Motivation  |
| 3 Job Involvement        | 7 Job Attitude    | 11 Job Perception  |
| 4 Job Security           | 8 Job Supervision | 12 Job Performance |

direct effect was only about 38% of this correlation. The indirect effects added up for this correlation positively through  $X_4$ ,  $X_6$ ,  $X_8$ ,  $X_9$ ,  $X_{10}$  and  $X_{12}$  (0.2350) and negatively through  $X_1$ ,  $X_2$ ,  $X_3$ ,  $X_5$  and  $X_7$  (0.0417).

The correlation between  $X_4$  (Job security) and job satisfaction was significant and equal to 0.4351 and its direct effect was 0.1054. The positive (0.4698) and negative (0.1401) indirect effects along with the direct effect was responsible for this correlation.

The correlation between  $X_6$  (Job environment) and job satisfaction was significant and equal to 0.3363, but its direct effect was very very small, contributing only about 6% of this correlation. So this correlation is due to its indirect effects viz., other factors through  $X_{10}$  (Job motivation).

The correlations of other factors with job satisfaction were not significant. The direct contribution of all these factors accounted only 29%, as evidenced from the value of residual factor 0.71.

#### B. Banks

All the factors except  $X_2$  (Achievement motivation) and  $X_3$  (Job involvement) were found to be significantly correlated with job satisfaction.

Table 32 Direct & Indirect effects of factors contributing to Job Satisfaction (Ban) s)

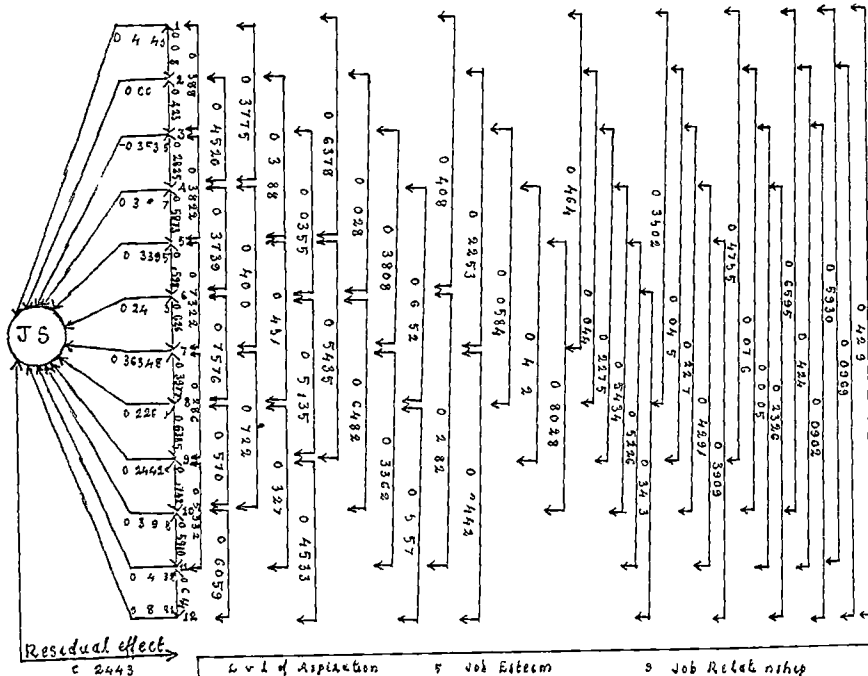
X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	r
<u>0 14543</u>	-0 00003	0 04902	0 12067	-0 08543	0 09877	0 16869	-0 07932	0 11615	0 21044	-0 08443	0 07717	0 6391*
0 00172	<u>-0 00217</u>	-0 14942	0 14449	-0 04672	-0 02488	0 08189	-0 02365	-0 01160	0 02285	0 02027	-0 01772	-0 0455
0 02019	-0 00092	<u>-0 35315</u>	0 09031	-0 05120	-0 00859	0 13841	-0 01323	0 05557	0 07074	-0 01004	-0 01650	-0 0784
0 05490	-0 00098	-0 09976	<u>0 31967</u>	-0 07867	0 09050	0 14575	-0 14615	0 10045	0 17339	-0 06114	0 04255	0 5405*
0 09276	-0 00076	-0 13497	0 18774	<u>-0 13395</u>	0 11129	0 26614	-0 10286	0 13276	0 25616	-0 07441	0 07150	0 6714*
0 05935	0 00022	0 01254	0 11952	-0 06159	<u>0 4203</u>	0 22779	-0 17161	0 13614	0 20683	-0 03105	0 06352	0 8037*
0 06750	-0 00049	0 13448	0 12819	-0 09808	0 15168	<u>0 36348</u>	-0 09008	0 06989	0 23060	-0 04787	0 04467	0 6850*
0 05093	0 00023	-0 02062	0 20625	-0 06083	0 18336	0 14456	<u>-0 22651</u>	0 15597	0 18191	-0 04662	0 09433	0 6625*
0 06915	0 00010	-0 08034	0 13145	-0 07280	0 13488	0 10399	-0 14463	<u>0 24428</u>	0 18322	-0 07592	0 08291	0 5763*
0 09591	-0 00016	-0 07829	0 17371	-0 10753	0 15689	0 26269	-0 12914	0 14026	<u>0 31908</u>	-0 08415	0 11083	0 8601*
0 08624	-0 00031	-0 02490	0 13726	-0 07000	0 05279	0 12220	-0 07416	0 13025	0 18858	<u>-0 14238</u>	0 12153	0 5279*
0 06136	0 00021	0 03185	0 07435	-0 05236	0 08406	0 08876	-0 11681	0 11073	0 19333	0 09460	<u>0 18291</u>	0 5638*

Residue = 0 2443033

X <sub>1</sub> Level of Aspiration	X <sub>4</sub> - Job Security	X <sub>7</sub> Job Attitude	X <sub>10</sub> - Job Motivation
X <sub>2</sub> Achievement Motivation	X <sub>5</sub> - Job Esteem	X <sub>8</sub> - Job Supervision	X <sub>11</sub> Job Perception
X <sub>3</sub> Job Involvement	X <sub>6</sub> - Job Environment	X <sub>9</sub> - Job Relationship	X <sub>12</sub> Job Performance



Fig. 1 PATII D. DIAGRAM SHOWING THE DIRECT AND INDIRECT EFFECTS OF JOB-RELATED FACTORS ON JOB SATISFACTION [BANKS]



JS JOB SATISFACTION

1	Level of Aspiration	5	Job Esteem	9	Job Relationship
2	Achievement Motivation	6	Job Environment	10	Job Motivation
3	Job Involvement	7	Job Attitude	11	Job Perception
4	Job Security	8	Job Supervision	12	Job Performance

The correlation between  $X_1$  (level of aspiration) and job satisfaction was significant and its direct effect was 0.1454, i.e., only about 23%. The positive indirect effects through  $X_4$ ,  $X_6$ ,  $X_7$ ,  $X_9$ ,  $X_{10}$  and  $X_{12}$  (0.7919) and negative indirect effects through  $X_2$ ,  $X_3$ ,  $X_5$ ,  $X_8$  and  $X_{11}$  (0.2982). The maximum positive indirect effect was through  $X_{10}$  (Job motivation).

The direct effect of  $X_2$  (Achievement motivation) on job satisfaction was negligible and this correlation was also very small, while the direct effect of  $X_3$  (Job involvement) was -0.3532. The other factors indirectly masked its direct effect resulting in a very small correlation.

The correlation between  $X_4$  (Job security) and job satisfaction was 0.3405 and its direct effect was 0.3197, its positive indirect influence through  $X_1$ ,  $X_6$ ,  $X_7$ ,  $X_9$ ,  $X_{10}$  and  $X_{12}$  was 0.6075 and negative indirect contribution, 0.3867.

The correlation between  $X_5$  (Job esteem) and job satisfaction was positive and significant (0.6714) and its direct effect was negative (-0.1340). So this correlation is the result of its indirect contribution via.,  $X_4$ ,  $X_7$  and  $X_{10}$ . The total positive and negative indirect effects were respectively 1.1184 and -0.3130.



The correlation between  $X_6$  (Job environment) and job satisfaction was highly significant and positive (0.8037), while its direct effect contributed only about 30% of this correlation (0.2420). The enhanced correlation is mainly through its positive indirect effects via.,  $X_7$  and  $X_{10}$ . The total positive and negative indirect contributions were respectively 0.8259 and -0.2640.

The direct effect of  $X_7$  (Job attitude) was 0.3635 while its correlation with job satisfaction was 0.6850. The sum total effects of other factors influencing  $X_7$  indirectly helped to increase the correlation from 0.3635 to 0.6850. The positive and negative indirect contributions were 0.6925 and -0.3710 respectively.

Significant positive correlation was observed between  $X_8$  (Job supervision) and job satisfaction (0.6625) while its direct effect was negative accounting -0.2265. The positive indirect effects were responsible for this correlation, especially,  $X_6$ ,  $X_7$ ,  $X_9$  and  $X_{10}$ . Total positive and negative contributions were 1.0173 and -0.1283 respectively.

The correlation between  $X_9$  (Job Relationship) and job satisfaction was positive and significant (0.5763). Its direct effect was 0.2442 i.e., 42% of its correlation was contributed by direct effect of  $X_9$ . The total positive and negative contributions were 0.7057 and -0.3737.

The correlation between  $X_{10}$  (Job motivation) and job satisfaction was positive and significant (0.8601). The direct contribution of it was only 37% and is equal to 0.3139. The total positive and negative indirect effects were 0.9403 and -0.3993 respectively.

The direct effect of  $X_{11}$  (Job perception) was negative and small (-0.1424) while its correlation was positive and high. The positive indirect contribution of  $X_7$ ,  $X_4$ ,  $X_8$ ,  $X_7$ ,  $X_9$ ,  $X_{10}$  and  $X_{12}$  (0.8212) and negative indirect effect (-0.1694) were the remaining factors responsible for this correlation.

The correlation between  $X_{12}$  (Job performance) and job satisfaction was 0.5638. The direct effect of this was positive, but very low, i.e., 0.1829. The positive indirect effect of those factors lead to this positive significant correlation. The positive and negative indirect effects were 0.6447 and -0.2637 respectively.

The factors together contributed 76% directly to job satisfaction.

### C. Agricultural University

Out of the 13 variables selected only three factors were found to be significantly correlated with job satisfaction. These factors were  $X_5$  (Job esteem),  $X_7$  (Job attitude) and  $X_{10}$  (Job motivation).

Table 33 Direct & Indirect effects of factors contributing to Job Satisfaction (Agricultural University)

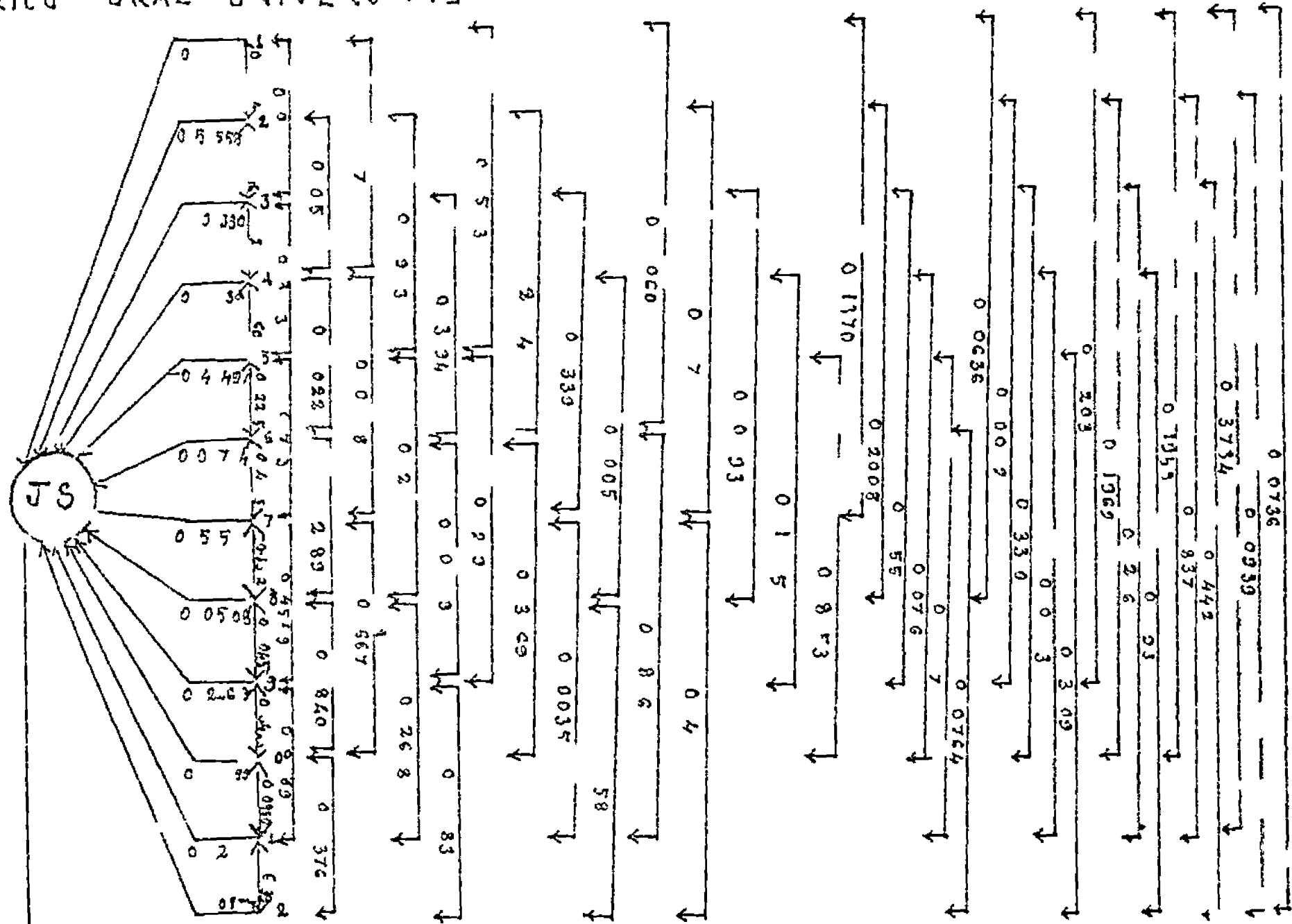
$X_1$	$X_2$	$X_3$	$X_4$	$X_5$	$X_6$	$X_7$	$X_8$	$X_9$	$X_{10}$	$X_{11}$	$X_{12}$	$r$
<u>-0 46669</u>	0 24312	-0 00116	0 03018	-0 06318	0 00322	0 07060	-0 00325	0 02720	0 16153	-0 04746	0 00647	-0 0394
-0 19713	<u>0 57558</u>	-0 04359	-0 00927	-0 07997	-0 00193	-0 06050	-0 01025	-0 00050	0 16186	-0 02335	-0 00825	-0 3027
-0 00737	0 34224	<u>0 07330</u>	-0 03670	-0 16023	-0 00254	0 06901	-0 00507	-0 05778	0 27307	0 03001	-0 03885	0 3325
-0 08218	-0 03114	0 01569	<u>0 17139</u>	-0 06568	0 00081	0 05040	0 00028	0 03109	0 05907	0 00563	-0 01697	0 1384
-0 07201	0 11241	-0 02868	0 02749	-0 40947	0 00181	0 36781	-0 01404	-0 04968	0 67262	0 02005	-0 02820	0 6001*
0 18948	-0 14010	0 02341	0 01752	-0 09356	<u>0 00794</u>	0 20640	0 01118	-0 01762	0 29444	-0 02385	0 00671	0 1030
-0 06394	-0 06757	-0 00982	0 01676	0 29224	0 00318	<u>0 1536</u>	-0 0072	-0 10287	0 55068	0 00044	-0 03888	0 5034*
0 02968	0 11558	0 00728	0 00093	0 11265	0 00174	-0 07792	<u>0 05105</u>	-0 04624	-0 15180	0 03404	-0 01392	-0 1681
0 05614	0 00127	-0 01873	0 02357	-0 08996	0 00062	0 23444	0 01044	<u>-0 22613</u>	0 9817	-0 00113	0 02446	0 2071
0 09138	0 11293	-0 02426	0 01227	-0 33384	0 00283	0 34400	-0 00939	-0 07899	<u>0 82499</u>	0 01220	-0 02967	0 7417*
0 17426	-0 10573	0 01731	0 00759	-0 06457	-0 00149	0 00180	0 01367	0 00201	0 07920	<u>0 12711</u>	-0 05395	0 1626
0 03435	0 05405	-0 03241	0 03310	-13140	-0 00061	0 22799	0 00809	-0 06293	0 27852	0 07803	<u>-0 08788</u>	0 3989

Residue = 0 5014116

- $X_1$  - Level of Aspiration
- $X_2$  - Achievement Motivation
- $X_3$  - Job Involvement
- $X_4$  - Job Security
- $X_5$  - Job Esteem
- $X_6$  - Job Environment
- $X_7$  - Job Attitude
- $X_8$  - Job Supervision

- $X_9$  - Job Relationship
- $X_{10}$  - Job Motivation
- $X_{11}$  - Job Perception
- $X_{12}$  - Job Performance

Fig 10/ DIAGRAM SHOWING THE DIRECT AND INDIRECT EFFECTS OF JOB RELATED FACTORS ON JOB SATISFACTION [AGRICULTURAL UNIVERSITY]



Rest effect 0.4

JS JOB SATIS C 04

- |   |                       |   |                 |    |                 |
|---|-----------------------|---|-----------------|----|-----------------|
| 1 | Level of Satisfaction | 5 | Job Esteem      | 9  | Job Motivation  |
| 2 | Job Involvement       | 6 | Job Environment | 10 | Job Motivation  |
| 3 | Job Involvement       | 7 | Job Autonomy    | 11 | Job Perception  |
| 4 | Job Security          | 8 | Job Supervision | 12 | Job Performance |

The correlation between  $X_{10}$  (Job motivation) and job satisfaction was significant and equal to 0.7417, the direct effect of which was the highest (0.82499) and even greater than the correlation value. The indirect positive effects through  $X_2$ ,  $X_4$ ,  $X_6$ ,  $X_7$  and  $X_{11}$  (0.48423) enhanced the correlation while its negative indirect effects (0.56753) reduced the correlation from 0.82499 to 0.7417. The maximum positive indirect effect was through  $X_7$  (0.3440) and maximum negative indirect effect was through  $X_5$  (Job esteem), -0.3338.

Correlation between  $X_7$  (Job attitude) and job satisfaction was positive and significant (0.5034), the direct effect of which was 0.5154. The direct effect of the correlation is more than the total correlation. Its positive indirect effect through  $X_{10}$  (Job motivation) was even greater than the direct effect and total effect. The indirect positive effects through  $X_4$ ,  $X_6$ ,  $X_{10}$  and  $X_{11}$  (0.5711) added up the correlation, while its negative indirect effects through  $X_1$ ,  $X_2$ ,  $X_3$ ,  $X_5$ ,  $X_8$ ,  $X_9$  and  $X_{12}$  (0.58304) reduced that correlation between  $X_5$  (Job esteem) and job satisfaction was found to be positive and significant, while its direct effect was highly negative (-0.4095). But its indirect positive effect through  $X_{10}$  (Job motivation) was even greater (0.6726) than the total correlation. The indirect positive effects through  $X_2$ ,  $X_4$ ,  $X_6$ ,  $X_7$ ,  $X_{10}$  and  $X_{11}$  (1.2022) enhanced the correlation,

while this effect was reduced by the indirect negative effects through  $X_1$ ,  $X_3$ ,  $X_5$ ,  $X_8$ ,  $X_9$  and  $X_{12}$  (0.1926).

The direct effect of  $X_2$  (Achievement motivation) on job satisfaction was high (0.5756) even though its correlation with job satisfaction was very low (0.3027). The positive and negative indirect effects were 0.16186 and -0.4347 respectively.

The correlations of other factors with job satisfaction were not significant. The direct contribution of all these factors, accounted only 50%, as evidenced from the residual factor 0.50.

To conclude, the most important factor which contributed much to job satisfaction, both directly and indirectly is job motivation for the three categories. The contribution of job attitude to job satisfaction was also high, except for the Departmental personnel. But the direct and indirect contributions of job esteem to job satisfaction were negative for all the three avenues of employment.



# **DISCUSSION**

## **CHAPTER V**

### **DISCUSSION**

The results have been discussed comparing the three categories of personnel with regard to their perception, performance and satisfaction pertaining to their job. This chapter discusses on the three categories of respondents namely the agricultural graduates of the Department of Agriculture, followed by the Agricultural graduates employed in Banks and Agricultural University. The discussion is presented under the following heads.

- I. Perception and performance of agricultural graduates working in the three avenues of employment**
  - II. Job satisfaction of agricultural graduates working in the three avenues of employment**
  - III. Comparison of job-related factors between the three avenues of employment**
  - IV. Inter-relationship between Job Perception, Job Performance and Job Satisfaction (Dependent variables)**
  - V. Inter-relationship among independent variables**
- I. Perception and performance of agricultural graduates working in the three avenues of employment**

The response of the agricultural graduates interviewed by the student revealed that about half of the agricultural

graduates working in the three avenues of employment both perceived and performed their duties on the job at a higher order. This might be due to the technical content of the job. Of the three groups the agricultural graduates of the commercial banks evidenced highest degree of perception and performance on the job (Tables 1 and 3).

Accordingly in Tables 2 and 4 the personnels in the Banks and Agricultural University evidenced a significant difference in the level of both perception and performance in the six areas of their job. It is seen that planning with monitoring and evaluation has been considered more by the banking personnel, whereas the Agricultural University personnel evidenced significant difference in planning and execution as well as the supervisory process in their job.

The above results show the importance of working by the banking personnel with the farmers on a project basis, whereas the Departmental and University personnel works more on a programme implementation process with target orientation.

Siddaramaiah and Cowda (1987) reported that 53.33 per cent of the extension guides in Karnataka belonged to high job perception category. The mean job perception scores were highest in the area of planning of the extension programmes, followed by maintenance of reports, educating

clientele group and co-ordination. They have also reported that 50 per cent of the extension guides of Karnataka belonged to high job performance category. The job performance scores were highest in the area of maintenance of reports, followed by co-ordination, planning, and educating the clientele group.

As per Tables 8a, 8b and 8c there was no significant difference in perception and performance amongst the agricultural graduates in the three avenues of employment viz., Department of Agriculture, Banks and Agricultural University in terms of age, sex, educational level and rural-urban background. Such a result focusses on the nature of selection of the personnel in the Agricultural Institutions on a competitive basis irrespective of sex and experience. The homogeneity of the age factor is quite natural at the entry to the technical education programme. But Somasunderan (1988) reported that older the age more was the perception of roles as A.Os.

The non-significance between age and job performance was supported by Sarang (1970), Kolte (1972), Perumal (1975), Dviedl (1980) and Prasad (1982).

From Tables 11, 12 and 13 it is seen that level of aspiration of the banking personnel is having a positive and significant relationship to their job perception.

Similarly, job security and job relationship is having a positive and significant relationship to their job perception in case of the Departmental and Bank personnel. Further, there was a positive and significant relationship between job esteem and job motivation with job perception of banking personnel.

With regard to job performance, it is seen that job performance is having a positive and significant relationship with level of aspiration for the banking personnel. Further, job security is having a positive and significant relationship with job performance of the Departmental personnel. Job relationship and Job esteem are positively and significantly related to the performance of Departmental and Banking personnel. Also, job supervision and motivation were having positive significant relationship to the performance of the banking personnel.

Both job relationship and job security had been perceived by the personnel of the Department of Agricultural graduates enter both the avenues of the employment with a purpose to continue. More or less the security of the job is the same both in the Department of Agriculture as well as in banks. Similarly, the high job esteem and motivation of the bank personnel looks to be more economical in nature in terms of benefits received by the bank personnel. The job

esteem may also relate to the recognition gained by them from the banking community.

Both the Departmental and Bank personnel perceived and performed activities pertaining to job relationship. It is interesting to note that the bank personnel though perceived their level of aspiration low, seems to involve in the activities pertaining to level of aspiration being performed by them. This might be due to the different avenues of activities in serving the farming community. The banking personnel seems to give due importance in supervisory performance and got motivated by themselves, leading to better performance.

From the study non-relationship was evidence in the perception and performance with achievement motivation, job involvement, job attitude and job environment of the agricultural graduates in the three avenues of employment. This might be due to the strict confinement to the set of activities presented to each avenue of employment, which in turn orients the job to the personnel irrespective of their attitude, environment and their achievement motivation. The non-significance in the relationship between job involvement and job performance was supported by Singh and Patiraj (1988). Janardhan (1979) supported the non-significant relationship between achievement motivation and job performance.

## II. Job satisfaction of Agricultural Graduates working in the three avenues of employment

It is seen from Table 5 that the agricultural graduates working in banks felt higher satisfaction in their job, followed by the agricultural graduates in the University and Department of Agriculture respectively. Statistically it is seen in Table 6 that this result has no validity due to a non-significant value in terms of difference being achieved between the three avenue of employment. Such a result at times evidences non-comparability between the three categories in terms of job satisfaction. The survey revealed responses of job satisfaction in extremes within the Department of Agriculture.

In Table 8a, it is seen that the respondents with different ages varied in terms of job satisfaction in case of the Agricultural University personnel. Proise (1983), Janash and Siddaramaiah and Gowda (1987) reported a significant relationship between age and job satisfaction. Mottaz (1987) reported an indirect positive effect of age on work satisfaction through its relationship to work rewards and values. But Singh and Shrestha (1973) and Dakhor and Bhilgaonkar reported an inverse significant relationship between age and job satisfaction. Sinha (1973) and Usha and Schal (1983) reported a non-significance between age and

job satisfaction. The above result might be due to the difference in their job involvement as indicated in the same table. Whereas, job satisfaction has not evidenced any relationship with either age, sex or educational level by those in the Department of Agriculture. But at the same time the age of the banking personnel evidenced significant difference in their job involvement as per Table 8b, with low job satisfaction. The above results may be due to the nature of specialization of the job of the personnel of Agricultural University and Banks.

From Tables 11, 12 and 13, the relationship between job satisfaction and job motivation was found to be positive and significant among the personnel of the three avenues of employment. Singh and Patiraj (1988) reported a positive relationship between intrinsic motivation and job satisfaction. The result interprets that each avenue of employment has its own avenues and levels of motivation. The results is quite true to the nature of activities under the three avenues of employment.

Significant difference has been noticed in the job satisfaction of the Bank and Departmental personnel with regard to job security, job environment and job supervision. The result is quite evident as the environment, security and the supervisory process is found to be quite different



in the three avenues of employment. At the same time, the job esteem and job attitude was found to be significantly different in resulting to job satisfaction of the banking and Agricultural University personnel. This again is due to the difference in the nature of activities of the agricultural graduates in the Banks and Agricultural University. Incidentally the graduates of the Banks alone achieves job satisfaction with a significant difference in their level of aspiration and job relationship. This might be due to the cadre promotion and promotion through tests wherein the agricultural graduates' satisfaction is related to their level of aspiration.

Several supporting studies could be seen regarding these findings. Singh and Shrestha (1973) reported job security as the most potent factor in determining the job satisfaction of Junior Technical Assistants in Nepal. Sarker and Patnaik (1967) found that congenial work atmosphere was somewhat important in determining job satisfaction. Dakhore and Bhilegaonkar (1987) reported a positive and significant relationship of job attitude and guidance and supervision with job satisfaction. Adler (1980) revealed that the interaction between Satisfaction-Dissatisfaction and self-esteem was significant.

Both achievement motivation and job involvement were the factors found to be non-significant in terms of job

satisfaction of the three categories of respondents. But Siddaramaiah and Gowda (1987) reported a significant relationship of achievement motivation with job satisfaction.

### III. Comparison of job-related factors between the three avenues of employment

As per Table 6, thirteen job-related factors have been tested for of which five factors namely job performance, job involvement, job security, job environment and job supervision differed in their perception significantly between the personnel of the Department of Agriculture, Banks and Agricultural University. Among the job-related factors these factors were found to be most important to be considered by the three agencies for achievement of job satisfaction by their employees.

### IV. Inter-relationship between Job Perception, Job Performance and Job Satisfaction (Dependent variables)

Discussions on the dependent variables from Tables 28, 29 and 30, it is seen that significant difference was observed between job perception and job performance among all the three categories of respondents, whereas difference existed between Job Satisfaction and Job Perception and performance in the case of agricultural graduates of both the Department of Agriculture and Banks. The reason shall be assigned to the target-orientation in the jobs performed

by all the three categories. The difference in the levels of job satisfaction of the agricultural graduates in the Department of Agriculture and Banks in terms of their job perception and performance shall be assigned to the reason of having different natures of activity as well as different measures of evaluation in terms of job achievement. Petty et al. (1984) reported that when satisfaction was high, performance also was high. Perumal and Rai (1978) reported a non-relationship between job satisfaction and job performance.

#### V. Inter-relationship among independent variables

Amongst the University personnel no relationship was found to exist between their level of aspiration, job security, job environment and job supervision and the other independent variables. In the case of agricultural graduates employed in Banks, the results revealed their positive relationship with almost all other job-related characteristics. In the case of the Departmental personnel except in the case of job relationship, relationship has been mediocre between a majority of the factors pertaining to the remaining independent job characteristics.

The above result may be again due to the different nature of job activities and avenues of promotions in the

three job categories. More or less there is a definite system of target-oriented monitoring and evaluation programs in the banking system as compared to other two avenues of employment.

# **SUMMARY**

## CHAPTER VI

### SUMMARY

The study was undertaken to investigate the job satisfaction of agricultural graduates engaged in selected avenues of employment viz., Department of Agriculture, Banks and Agricultural University Institutions in Alleppey District.

The specific objectives of this study were:

1. To analyse the nature of work performed by agricultural graduates under selected avenues of employment.
2. To analyse the job perception of agricultural graduates working in such selected avenues.
3. To assess the extent of job performance of the agricultural graduates.
4. To study the relative job satisfaction of agricultural graduates engaged in selected avenues of employment.
5. To study the relationship between job satisfaction and their personal, socio-psychological and situational characteristics.

Three groups of respondents, 60 from the Department of Agriculture, 30 from Banks and 20 from the Institutions of the Kerala Agricultural University situated in Alleppey

District were selected for the study. The total number of respondents thus was 110.

The data were collected through interviews with the respondents. The dependent variables selected for the study were job perception, job performance and job satisfaction. Sixteen independent variables viz., age, sex, experience, educational level, trainings undergone, rural-urban background, level of aspiration, achievement motivation, job involvement, job security, job esteem, job environment, job attitude, job supervision, job relationship and job motivation of the agricultural graduates employed in the three avenues of employment.

Statistical techniques, namely percentage analysis, simple correlation, path analysis, chi-square test, Kruskal-Wallis test and Friedman's test were used for the analysis of the data. The results of the study are summarised as follows:

1. About half of the agricultural graduates working in the three avenues of employment viz., Department of Agriculture, Banks and Institutions of the Kerala Agricultural University both perceived and performed their duties on the job at a higher order.

2. The personnel in the Banks and Agricultural University evidenced significant difference in the levels of their perception and performance in the six areas of their job namely, Planning, Execution, Financing, Administration and Supervision, Monitoring and Evaluation and Technical duties. It is seen that planning with monitoring and evaluation has been considered most by the banking personnel, whereas the Agricultural University personnel evidenced significant importance in planning and execution as well as supervisory process in their job.
3. There was no significant difference in perception and performance among the agricultural graduates in the three avenues of employment in terms of their age, sex, experience, educational level, rural-urban background and trainings undergone.
4. The level of aspiration is having a positive and significant relationship to the job perception of the banking personnel. Job security and job relationship is having a positive and significant relationship to job perception in the case of the Departmental and Bank personnel. Further a positive and significant relationship of job esteem and job motivation with perception of banking personnel was found.



5. Job performance is having a positive and significant relationship with level of aspiration for the banking personnel. Further, job security is having a positive and significant relationship with job performance of the Departmental personnel. Job relationship and job esteem were positively and significantly related to the performance of Departmental and Banking personnel. Also, job supervision and job motivation were found to have positive significant relationship to the performance of the banking personnel.
6. Non-relationship was evidenced in the perception and performance with achievement motivation, job involvement, job attitude and job environment of the agricultural graduates in the three avenues of employment.
7. The agricultural graduates working in banks felt higher satisfaction on their job, followed by the agricultural graduates in the University and Department of Agriculture respectively in their order of satisfaction.
8. The University personnel under different age categories varied in their job satisfaction. Job satisfaction has not evidenced any relationship with either age, sex or level of educational by the agricultural graduates employed in the Department of Agriculture. But at the same time age of the banking personnel evidenced significant difference in their job involvement with low satisfaction.

9. The relationship between job satisfaction and job motivation was found to be positive and significant among the personnel of the three avenues of employment. Significant difference has been noticed in the job satisfaction of the Bank and Departmental personnel with regard to their job security, job environment and job supervision. At the same time, the job esteem and job attitude was found to be significantly different in achieving job satisfaction by the banking and Agricultural personnel. Incidentally the graduates of the Banks alone achieved job satisfaction with a significant difference in their level of aspiration and job relationship. Both achievement motivation and job involvement were the factors found to be non-significant in terms of job satisfaction in the case of the three categories of respondents.
10. Amongst the thirteen job-related factors tested five factors namely, job performance, job involvement, job security, job environment and job supervision differed significantly between the personnel of the Department of Agriculture, Banks and Agricultural University.
11. Significant difference existed between job perception and job performance among all the three categories of respondents, whereas difference existed between job satisfaction and 'job perception and performance' in the case of agricultural graduates of both the Department of Agriculture

and Banks.

12. Among the University personnel no relationship was found to exist between their level of aspiration, job security, job environment and job supervision and the other independent variables, whereas in the case of agricultural graduates employed in banks revealed their significant positive relationship with almost all other job-related characteristics. In the case of the Departmental personnel except in the case of job relationship, relationship has been mediocre between a majority of the factors pertaining to the remaining independent job characteristics.
13. The most important factor which contributed much to job satisfaction both directly and indirectly is job motivation for the three categories, and the most negatively contributing factor was job esteem.

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# APPENDICES

## APPENDIX I

### Interview Schedule

#### JOB SATISFACTION OF AGRICULTURAL GRADUATES ENGAGED IN DEPARTMENT OF AGRICULTURE/BANKS/AGRICULTURAL UNIVERSITY

Name

Official address

#### PART I

Following are some of the variables which measure your job satisfaction. Please give the details, and make tick ( ) mark in appropriate places.

1. Age in completed years : ..... years
2. Sex : Male/Female
3. Experience : ..... completed years
4. Educational level : B.Sc.(Ag.)/M.Sc.(Ag.)/Ph.D.  
and above
5. Rural-Urban background : Rural/Urban
6. Trainings undergone :
  - (a) Pre-service trainings :  
(total number)
  - (b) Inservice trainings :  
(total number)

#### 7. Level of Aspiration

Here is a picture of a ladder. The top of the ladder represents the best possible life for you, the bottom the worst possible life for you and the middle neutral. After reading the following questions carefully, please select a number from the ladder and put it in brackets.

9	Top (Best possible life)
8	
7	
6	
5	Middle (Neutral)
4	
3	
2	
1	Bottom (Worst possible life)

1. Where on the ladder do you feel you personally stand at present time? (    )
2. Where on the ladder would you say you were 5 years ago? (    )
3. Where on the ladder you think you would be five years from now? (    )

**G. Achievement motivations:**

Please indicate the degree of agreement by making a tick (    ) mark against each statement in the appropriate column.

- |                         |               |
|-------------------------|---------------|
| SA - Strongly Agree     | A - Agree     |
| U - Undecided           | DA - Disagree |
| SDA - Strongly disagree |               |



Sl. No.	Statements	SA	A	U	DA	SDA
---------	------------	----	---	---	----	-----

1. One should enjoy work as much as play.
2. One should work like a slave at everything; one undertakes unless he is satisfied with a result.
3. One should succeed in his occupation even if one has been neglectful of his family.
4. One should have determination and driving ambition to achieve certain things in life even if these qualities make one unpopular.
5. Work should come first even if one cannot get rest.
6. Even when one's interests are in danger, he should concentrate on his job and forget his obligation to others.
7. One should set difficult goals for one self and try to reach them.

9. Job involvement

Please indicate your response by putting a tick mark in the appropriate column against each statement. (Alternatives as above).

Sl. No.	Statements	SA	A	U	DA	SDA
---------	------------	----	---	---	----	-----

1. I shall stay overtime to finish a job even if I am not paid for it.
2. We can measure a person pretty well by how good a job he/she does.

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Sl. No.	Statements	SA	A	U	DA	SDA
------------	------------	----	---	---	----	-----

---

3. The major satisfaction in my life comes from my job.
4. For me mornings at work really go off quickly.
5. I usually go for work a little early to get the things ready.
6. The most important things that happen to me involve my work.
7. Sometimes I keep myself awake at night, thinking ahead to the next day's work.
8. I am really a perfectionist about my work.
9. I felt depressed when I fail at something connected with my work.
10. I have other activities more important than my work.
11. The job is my breath.
12. I would keep working even if I do not get money.
13. Quite often I felt like staying at home instead of going for work.
14. To me, my work is only a small part of my life.
15. I am very much involved personally in my work.
16. I avoid taking extra duties and responsibilities in my work.
17. I used to be more ambitious about my work than I am now.

Sl. No.	Statements	SA	A	U	DA	SDA
18.	Most things in life are more important than work.					
19.	I used to care more about my work but now other things are important to me.					
20.	Sometimes, I would like to kick myself for the mistakes I make in my life.					

#### 10. Job security

Please tick mark any of the five alternatives provided against each statement to indicate your degree of agreement or disagreement (Alternatives - as above)

Sl. No.	Statements	SA	A	U	DA	SDA
1.	I am confident in my job according to service conditions.					
2.	My job is free from risks and threats.					
3.	The work group relationship in my job is healthy and predictable.					
4.	I cannot fulfil my ambitions by continuing in my job.					
5.	I am enjoying full protection through health and insurance programmes.					
6.	The pension scheme/contributory provident fund offers full protection in my life.					
7.	The fringe benefits and variable DA attached to my job is attractive.					
8.	The job I am doing is full of uncertainties.					

### 11. Job esteem

Please indicate your response by putting a tick mark in the appropriate column against each statement.

(Alternatives as above)

---

Sl. No.	Statements	SA	A	U	DA	SDA
1.	My job provides opportunities to get praise and recognition from others.					
2.	My job helps me to attain status, respect and prestige as a person.					
3.	I am enjoying full freedom and independence in my job.					
4.	The experience in my job created in me a feeling of self confidence.					
5.	My job doesn't provide opportunities for self expression.					
6.	My job helps me to utilize my abilities fully.					
7.	My job doesn't provide opportunities to develop additional capabilities/skills.					
8.	All the achievements in my life are from my job.					

---

### 12. Job environment

Please indicate to the degree of agreement or disagreement to the following statements.

(Alternatives as above)

Sl. No.	Statements	SA	A	U	DA	SDA
1.	Physical and material requisites for work are satisfactory.					
2.	The work load is so heavy.					
3.	I am not satisfied with the supply and service facilities.					
4.	I don't like my work place.					
5.	With the conveyance and other facilities available here, I cannot perform my duty well.					
6.	The external agencies near to my working place are not co-operative.					
7.	The relationship in my organization is friendly and healthy.					

### 13. Job Attitude

Please indicate your response by putting a tick mark in the appropriate column against each statement.

(Alternatives as above)

Sl. No.	Statements	SA	A	U	DA	SDA
1.	The work I am doing is comparatively more interesting than other jobs.					
2.	I would change my job in case I could get a better job.					
3.	I take my job challenging and satisfying.					
4.	My job gives me opportunities for self expression.					

Sl. No.	Statements	SA	A	U	DA	SDA
5.	I cannot utilize my technical abilities in my work.					
6.	I cannot think of any job in exchange of mine.					
7.	Most often I wish to be away from my work.					
8.	Most often I am restless due to the work overload.					
9.	I am not interested in my work since it requires a lot of field work.					
10.	Opportunities for advancement is very low in my job.					
11.	I feel pleasure in the work place due to the flexibility in my job.					
12.	The friendly and healthy work relationship makes my job more attractive.					

#### 14. Job supervision

Please check your response at appropriate place.

(Alternatives as above)

Sl. No.	Statements	SA	A	U	DA	SDA
1.	Superiors in my organization are concerned with the growth and development of junior staff.					
2.	My superiors are trying to find out the fault of the subordinates than their achievements.					

Sl. No.	Statements	SA	A	U	DA	SDA
3.	My superiors are friendly with subordinates than stressing duties and responsibilities.					
4.	Communication here is always one-way from top to bottom.					
5.	Most communications here are informal and friendly.					
6.	Most of the decisions related to my work are made without consulting subordinates/colleagues.					
7.	My superiors are helping the juniors to solve our problems related to job.					
8.	My superiors used to invite suggestions from us.					

### 15. Job relationship

Please indicate your relationship with others in your work place.

Alternatives:- VG - Very Good;

G - Good; N - Neutral; P - Poor

VP - Very poor

Sl. No.	Statements	VG	G	N	P	VP
1.	Relationship with superiors.					
2.	Relationship with peers (equals).					
3.	Relationship with subordinates.					
4.	Relationship with clientele.					

## 16. Job Motivation

Please indicate the degree of satisfaction to the following items.

VS = Very much satisfied; S = Satisfied  
N = Neutral; DS = Dissatisfied;  
VDS = Very much dissatisfied

Sl. No.	Statements	VS	S	N	DS	VDS
1.	Salary you are obtaining at present.					
2.	Opportunity to utilize technical abilities.					
3.	Opportunity for further promotions.					
4.	Opportunities for social contacts in my job.					
5.	Mental and physical comfort deriving out of my job.					
6.	Praise and recognition for good work.					
7.	Scope to prove excellence to others and myself through my job.					
8.	Service conditions relating to my job.					
9.	Provision for delegation of authority to take necessary decisions at our own level.					
10.	Responsibility invested in me.					
11.	Transfer policies of the organization.					
12.	Relationship in the work group.					



## PART II

1. This part consists of various job duties of an agricultural graduate in the Department of Agriculture/Banks/Agricultural University has to perform. The job duties have been spelled out in the form of "items of job duties".
2. Kindly go through these and check your response by putting a tick ( ) mark in the appropriate column (any one of the columns from 1 to 5 in section A) to indicate how you are perceiving (how much importance you attach to) "the items of job duties".
3. Please also check your response in any one of the columns from 6 to 10 (section B) to indicate how you are performing these duties.

DEPARTMENT OF AGRICULTURE

Perception Section A					Items of job duties	Performance Section B				
Very important	Important	Un- decided	Less important	Not at all important		Very Good	Good	Average	Poor	Very poor
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)
					<b>I. <u>Planning</u></b>					
					1. Preparing location - specific schemes for each panchayat.					
					2. Preparing calendar of operations for the year.					
					3. Helping agri. demonstrators in their planning for demonstrations and other activities.					
					4. Drawing a fortnightly schedule of visit programme to farmer's group.					
					<b>II. <u>Execution</u></b>					
					1. Implementation of schemes prepared.					
					2. Estimating the input requirements and arranging for supply through proper agencies in time.					

---

(1)	(2)	(3)	(4)	(5)
VI	I	U	LZ	NI

---

---

(6)	(7)	(8)	(9)	(10)
VG	G	A	P	VP

---

3. Distributing agricultural inputs.
4. Organizing and implementing group management operations/techniques.

### III. Financing

1. Verification and issue of drought relief fund flood relief fund and likewise.
2. Giving subsidies to the farmers.

### IV. Administration and supervision

1. Maintaining various registers.
  2. Submitting technical reports to superiors.
  3. Correspondence on official matters.
  4. Guidance and follow-up of the demonstrators in all educational activities.
  5. Inspecting agencies under qualify control.
  6. Reviewing the fortnightly schedules of visit drawn by the demonstrators.
-

---

(1)	(2)	(3)	(4)	(5)
VI	I	U	LI	HI

---

---

(6)	(7)	(8)	(9)	(10)
WG	G	A	P	VP

---

7. Verifying the daily activity diary of demonstrators on each fortnight.

#### V. Monitoring and Evaluation

1. Periodic checking of schemes implemented.
2. Conducting crop cutting experiments.
3. Communicating to superiors during monthly meeting on the progress made.

#### VI. Technical duties

1. Organizing farmer's groups and group discussions.
  2. Organizing meetings of advisory committees.
  3. Arranging meetings on agri. development programmes in villages.
  4. Organizing agri. seminars and field days.
  5. Conducting method demonstrations and result demonstrations.
-

---

(1)	(2)	(3)	(4)	(5)
VI	I	U	LI	NI

---

---

(6)	(7)	(8)	(9)	(10)
VG	G	A	P	VP

---

6. Organizing campaigns, exhibitions, conducting film shows and likewise.
  7. Giving training to Demonstrators on each fortnight.
  8. Attending fortnightly training conducted by the SDAOs/Asst. Directors.
  9. Utilising various mass media to educate the farmers.
-

## BANKS

<u>Perception</u> Section A					Items of job duties	<u>Performance</u> Section B				
Very impor- tant	Impor- tant	Unde- cided	Less impor- tant	Not at impor- tant		Very Good	Good	Average	Poor	Very poor
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)
					<u>I. Planning</u>					
					1. To assess the economic viability and technical feasibility of schemes.					
					2. To conduct survey for assessing the potentiality for agrl. devt. in the area.					
					3. To identify and formulate bankable projects.					
					<u>II. Execution</u>					
					1. Implementation of projects formulated and financed by the bank.					
					2. Implementation of Govt. sponsored programmes like IRDP, replanting of rubber and likewise.					
					3. Implementing programmes in liaison with other Devt. Depts. and agencies.					

Perception Section A					Items of job duties	Performance Section B				
Very much Impor- tant	Impor- tant	Unde- cided	Less Impor- tant	Not at all impor- tant		Very Good	Good	Ave- rage	Poor	Not per- forming
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)
					III. <u>Financing</u>					
					1. Verification and issue of utilization certificate of all loans.					
					2(a) Issue and verification of final utilisation of all loans.					
					(b) Test verification of utilization certificate.					
					3. Revival of documents.					
					4. To verify monthly returns of the bank.					
					5. To claim refinance facilities from NABARD for schematic lending.					
					6. Recovery of loans.					

Perception Section A					Items of job duties	Performance Section B				
Very much Impor- tant	Impor- tant	Unde- cided	Less Impor- tant	Not at all Impor- tant		Very Good	Good	Avera- ge	Poor	Not per- forming
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)
					<b>IV. <u>Administration supervision</u></b>					
					1. Maintenance of utilization register and basic data register.					
					2. Supervision of the work supervisors of the primary bank (for co-op. banks)					
					<b>V. <u>Monitoring &amp; Evaluation</u></b>					
					1. Conducting pre-sanction inspection.					
					2. Conducting follow-up.					
					3. Conducting post-sanction evaluation.					
					4. Conducting final evaluation studies.					
					<b>VI. <u>Technical duties</u></b>					
					1. To educate the farmers on the latest technology.					



Perception Section A					Items of job duties	Performance Section B				
Very much Import- tant	Import- tant	Unde- cided	Less Import- tant	Not at all Import- tant		Very Good	Good	Ave- rage	Poor	Not perform- ing
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)
					2. To organize seminars, symposia etc. to enlighten the farmers on latest technology.					
					3. To prepare suitable cropping patterns and implement them.					
					4. To offer farm consul- tancy services to farmers in close collaboration with the agriculture and other Depts. of Govt.					

AGRICULTURAL UNIVERSITY

<u>Perception</u> Section A					Items of job duties	<u>Performance</u> Section B				
Very Import- tant	Impor- tant	Unde- cided	Less Import- tant	Not at all import- tant		Very Good	Good	Average	Poor	Very poor
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)
					<b>I. <u>Planning</u></b>					
					1. Identification of field problems and preparation of proposals for research projects.					
					2. Planning of various extension activities to be conducted.					
					3. Preparation of course outline and practical manual.					
					4. Preparation of teaching aids.					
					<b>II. <u>Execution</u></b>					
					1. Proper implementation of the research project, recording of observations, tabulation, analysis and interpretation of results.					

---

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
VI	I	U	LI	NI	VG	G	A	P	VP

---

2. Handling classes to the students.
3. Organising and conducting training to farmers and extension workers.
4. Conducting different types of demonstrations.
5. Arranging field trips/study tours to farmers.
6. Arranging field visits and study tours to students.
7. Conducting farm trials and other extension activities.
8. Implementing lab-to-land programme, village adoption programme and other similar programmes.

### III. Financing

1. Getting the research proposal and financial estimate approved by the University or an external agency.
  2. Preparing financial estimate for various activities and getting it sanctioned.
-

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(1)	(2)	(3)	(4)	(5)
VI	I	U	LI	NI

---

(6)	(7)	(8)	(9)	(10)
VG	G	A	P	VP

---

**IV. Administration and supervision**

1. Supervising, Guiding and encouraging junior research workers.
2. Keep professional literature in the field of specialization and maintain interest in scientific subjects.
3. Communicating the research results and other technical matters to the farmers and extension workers through various media.

**V. Monitoring and Evaluation**

1. Publish the research results in the form of a report, research paper, research note, popular articles or similar publications.
  2. Monitoring and evaluation of various programmes implemented.
  3. Evaluation of the students.
  4. Getting feed back from farmers & others.
-

---

(1)	(2)	(3)	(4)	(5)
VI	I	U	LI	NI

---

(6)	(7)	(8)	(9)	(10)
VG	G	A	F	VP

---

VI. Technical Duties

1. Co-operate in research teams in which professional competence is required.
  2. Participation in scientific research meeting and presentation of results of research.
  3. Organizing and participating in agrl. seminars, field days, meles and likewise.
  4. Organizing exhibitions, campaigns, film shows and likewise.
  5. Participation in monthly workshops and other connected programmes.
  6. Undertake farm advisory service.
  7. Undertake combined visits with extension agencies for identifying field problems and suggesting remedial measures.
  8. Replying to farmer's doubts.
  9. Organizing correspondence courses and Farm School on AIR programme.
-

PART III

Cantril's Job Satisfaction Ladder

This is intended to assess your satisfaction in regard to various aspects of your job. Please look at the ladder sketched on the right side. The top of the ladder represents "maximum job satisfaction" the middle "neutral" and bottom "minimum job satisfaction". With the ladder in mind, you are required to indicate how much satisfied or dissatisfied regarding the items related to job satisfaction given below. Please write the number (such as +2 or -3) of the ladder as you may deem to be relevant to express the extent of satisfaction or dissatisfaction in respect of following items.

+5	Top
+4	Job satisfac-
+3	tion
+2	
+1	
0	Middle
-1	(Neutral)
-2	
-3	Job dis-
-4	satisfaction
-5	Bottom

---

Sl. No.	Items related to job satisfaction	Number for extent of satisfaction/dissatisfaction from ladder
---------	-----------------------------------	---

---

1. Frequent transfer of the personnel.
2. Getting correct and timely information.
3. Opportunity for further education.
4. Help and guidance from officers in performing the job.
5. Praise and recognition for good work.
6. Job security.
7. Freedom for writing and publishing articles.

Sl. No.	Items related to job satisfaction	Number for extent of satisfaction/ dissatisfaction from ladder
8.	Opportunity to participate in professional get together (Seminar, Conference etc.)	
9.	Weightage given to your views in decision-making by higher officials.	
10.	Team spirit with other officials.	
11.	Physical and material requisites for working.	
12.	Scope to prove your merit and excellence to others.	
13.	Salary according to your work.	
14.	Opportunity for promotion.	
15.	Co-operation from input agencies.	
16.	Co-operation from superiors.	
17.	" " peers (equals).	
18.	" " subordinates.	
19.	" " villagers.	
20.	Co-operation with external agencies.	
21.	Time taken by authorities for making decisions.	
22.	Supervision of your work by higher officers.	
23.	Quality, quantity and timely supply of inputs required.	
24.	Fixation of the target of your work by higher officers.	

Sl. No.	Items related to job satisfaction	Number for extent of satisfaction/dissatisfaction from ladder
25.	Conveyance and other facilities for performing official duty in field.	
26.	Method of evaluation of your work.	
27.	Clerical assistance in your job.	
28.	Recognition given to your present job in your jurisdiction.	
29.	Recognition given to your present job in your organisation.	
30.	Training given by your own organisation.	
31.	Training given by external agencies.	
32.	Agrl. planning and assistance by your higher officers in emergent situations.	



**JOB SATISFACTION OF AGRICULTURAL  
GRADUATES ENGAGED IN SELECTED AVENUES  
OF EMPLOYMENT IN ALLEPPEY DISTRICT**

By  
**S KALAVATHI**

**ABSTRACT OF A THESIS  
SUBMITTED IN PARTIAL FULFILMENT OF  
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## ABSTRACT

The study was conducted in Alleppey District with a sample of 110 Agricultural graduates working in three avenues of employment viz., Department of Agriculture (60 respondents), Banks (30 respondents) and Agricultural University (30 respondents). The data were collected through interviews with the respondents. The data were analysed by applying percentage analysis, simple correlation, path analysis, Chi-square test, Kruskal-Wallis test and Friedman's test.

The results indicated that the agricultural graduates working in banks felt higher satisfaction on their job, followed by the agricultural graduates in the University and Department of Agriculture respectively in their order of satisfaction. Their personal factors (age, sex and the like) contributed very little to job satisfaction, whereas the job-related factors (Job Motivation, Job attitude and the like) were having significant contribution to job satisfaction. Job motivation expressed maximum direct as well as indirect effects within the three avenues of employment. Most negatively contributing factor was job esteem.

Half of the agricultural graduates working in the three avenues of employment viz., Department of Agriculture, Banks and Kerala Agricultural University both perceived and

performed their duties on the job at a higher order.

The personnel in the Banks and Agricultural University evidenced significant difference in the levels of their perception and performance in the areas of their job, namely, Planning, Execution, Financing, Administration and Supervision, Monitoring and Evaluation and Technical duties. Planning with Monitoring and Evaluation was considered most by the banking personnel. The Agricultural University personnel evidenced significant importance in Planning, Execution and Supervisory process within their job. Departmental personnel perceived and performed all the areas of job duties on par.

The results also indicated a positive relationship between job perception, job performance and job satisfaction amongst the agricultural graduates in all the three avenues of employment.