

Job Satisfaction of the Agricultural Extension Experts Based on Herzberg's Bifactorial Theory: Qazvin, Iran

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Abstract: In regarding the important role of human resources development working in field of agricultural extension and education and influence of job satisfaction in improvement the quality of delivered services, the main purpose of research is study on of job satisfaction among extension experts of Qazvin agricultural organization based on Herzberg's bifactorial theory. This research is applied and non-experimental research and the methodology is correlation. Questionnaire is the main tool of the research and statistical population include 86 of extension experts of Qazvin city that studied by survey. The results showed that the job satisfaction of experts is in high level and there is no significant difference in terms of sex, marital status, field of study, educational status and type of recruitment and place of employment between respondents. The results also indicated that motivational indicators and record of employment determined 23.4% of respondent's job satisfaction.

Key words: Job Satisfaction • Extension Experts • Herzbergs Bifactorial Theory

INTRODUCTION

In nowadays vicissitude world with powerful competing organizations, associations expend a large part of their energy for the staff. relying on human resources within the organizations, they improve their own activities and present in different markets, energetically [1].

Obviously, developmental organization requires staff with features such as innovation, good relations, ethical commitment, interesting in work and service development and nonstop effort in order to carry out their duties [2].

Interested in -work employees with job satisfaction are the main source for a successful promotional system [3].

Today, the most important issue of the developmental organizations in developing countries is the lack of motivation, experts and job satisfaction among employees and the agriculture extension sector, in most countries, has not an accurate and clear definition of human resources management [4].

One of the theories of job satisfaction is the bifactorial theory of Herzberg. This theory determines a set of factors that can cause job dissatisfaction, which are defined as health or preservatives.

Herzberg, also, defines factors causing job satisfaction and job motivation as motivating factors.

Health factors or preservatives include: salary, authority, working conditions, administration, policies, organizational management, interrelationships and etc. These factors are not directly related to the individuals' activity, but, when their quality is reduced, dissatisfy the employee.

Motivating factors are a job's substantial conditions leading to job satisfaction. According to psychologists' theories like Herzberg, it can be added that satisfaction does not cause the work to be done, but absence and sloth are issues related to the job satisfaction and if the individual is more satisfied, the level of absenteeism would be reduced, in other words, it can be said that job satisfaction is both the motivation and the result of work [5].

The study of Karimi *et al.* about " Job satisfaction of the Abo Ali Sina University of Hamadan's college of Agriculture's faculty based on bifactorial theory of Herzberg" showed that the rate of overall job satisfaction index of the faculty members is higher than the average level and the faculty members are generally satisfied with their jobs; but job satisfaction of women is more than men and none of the examined demographic characteristics (age, degree, academic rank, work record, employment status and marital status) have not a significant relationship with the faculty 's job satisfaction [6].

"Nursing group of the educational and health centers' job Satisfaction across the country by using Herzberg theory" is another study carried out by Mahmoudi *et al.* to determine the job satisfaction of 4000 nurses. Results, in eight cases, showed that the majority of nurse's job satisfaction of work conditions (62.9%), communication with colleagues (69.6%), position (74.3%), monitoring and supervising (57.6%), political management (%50) and relationship with personal life (80.6 %) were at an intermediate level, while in the case of job security (63.5 %) and payment (77.3 %) were in a low job satisfaction level and a total of 87.2 % of job satisfaction had a moderate level [7].

Another similar research titled factors affecting job satisfaction of fisheries extension experts was prepared by Ashkar, showed that there is a positive and significant relationship between job satisfaction and monthly overtime, incentives, work respectfulness, work attractiveness, innovation and creativity possibility, independence and authority in work, specified responsibility, clear and unambiguous role, authority and responsibility suitability, competency of headman, respecting the subset, work results, proper control, appreciation of the work, defending the interests of individuals, honest and good relations between colleagues, respecting other's privacy, healthy competition and the quality of medical facilities [8].

Results of research carried out by Castillo and Cano on factors influencing "the faculty of Ohio State School's job satisfaction based on Herzberg's bifactorial theory" indicated that the faculty members were generally job satisfied and the overall rate of faculty members' satisfaction of motivational factors was more than the health ones. This study indicates a high share of the nature of training and teaching jobs for increasing the faculty's job satisfaction and the lowest satisfaction related to the working conditions [9].

lack of innovation and creativity, apathy to work, lack of loyalty to the organization, awaiting orders from superiors, promotional projects specious implementation paying no attention to their quality, trying to be transferred to other organization's departments, paperwork and lack of interest to work in field, poor communication with researchers, complaining from assessment and other things in the promotion experts of Qazvin province which can be caused by job dissatisfaction intend the researcher to evaluate their job satisfaction using Herzberg's bifactorial theory; Herzberg, unlike traditional beliefs, does not recount dissatisfaction as the satisfaction counterpart.

The main purpose of the study is evaluate the job satisfaction of agricultural organization of Qazvin's experts based on Herzberg's bifactorial theory". The objectives including:

- Identify the overall level of job satisfaction agricultural organization of Qazvin's extension experts
- Identify the overall level of the respondents view on the influence of health and motivating factors
- Comparing the respondents job satisfaction based on their personal characteristics;

MATERIALS AND METHODS

This is applied and non-experimental (descriptive) research. The methodology of research is correlation. Statistical population is agricultural organization 83 of Qazvin's extension experts. Questionnaire was designed as the main tool of the study, in which all the questions except for personal characteristics (age, educational level, marital status and field of study) are arranged as Likert five point ranges included four sections.

An 18 items standardized questionnaire of Braniffield was used to review the overall level of job satisfaction. 10 and 17 items were considered for evaluating the effect of motivating and health factors on job satisfaction, respectively.

For measuring study tool's validity the questionnaire was given to experts having operational records in the mentioned projects were interviewed and the obtained information was used to complete and edit the questionnaires. After compiling the questionnaire, necessary modifications were regarded by the team of investigation committee, experts and specialists, their insights were collected and the desired modifications were applied. 30 agricultural experts working in the agricultural organization of Zanjan province were considered to evaluate the reliability of the preliminary tests and a primary-test by completing 30 questionnaires.

Dependent variable of this study is the extension experts' job satisfaction. The independents variables consist of Health factor (personal communication, work condition, relations amongst staff, organization, salary and strategies of management, etc.) and Motivational factor (fame, success, job nature, responsibility and growth and achievement, etc.).

In this study, descriptive and inferential statistics were calculated and reviewed and multiple stepwise regression analysis is used to identify variables determining job satisfaction. The data were analyzed through SPSS 11.5 software.

RESULTS

Based on the results of this study, from 83 respondents, 69 persons (83.1%) were men and the rest were women. The average age of respondents was 38.8 years. Most respondents were married (95.1%). 67.9 % of respondents were bachelor, while 21% had MS degree and 11.1% had upper diploma degree. According to the respondents' occupational record, the work experience average of respondents was 14.3 years. 87.7% were officially employed. According to the work place, 58% of respondents are working in the service center, 25.9% and 16% are working in the city and the organization, respectively. The results of this study indicate that only 26.3% had extension education and 73.8% had studied the other agricultural courses. Table 1 indicated that the experts' job satisfaction is at a high level.

Then, average statistics were used for the prioritizing of job satisfaction. This study shows that factors such as "I am definitely satisfied with my job" and "I am satisfied with my job for now" gained the highest and lowest score, respectively.

17 items in the Likert's scale of five choices format were used to measure the effect of health factors on the job dissatisfaction. According to findings Table 2, respondents believe that job dissatisfaction is highly affected by health factors (38.6 %).

10 items in the Likert's scale of five choices format were used to measure the effect motivating factors on the job satisfaction. According to the level classification results in Table 3, most respondents believe that job satisfaction is too highly affected by motivating factors (56.6 %).

According to the personal characteristics, compare means tests were used to compare respondents' job satisfaction based on the used scale. There was not significant difference in the job satisfaction of respondents based on gender, marital status and field of study.

Multiple stepwise regression analysis is used to identify variables determining job satisfaction. Work record and motivating factors' variables were entered in the regression equation to clarify the job satisfaction variable's variance. Results of this regression analysis are illustrated in Tables 4 and 5.

According to The results of Table 4, in the first step, motivating factors' variable was entered into the regression equation and determined about 14% of the dependent variable's variance. Work record variable was entered at the second step. Determination coefficient (R^2)

Table 1: The extension experts' job satisfaction level

Level of satisfaction	Frequency	Percent	Cumulative Percent
Little	1	1.2	1.2
Moderate	13	15.7	16.9
Much	67	80.7	97.6
Very much	2	2.4	100

Mode: Much

Table 2: The effect of health factors on the job dissatisfaction

Level of satisfaction	Frequency	Percent	Cumulative Percent
Little	6	7.2	7.2
Moderate	22	26.5	33.7
Much	32	38.6	72.3
Very much	23	27.7	100

Mode: Much

Table 3: The effect of motivating factors on the job satisfaction

Level of satisfaction	Frequency	Percent	Cumulative Percent
Moderate	5	6.1	6.1
Much	31	37.3	43.4
Very much	47	56.6	100

Mode: Very much

Table 4: Stepwise regression of job satisfaction's respondents

Steps	R	R Square	Adjusted R Square
1	0.385	0.148	0.137
	0.503	0.253	0.234

$R^2=0.234$

Table 5: Standardized and unstandardized coefficients of job satisfaction's respondents

Variables	Unstandardized	Standardized	t	Sig
	Coefficients (B)	Coefficients(Beta)		
Constant	28.745	-	4.56	0.000
Motivational factors	0.628	0.434	4.445	0.000
Health factors	0.396	0.328	3.357	0.001

$Y=28.745 + 0.628X_1 + 0.396X_2$

$Y=0.434X_1 + 0.328X_2$

shows that 23.4% of the job satisfaction's variance depends on these two variables and the remaining 76.6% depends on other factors (Table 4).

According to the results of Table 5, based on β values, the regression equation can be written as follow:

DISCUSSION

This study was aimed to evaluate the Qazvin province's Agricultural Organization's job satisfaction of extension experts indicating that most experts are extremely job satisfied. There is not significant

relationship between job satisfaction and "health factors" variable which means that the health factors are not causing job satisfaction and only prevent the job dissatisfaction, so the Hertzberg's theory in this organization is proved.

These findings are in accordance with the study results of Forouzanfar and Ansari Renani (2004) and Castillo and Cano (2004) but are not in accordance with the results of Jahanian's study (1995).

Motivating factors influence the job satisfaction, it means that these factors cause job satisfaction and are completely in accordance with Hertzberg's theory and study results of Kolbel (1991), Forouzanfar and Ansari Renani (2004), Castillo and Cano (2004), Jahanian (1995), Karimi *et al.*, (2007) and Ashekar (2003).

So, it is suggested that Agricultural managers, by providing motivational factors, make more motivation and job satisfaction for the promotion experts and turn them into more innovative and diligent experts. Consequently, recourses and detailed plans should be initiated to increase the job satisfaction in the organization so that the development of staff's different levels would be provided in a logical process form.

Solutions such as based on merit personnel appointment, qualifications and professional merit based not on dependency and relations and encouraging and appreciating the active and creative professionals by giving tablet of appreciation and incentives such as more premiums can be helpful.

Results showed that motivating and work record factors determined only 23.4% of the total variance related to Agricultural Organization of Qazvin province's employee and promotion experts' job satisfaction and almost over 70 percent of factors affecting job satisfaction of persons out of the bifactorial theory of Hertzberg are remained unknown; so it can be concluded that job satisfaction is a very complex matter which its effective factors remain unknown in most existing theories such as Hertzberg theory; consequently, more comprehensive studies are required.

It is hereby suggest that other influencing factors on job satisfaction such as organizational conditions, job and external conditions, characteristics personal, values and social impacts should be more considered.

- based on results of the prioritized respondents' insights about the motivating factors effect on job satisfaction, "job development and progress

opportunities," "rate of being enthusiastic to work" and "managers or supervisors attention and appreciation for the work accomplishment" are three important factors motivating the promotion experts. So, by these three factors, the authorities of the agricultural organization can grant more motivation and job satisfaction for the promotion experts and turn them into more innovative and diligent experts.

- prioritizing the respondents' insight about the job satisfaction's factors shows that the majority of extension experts are always excited to do their job. Therefore, managers can be really helpful in the experts' job satisfaction by delegating authority to experts and appreciating their performance.

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