

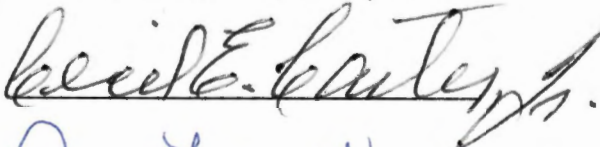
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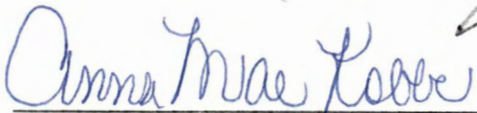
I am submitting herewith a thesis written by Marilyn Whitaker Tritt entitled "Tennessee Extension Agents' Perceptions of Selected Job Conditions and Their Level of Satisfaction With Those Conditions." I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Agricultural and Extension Education.



Roy R. Lessly, Major Professor

We have read this thesis
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TENNESSEE EXTENSION AGENTS' PERCEPTIONS OF SELECTED
JOB CONDITIONS AND THEIR LEVEL OF SATISFACTION
WITH THOSE CONDITIONS

A Thesis

Presented for the

Master of Science

Degree

The University of Tennessee, Knoxville

Marilyn Whitaker Tritt

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DEDICATION

This thesis is dedicated to my parents, Ruth and James Whitaker, my husband, Frank, and my children, Steve and Amy.

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ABSTRACT

The major purpose of this study was to determine the relationship between Tennessee Extension agents' perceptions of selected job conditions and their level of satisfaction of selected job conditions and their level of dissatisfaction of selected job conditions. Information obtained from the study can be useful in identifying areas where agents perceived higher or lower levels of job satisfaction. By identifying areas of perceived job dissatisfaction, this study can possibly assist administrators in planning and implementing work experiences designed to achieve maximum job performance.

Data were obtained from a mail questionnaire. The study specifically considered Tennessee Extension agents employed by the University of Tennessee in October 1989.

The analysis of variance F test and the t test were used to determine the strength of the relationships between the independent and dependent variables. The Scheffe's Post Hoc analysis was used to identify groups which were significantly different. The .05 level of probability was accepted as being statistically significant. Data were analyzed using the University of Tennessee Computing Center.

The major findings included the following:

1. Adult agricultural agents were more satisfied overall with their job than 4-H agents.
2. Adult agricultural agents were more satisfied with the amount of status and prestige received from the job than 4-H agents.

3. Adult agricultural agents were more satisfied with the number of hours they worked on the job and the demands of the job than 4-H agents.

4. Adult home economics agents were more satisfied with the number of hours they worked on the job than were dual role agents working with both adult and 4-H.

5. Adult agricultural agents were more satisfied with the flexibility of their office schedule than were 4-H agents or agents with dual roles.

6. Adult agricultural agents were more satisfied with the equitable treatment of males and females than were adult home economics agents, 4-H agents, and agents with dual roles.

7. Agents employed 21 or more years were more satisfied with the level of pay and the clarity of evaluation standards than agents employed 20 years or less.

8. Agents employed more than 5 years were more satisfied with relationships with clients than agents employed 5 years or less.

9. Male agents were more satisfied than female agents with job security, energy required for the job, hours needed to do the job, equitable treatment of males and females, overnight travel, demands of the job, flexibility of office hours, involvement, opportunity for advancement, direction from supervisors, and recognition from superiors.

10. Female agents were more satisfied with their relationship with clients than male agents.

11. Agents are concerned with the areas of job security, relationship with clients, pay, hours of work, overnight travel, the flexibility of office schedule, opportunity for advancement, and guidance from supervisors.

12. Agents with primary program responsibility in 4-H youth were more concerned than agents with other program responsibilities with status and prestige from the job, energy needed for the job, hours of work, overnight travel, how the job made them feel about themselves, demands of the job, flexibility of office schedule, involvement of the job, opportunity for advancement, guidance from supervisors, usefulness of inservice, clarity of performance evaluation, and recognition from superiors.

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CHAPTER I

THE PROBLEM AND ITS SETTING

I. INTRODUCTION

The Cooperative Extension Service was established by the Smith Lever Act passed by the United States Congress in 1914. Funds were provided to enable county agents to bring research based information directly to rural communities. The information was to be given through field demonstrations, publications, and other methods to the people (7). *

Since the inception of the Extension Service, the agricultural agent or county agent was responsible for assisting the farmer in putting into practice scientific methods that would improve the profitability of farming (7).

The home economist or home agent worked with the farmer's wife to assist her in learning improved homemaking skills. The first home agents were concerned with the social aspects of the entire farm family as well as the information related to home care and safety. By the 1930's homemaker clubs were being organized in communities and teaching was done in groups as well as through individual home visits. Homemakers were improving their homemaker and leadership skills through their participation in these clubs (22).

*Numbers in parenthesis refer to alphabetically listed sources in the Bibliography.

The youth program was also a part of early Extension work, although it was not until the Capper-Ketchum Act of 1928 that junior work with boys and girls was recognized. The Cooperative Extension Service has as one of its purposes to conduct a youth organization dedicated to building and strengthening children between the ages of 9 and 19. Educational programs were aimed at preparing youth for the challenges of the future. Approximately 40 million youth from the United States, the District of Columbia, Puerto Rico, and the Virgin Islands and Guam have been reached by the 4-H youth programs (23).

The Extension professional is charged with helping people improve their lives through the application of research based information. Cherniss suggested that during the early years of preparation and training professionals learn to become involved in and identify with their work. This is professionalism (2).

Satisfaction with ones' work may be closely tied to achieving results with clientele. Cherniss proposed that achieving a sense of competence is perhaps the strongest job-related goal that an individual providing human service can bring to their work (2).

Smathers stated that Extension workers possess three characteristics: competence or education, creativity, and commitment (18). The possession of these traits is what helps make an Extension agent a professional. Ascue agrees with Smathers but contends that we should also include continued education and training in working with people to ones' professional characteristics (1).

A national concern for the 1980's has been the effect of work place policies on individuals and families. Socioeconomic changes in American family life such as increased numbers of women in the work force, single parents, and dual career families have caused increased demands on Extension agents' personal resources (19). The role of the Extension agent has also changed because of the shift from a primarily rural population to a primarily urban population. The numbers of farm operations, the increase in the size of the average farm operation, farm mechanization, and product marketing have changed since the Extension Service was formed in 1914 (12). These changes in society and job expectations have increased the demands on Extension agents' personal resources to cope with their job satisfactorily. Extension agents must spend time and energy to keep abreast of new research and meet the changing needs of their clientele.

This study is concerned with identifying Tennessee Extension agents' perceptions of their present job conditions and their level of satisfaction with those conditions.

II. NEED FOR THE STUDY

Research studies show that occupations which involve working with people have an increased incidence of job burnout. The professional career of an Extension agent is a very demanding, highly absorptive occupation. It requires time, commitment, and cooperative work with co-workers and clientele. An imbalance between work life and family life can affect staff morale, program effectiveness, productivity, and turnover (19).

Job performance and job productivity are concerns of Extension administrators as well as agents. Since one's perception of the job can affect both job performance and productivity, it was important to determine Tennessee Extension agents' perceived level of job satisfaction with certain job conditions. A better understanding of agents' level of job satisfaction may assist the Extension Service in improving staff morale and the total Extension program.

Information from this study can be used to help administrators and agents identify areas where agents perceive they received higher or lower levels of job satisfaction. By identifying areas of perceived job dissatisfaction, this study can possibly assist administrators in planning and implementing work experiences designed to achieve maximum agent job performance.

This study was concerned with Extension agents employed by the United States Department of Agriculture through Land-Grant Universities. The study specifically considered Tennessee Extension agents employed by the University of Tennessee Agricultural Extension Service in October, 1989.

III. PURPOSE OF THE STUDY

The purpose of this study was to determine how Extension agents assigned to adult agriculture, adult home economics, and 4-H youth areas perceived selected job conditions and how satisfied they were with those conditions and to determine the relationships among those perceptions and selected personal and job characteristics. The specific objectives of the study were:

1. To identify personal and job characteristics of Tennessee County Extension agents, their perceptions of selected job conditions, and their perceived level of satisfaction with those conditions.
2. To determine the relationships between agents' primary job responsibility and their perceptions of selected job conditions and their perceived level of satisfaction with those conditions.
3. To determine the relationships between agents' length of employment with the Extension Service and their perceptions of selected job conditions and their perceived level of satisfaction with those conditions.
4. To determine the relationships between agents' gender and their perceptions of selected job conditions and their perceived level of satisfaction with those conditions.

IV. LIMITATIONS OF THE STUDY

The study was limited to county Extension agents doing adult agriculture, adult home economics, and youth work in Tennessee and employed by the University of Tennessee in October, 1989. It was also limited to those agents who completed and returned the Tennessee Extension Agents Job Satisfaction Questionnaire. The analysis included certain variables, while others, which may have been significantly related, were omitted.

The instrument was developed by the author and was adapted from an interview study conducted by Tena St. Pierre with Pennsylvania State University Extension Agents.

V. METHODS AND PROCEDURES

The method of investigation involved four different areas of work necessary to conduct the survey. These included development of the instrument, selection of the population to be studied, collection of data, and analysis of data.

Development and Description of the Instrument

The instrument (see Appendix) used in this study was an eight page survey which contained 35 questions. The survey was divided into two parts. Part I consisted of 12 fill-in-the-blank questions used to collect data on personal characteristics and job assignment. Part 2 of the survey consisted of 23 ranking of agreement or perception statements. Twenty-two of these questions were two-part questions. The first part of the question dealt with the agents' perception of the condition of the job; the second part of the question concerned the agents' level of satisfaction with that job condition. The twenty-third question dealt with agents' overall perceived level of satisfaction with their job. The survey included an introductory page stating the purpose of the study and giving directions for the completion and return of the survey. Agents were also assured that individual responses to the questionnaire would be confidential. A panel of Extension personnel was used to determine content validity of the instrument.

Population Sample

The population of the study included all county Extension agents employed by the University of Tennessee in October of 1989. The total population was used to provide data for the study.

Collection of Data

Data were collected during October, 1989. The survey instrument was distributed to 363 agents by the Agricultural and Extension Education Department and returned to the Agricultural and Extension Education office via mail. A total of 298 agents returned usable surveys, an 82 percent response rate.

Analysis of Data

Data for the survey included 12 variables in Part 1 and 45 variables in Part 2. Twenty-two of the variables in Part 2 dealt with the condition of the job, 23 variables dealt with agents' perceptions of their level of satisfaction with the job.

Independent variables were selected from Part 1 of the questionnaire. These were primary job responsibility, length of employment with the Extension Service, and gender.

Dependent variables were selected from Part 2. Agents were asked to select rated responses to questions related to the actual work, autonomy, involvement, status and prestige, and self esteem. Four questions related to time management and two questions related to energy requirements. Three questions concerned perceptions of advancement and evaluation standards. Two questions dealt with training

and guidance. Three questions involved benefits, pay, and job security. Three questions evaluated perceptions of relationships with other people on the job. The twenty-third question contained only one part dealing with overall job satisfaction.

Agents ranked their responses from a level of one to five on perceived conditions and level of satisfaction with those conditions. For the purpose of computer analysis and computation of means, responses to 16 of the 22 job condition questions and all questions dealing with job satisfaction were renumbered from the original questionnaire, with one being the least response. This change allowed the higher mean to indicate the greatest response to each question. The six job condition questions for which responses were not changed from the original questionnaire were job security, paperwork time, energy required for the job, hours of work, overnight travel, and demands of the job.

Data were processed by computer for analysis using the University of Tennessee Computer Center. The data were processed using the SPSS-X package. The analysis of variance F test and the t test were used to determine the strength of the relationships between the independent and dependent variables. The Scheffe Post Hoc analysis was used to identify groups which were significantly different. The .05 level of probability was accepted as being statistically significant.

VI. DEFINITION OF TERMS

In order for the researcher and the reader to be familiar with and understand terms used in the study, the following definitions are given and used throughout the thesis.

1. Agricultural Agent. Tennessee Extension personnel responsible for agricultural programs on the county level.

2. Assistant Agent. Title given to Tennessee Extension personnel at entry level or more years of satisfactory service, by appointment of the University.

3. Associate Agent. Title given to Tennessee Extension personnel with 5 to 7 years of satisfactory service, by appointment of the University.

4. Burnout. Term used to describe loss of interest in a subject or job.

5. County Agent. Early term used to describe the agricultural agent in the county.

6. Dual-Career Family. A family in which both husband and wife have a full-time job outside the home.

7. Dual Role Agent. Tennessee Extension personnel responsible for two program areas, such as adult agriculture and youth or adult home economics and youth.

8. Extension Agent. General term for all agents employed by Extension on the county level or specifically referring to the title of Tennessee Extension personnel employed more than 10 to 12 years and appointed by the University.

9. Extension Leader. Title given to Tennessee Extension personnel responsible for the operation and maintenance of the county office and direction to county personnel.

10. Extension Service. A cooperative organization joined with Land Grant Universities throughout the United States for the purpose of disseminating research based agricultural, home economic, and community resource development information to the local people. Also known as the Cooperative Extension Service and Agricultural Extension Service.

11. Home Agent. Early term used to describe the agent responsible for county home economics programs.

12. Home Economics Agent. Tennessee Extension personnel responsible for home economics programs on the county level.

13. Job Condition. Term used to describe a characteristic of the work situation.

14. Job Satisfaction. Term used to describe the degree to which the job condition is fulfilled.

15. Junior Work. Early term for the 4-H youth program.

16. Personal Resources. Attributes such as time, talents, and energy which a person has to use.

17. Primary Program Responsibility. The area of Extension that an agent is assigned to conduct programs in the county.

18. Superiors. The Extension personnel who have supervision over the Extension agents job performance (state, district, and county levels).

19. Supervisors. The same as superiors.
20. Turnover. A term used to describe the number of people changing from one job to another.
21. Youth Agent. Tennessee Extension personnel responsible for the 4-H program on the county level. They may also be referred to as 4-H agents.

CHAPTER II

REVIEW OF LITERATURE

The purpose of this chapter is to summarize findings from other literature and research related to job satisfaction. Particular attention was given to job satisfaction studies related to Extension agents.

The chapter is presented in three sections:

Section I presents literature and research related to the historical overview of job satisfaction.

Section II presents literature and research related to social workers and educators job satisfaction.

Section III presents literature and research related to Extension workers job satisfaction.

I. HISTORICAL OVERVIEW OF JOB SATISFACTION RESEARCH

Early research conducted to determine job satisfaction was conducted by industrial psychologists. The Traditional Theory was that man was either satisfied or dissatisfied with his work situation (3). In the late 1950's Frederick Herzberg and his colleagues Bernard Mausner and Barbara Snyderman conducted research to identify why improved attitudes of employees would increase productivity for the company and enhance self realization for the employee (10). They found contradictions between their job satisfaction findings and the Traditional Theory, which was people were either satisfied or dissatisfied with their jobs (16).

Herzberg proposed a Two Factor Theory which stated, satisfaction and dissatisfaction were not opposites when explaining job perceptions. Herzberg used the terms motivators and hygienes to describe characteristics of a job. The motivator factors he proposed were: recognition, achievement, the work itself, possibilities of growth, advancement, and responsibility. The hygiene factors were: status within the organization, supervision, personal life, work conditions, salary, job security, and relationships with superiors, relationships with co-workers and subordinates, and management policies (9). Herzburg's Two Factor Theory indicated that employees may feel positive about the areas he calls hygiene factors and still perceive the work to be dissatisfying. However, if employees feel positive about the motivator factors they will tend to be more satisfied with their job (16).

Herzberg, Mausner, and Snyderman concluded that a group of workers was viewed as having structure. The structure of the group was dependent on communication among members and also on the lines of authority. Herzberg, Mausner and Snyderman also found that individuals tended to be affected by their position within the structure of a group and by the structure itself (10).

Christina Maslach conducted research to identify better methods to measure job satisfaction. Maslach developed, through her research, the most widely used scale to measure job stress and published the first major job stress research study. This study helped to confirm the earlier definition of burnout as, a syndrome of emotional

exhaustion, depersonalization and reduced personal accomplishments that can occur among individuals who work with people (15).

Maslach and Susan Jackson also conducted research in the area of sex roles and how they relate to job stress. Results indicated that women were no more vulnerable to stress than men. Other results showed that employees who were married or who had children tended to experience less job burnout, possibly because of the buffering affect of sharing problems with another significant person (14).

II. RESEARCH RELATED TO SOCIAL WORKERS AND EDUCATORS

The Extension Service has as its goal to teach research based information to the county clientele. Therefore, Extension agents are concerned with personal contact with their clientele. This study would not be complete if we did not give special attention to the job satisfaction of educators and social workers.

Since effective teaching requires involvement with ones pupils, teaching can be a vulnerable occupation characterized by a higher than average rate of turnover. However, these rates are slightly lower than those for nursing and social work. According to Anthony Dworkin, clerical workers have a lower rate of job turnover than teachers (4).

Swick and Hanley stated that how a person perceives his situation as either negative or positive can determine the response or behavior toward a job situation (20).

III. RESEARCH RELATED TO EXTENSION AGENTS

The Extension Service provides programs for county clientele throughout the United States through the Land-Grant Universities. Extension work often requires long hours, including nights and weekends. Efforts to trim state and federal budgets during the 1980's caused a suspension in hiring resulting in increased workloads for agents. This prompted the Extension Service to examine ways to assist agents in reducing job stress, caused by work overload and the need to increase employee productivity. Data were collected from Extension agents through group meetings, individual interviews, and mail-out questionnaires about perceived job conditions and their level of job satisfaction. The primary focus on these studies differed in approach.

Studies were conducted in 1984 which were concerned with measuring employee stress levels and with helping agents develop and incorporate stress management techniques into their work and personal lives (5). The implications of these programs were that the agents health could directly affect their programs. A Kentucky study identified two factors that would reduce stress levels in Kentucky 4-H agents. First, agents should be involved in the identification of key problems to be addressed and in the planning of stress reduction programs. Second, state administrators must support the program. The conclusion of this study maintains that it is more economical to retain employees than to replace them (5).

J. C. Shaver conducted a study of Missouri Extension Service field staff in 1985 to develop insight into stress caused by the agents role or position within the organization. The intent of the study was to ascertain whether structural changes within an organization could be related to stress felt by the staff. One of the findings of Shaver's study indicated that there was a relationship between role ambiguity and superiors communications with subordinates (17).

Tena St. Pierre, Pennsylvania State University, conducted a study in 1985 to determine the effects of Extension staff's work on their family life. The purpose of the study was to determine how the organization could improve the quality of employees work and family life. The results of this study showed that county Extension work in Pennsylvania was a highly absorptive occupation. Agents felt the absorptive characteristic of the job was strengthened by the lack of clear priorities of the expectations of the job, peer pressure among agents, unclear work, and time expectations. Youth agents scored highest on absorptiveness and lowest on level of satisfaction when compared to agents with adult agriculture and home economics job assignments (17).

Studies related to agent turnover have been conducted in several states. Manton, in a 1982 study, concluded that there was not a single job-related experience that determined why agents stayed or left the organization. Departing employees were asked to give the most significant reason for leaving. Agricultural agents listed conditions and opportunities outside of Extension as the most important

reason for leaving. Home economics and youth agents also identified reasons for leaving the organization. These were changes in family situation, moves of the family, and time away from family (13).

The focus of a Igodan and Newcomb study (1985) was to determine the extent of burnout among Extension agents in Ohio. The study also sought to examine the extent to which burnout related to major personal, organizational, and job characteristics. Extension agents in Ohio were found to experience a low to moderate level of burnout. More than 80 percent of the agents who responded to the survey were found to experience a low to moderate level of burnout. Less than 20 percent of all agents tested had scores indicating a high level of burnout. The younger, 20 to 30 year old age range experienced significantly higher levels of burnout than the older agents in the areas of emotional exhaustion and the frequency and intensity of depersonalization. There were no differences on other dimensions studied. Four-H agents experienced significantly higher levels of burnout than agricultural and home economics agents (11).

Henderson's 1990 study of Missouri agents who had resigned or changed to another position revealed that no single factor was responsible. Those surveyed indicated reasons for leaving as the following: poor understanding of the duties and responsibilities at the time they were employed, youth positions regarded as a stepping stone to another Extension position, dissatisfaction with the leadership and program support received from the state youth staff, the salary received, failure of formal education to provide the background

needed for the job, working in undesired location, low prestige of the position, and opinions had little effect on policy decision. The respondents were also slightly dissatisfied with their amount of leisure and family time (8).

The Maryland Cooperative Extension Service was specifically concerned with establishing benchmark data for future job satisfaction and management studies and possible administrative policies to help fit people to job situation. It was believed that this would lead to less job dissatisfaction and turnover. Whaples and Milliken's study of Maryland Extension agents recognized that differences among individuals accounted for varying degrees of satisfaction and dissatisfaction with a job. The satisfaction and dissatisfaction may change due to changes in the content. The individuals value system and relationship with co-workers with a different value system could also affect job satisfaction level. The study found that there were significant differences in job satisfaction among Maryland Cooperative Extension Service faculty. Faculty members in the 30 to 39 year age group were significantly less satisfied with the job than faculty members in other age groups. The faculty members in the 60 year and older group were more satisfied than members of other age groups (24).

In a 1985 study of Ohio Extension agents, Van Tilburg attempted to determine the relationship between reward contingencies and the level of job performance and job satisfaction. The results of Van Tilburg's study was agents reported a moderate amount of overall job satisfaction. Many agents were not satisfied with promotion

opportunities or satisfied with pay. Respondents were more satisfied with supervision, work itself, and relationship with co-workers.

Four-H youth agents scored significantly lower than both agricultural and home economics agents on the three measures of satisfaction (overall satisfaction, satisfaction with pay, and the work itself) (21).

Virginia Extension personnel wanted to develop a "baseline" to compare Extension staff satisfaction levels with other similar work groups. Giegold and Skelton's 1978 study was conducted to give feedback from agents in an attempt to develop a program on organizational change. The job questionnaire was based on Herzburg's theory of the importance of hygienes and motivators. Some of the conclusions of this study were that Extension workers felt the job itself offered a high degree of motivation for a professional to be satisfied with their job and that this factor was viewed to be more important than the perceived deficiency in salary or supervision (6).

Summary

An analysis of studies conducted about job satisfaction of Extension programs in other states would seem to indicate the Tennessee Extension Service could gain from an examination of agents perceptions of job conditions and levels of satisfaction with those conditions. Other studies further indicated that there was a correlation between job satisfaction and stages in the family life cycle such as marital status, children, children's age, agents age and dual family income. Studies also showed a correlation between agents job satisfaction and their job situation such as length of employment, opportunity for advancement, education, training, and recognition.

CHAPTER III

FINDINGS AS THEY RELATE TO THE RELATIONSHIPS BETWEEN TENNESSEE EXTENSION AGENTS' PERCEPTIONS OF SELECTED JOB CONDITIONS, THEIR LEVEL OF SATISFACTION WITH THOSE CONDITIONS AND THE AGENTS' PRIMARY JOB RESPONSIBILITY, LENGTH OF EMPLOYMENT, AND GENDER

Findings presented in this chapter are summarized in five tables and presented in four sections according to the specific objectives of the study. Data analysis are presented in tables and major findings are discussed in each section. The analysis of variance F test and t test were used to test the strength of the relationships between the independent and dependent variables.

Section I presents findings regarding personal and family characteristics of Tennessee Extension agents and their perceptions of job conditions and level of satisfaction with those conditions.

Section II presents findings regarding relationships between Tennessee Extension agents' primary job responsibility and their perceptions of selected job conditions and their level of satisfaction with those conditions.

Section III presents findings regarding relationships between Tennessee Extension agents' length of employment and their perceptions of selected job conditions and their level of satisfaction with those conditions.

Section IV presents findings regarding relationships between Tennessee Extension agents' gender and their perceptions of selected job conditions and their level of satisfaction with those conditions.

I. CHARACTERISTICS OF TENNESSEE EXTENSION AGENTS AND THEIR
PERCEPTIONS OF JOB CONDITIONS AND LEVEL OF SATISFACTION
WITH THOSE CONDITIONS

This section is divided into two subsections. The first subsection presents findings regarding the personal and family characteristics of Tennessee Extension agents. The second subsection presents findings regarding Tennessee Extension agents' perceptions of selected job conditions and their level of satisfaction with those conditions.

Personal and Family Characteristics of Tennessee
Extension Agents

This subsection presents findings regarding selected personal and family characteristics of Tennessee Extension agents. Extension agents were grouped by position title, primary program responsibility, length of employment, length of employment in present position, district of employment, highest educational level, age, gender, marital status, employment of spouse, children living at home, number of children living at home, and estimated number of hours worked each week. These findings are presented in Table 1.

Title. Eighty-five (28.5 percent) of those surveyed were Assistant Extension Agents, 53 (17.8 percent) were Associate Extension Agents, 78 (26.2 percent) were Extension Agents, and 82 (27.5 percent) were Extension Leaders.

Table 1. Personal and Family Characteristics of Tennessee Extension Agents

Characteristics	Number of Agents	Percent
Title		
Assistant Extension Agent	85	28.5
Associate Extension Agent	53	17.8
Extension Agent	78	26.2
Extension Leader	82	27.5
TOTAL	298	100.0
Primary Program Responsibility		
Adult Agriculture	91	30.5
Adult Home Economics	45	15.1
4-H Youth	96	32.2
Adult Agriculture and 4-H	21	7.1
Adult Home Economics and 4-H	34	11.4
Other	11	3.7
TOTAL	298	100.0
Length of Employment in Years		
1-5	83	27.9
6-20	144	48.3
21 or More	71	23.8
TOTAL	298	100.0
Years of Employment in Present Position		
1-5	142	47.7
6-19	127	42.6
20 or More	29	9.7
TOTAL	298	100.0
District of Employment		
One	79	26.7
Two	68	23.1
Three	53	18.0
Four	33	11.2
Five	62	21.0
TOTAL	295*	100.0
Highest Educational Level		
Bachelor Degree	143	48.0
Masters Degree	155	52.0
TOTAL	298	100.0
Agents' Age in Years		
20-35	106	35.6
36-50	141	47.3
50 or More	51	17.1
TOTAL	298	100.0
Gender		
Males	167	56.0
Females	131	44.0
TOTAL	298	100.0
Marital Status		
Married	225	75.5
Single	73	24.5
TOTAL	298	100.0
Employment of Spouse		
Unemployed	40	17.8
Employed Full-Time	166	73.8
Employed Part-Time	19	8.4
TOTAL	225	100.0
Children Living at Home		
No	156	52.3
Yes	142	47.7
TOTAL	298	100.0
Number of Children Living at Home		
One	60	42.3
Two	59	41.5
Three or More	23	16.2
TOTAL	142	100.0
Average Hours Worked Each Week		
40-49	164	55.0
50-60	134	45.0
TOTAL	298	100.0

*Respondents failed to mark this question.

Primary program responsibility. Ninety-one (30.5 percent) of the agents studied were adult agricultural agents 45 (15.1 percent) were adult home economics agents, 96 (32.2 percent) were 4-H youth agents, and 55 (18.5 percent) were dual role agents with both adult and youth programs.

Length of employment. Eighty-three (27.9 percent) of the agents surveyed had been employed from 1-5 years, 144 (48.3 percent) agents had been employed 6-20 years, and 71 (23.8 percent) agents had been employed more than 20 years.

Years of employment in present position. One hundred forty-two (47.7 percent) had been employed in their present position from 1-5 years, 127 (42.6 percent) had been employed in their present position from 6-19 years. Only 29 (9.7 percent) had been employed in their present position for over 20 years.

District of employment. The Tennessee Extension Service is divided into five districts. District One had 79 (26.7 percent) agents responding, District Two had 68 (23.1 percent) agents responding, District Three had 53 (18.0 percent) agents responding, District Four had 33 (11.2 percent) agents responding, and District Five had 62 (21.0 percent) agents responding.

Highest educational level. One hundred forty-three (48.0 percent) had Bachelor Degrees only, compared to 155 (52.0 percent) agents with Masters Degrees.

Agents age in years. One hundred forty-one (47.3 percent) agents responding were between the ages of 36-50 years, compared with 106 (35.6 percent) agents responding who were between the ages of 20-35 years. Only 51 (17.1 percent) agents were over 50 years of age.

Gender. One hundred sixty-seven (56.0 percent) of the respondents were males, compared to 131 (44.0 percent) females.

Marital status. Two hundred twenty-five (75.5 percent) of the agents responding to this question were married compared to 73 (24.5 percent) who were single.

Employment of spouse. The majority, 73.8 percent, of the married agents responding had spouses employed full-time, other than full-time homemaking, compared to 17.8 percent of the agents who had spouses who were unemployed.

Children living at home. One hundred forty-two (47.7 percent) of the respondents had children living at home.

Number of children living at home. Sixty (42.3 percent) had one child and 59 (41.5 percent) with 2 children, and 23 (16.2 percent) with 3 or more children at home.

Average hours worked. Respondents were asked to estimate the average number of hours that they spent working at their Extension job each week. One hundred sixty-four (55.0 percent) of the agents estimated they worked from 40 to 49 hours per week compared to 134 (45.0 percent) who estimated they worked from 50 to 60 hours per week.

Table Summary

A total of 298 Tennessee Extension agents responded to the questionnaire. According to the responses about one-third of the agents had primary program responsibility in adult agriculture, and one-third in 4-H youth. About half of the agents were employed by the University of Tennessee from 6 to 19 years. Fifty-six percent of the respondents were male and 44 percent were female.

Tennessee Extension Agents' Perceptions of Job Conditions and Their Level of Satisfaction With Those Conditions

This subsection presents findings regarding Extension agents' perceptions of their job conditions and their level of satisfaction with those conditions. Sixteen of the 22 original questions regarding job conditions were reverse numbered so that all responses for the job condition questions would be on a scale of one to five, where one was the least response and five was the greatest response. All levels of satisfaction responses were also reversed for the purpose of analysis. Agents responded on a scale of one to five (1 = very dissatisfied, and 5 = very satisfied) regarding the level of satisfaction with the job condition. These findings are presented in Table 2.

Status and prestige. The first job condition studied was agents' perceptions of the amount of status and prestige associated with their job. Each agent responded on a scale of one to five (1 = very low amount of status and prestige, and 5 = a great amount of status and

Table 2. Tennessee Extension Agents' Perceptions of Job Conditions and Their Level of Satisfaction With Those Conditions

Job Condition			Job Satisfaction		
Variables	Number	Percent	Variables	Number	Percent
STATUS AND PRESTIGE			STATUS AND PRESTIGE		
Very Low	1	0.3	Very Dissatisfied	2	0.7
Low	13	4.4	Dissatisfied	26	8.7
Moderate	135	45.3	Neither	58	19.5
High	121	40.6	Satisfied	154	51.6
Very High	28	9.4	Very Satisfied	58	19.5
TOTAL	298	100.0	TOTAL	298	100.0
JOB SECURITY			JOB SECURITY		
Never Worry	106	35.6	Very Dissatisfied	2	0.7
Infrequently	121	40.6	Dissatisfied	12	4.0
Sometimes	57	19.1	Neither	41	13.8
Frequently	13	4.4	Satisfied	149	50.0
All the Time	1	0.3	Very Satisfied	94	31.5
TOTAL	298	100.0	TOTAL	298	100.0
PAPERWORK TIME			PAPERWORK TIME		
Very Little	3	1.0	Very Dissatisfied	34	11.4
Little	7	2.3	Dissatisfied	133	44.6
Moderate	109	36.6	Neither	86	28.9
Great	135	45.3	Satisfied	44	14.8
Very Great	44	14.8	Very Satisfied	1	0.3
TOTAL	298	100.0	TOTAL	298	100.0
ENERGY REQUIRED FOR JOB			ENERGY REQUIRED FOR JOB		
Very Little	1	0.3	Very Dissatisfied	8	2.7
Little	2	0.7	Dissatisfied	37	12.4
Moderate	78	26.2	Neither	82	27.5
Great	162	54.4	Satisfied	162	54.4
Very Great	55	18.4	Very Satisfied	9	3.0
TOTAL	298	100.0	TOTAL	298	100.0
QUALITY OF RELATIONSHIP WITH CLIENTS			QUALITY OF RELATIONSHIP WITH CLIENTS		
Very Poor	0	0.0	Very Dissatisfied	0	0.0
Poor	0	0.0	Dissatisfied	7	2.3
Neither	0	0.0	Neither	10	3.4
Good	139	46.6	Satisfied	154	51.7
Very Good	159	53.4	Very Satisfied	127	42.6
TOTAL	298	100.0	TOTAL	298	100.0
PAY FOR THE JOB			PAY FOR THE JOB		
Very Low	15	5.0	Very Dissatisfied	12	4.0
Low	71	23.8	Dissatisfied	65	21.8
Moderate	167	56.1	Neither	86	28.9
High	42	14.1	Satisfied	128	43.0
Very High	3	1.0	Very Satisfied	7	2.3
TOTAL	298	100.0	TOTAL	298	100.0
HOURS OF WORK IN JOB			HOURS OF WORK IN JOB		
Very Low	0	0.0	Very Dissatisfied	10	3.3
Low	4	1.4	Dissatisfied	92	30.9
Moderate	102	34.2	Neither	83	27.9
High	139	46.6	Satisfied	110	36.9
Very High	53	17.8	Very Satisfied	3	1.0
TOTAL	298	100.0	TOTAL	298	100.0
LEVEL OF ENJOYMENT			LEVEL OF ENJOYMENT		
Very Low	1	0.3	Very Dissatisfied	1	0.3
Low	6	2.0	Dissatisfied	25	8.4
Moderate	85	28.5	Neither	43	14.4
High	156	52.4	Satisfied	188	63.1
Very High	50	16.8	Very Satisfied	41	13.8
TOTAL	298	100.0	TOTAL	298	100.0
EQUITABLE TREATMENT OF MALES AND FEMALES			EQUITABLE TREATMENT OF MALES AND FEMALES		
Very Inequitable	21	7.0	Very Dissatisfied	20	6.7
Inequitable	72	24.2	Dissatisfied	62	20.8
Moderately Equitable	72	24.2	Neither	61	20.5
Equitable	84	28.2	Satisfied	119	39.9
Very Equitable	49	16.4	Very Satisfied	36	12.1
TOTAL	298	100.0	TOTAL	298	100.0
OVERNIGHT TRAVEL			OVERNIGHT TRAVEL		
Very Low	24	8.0	Very Dissatisfied	4	1.4
Low	50	16.8	Dissatisfied	45	15.1
Moderate	135	45.3	Neither	79	26.5
High	72	24.2	Satisfied	141	47.3
Very High	17	5.7	Very Satisfied	29	9.7
TOTAL	298	100.0	TOTAL	298	100.0

Table 2 (Continued)

Job Condition			Job Satisfaction		
Variables	Number	Percent	Variables	Number	Percent
JOB MAKES FEEL GOOD ABOUT SELF			JOB MAKES FEEL GOOD ABOUT SELF		
Very Bad	0	0.0	Very Dissatisfied	1	0.3
Bad	7	2.3	Dissatisfied	29	9.7
Neither	76	25.5	Neither	49	16.5
Good	145	48.7	Satisfied	161	54.0
Very Good	70	23.5	Very Satisfied	58	19.5
TOTAL	298	100.0	TOTAL	298	100.0
DEMANDS OF THE JOB			DEMANDS OF THE JOB		
Very Undemanding	34	11.4	Very Dissatisfied	15	5.0
Undemanding	6	2.0	Dissatisfied	80	26.9
Moderately Demanding	61	20.5	Neither	90	30.2
Demanding	103	34.6	Satisfied	107	35.9
Very Demanding	94	31.5	Very Satisfied	6	2.0
TOTAL	298	100.0	TOTAL	298	100.0
RELATIONSHIPS WITH OTHER AGENTS			RELATIONSHIPS WITH OTHER AGENTS		
Very Poor	5	1.7	Very Dissatisfied	5	1.7
Poor	12	4.0	Dissatisfied	27	9.0
Neither	25	8.4	Neither	32	10.7
Good	164	55.0	Satisfied	159	53.4
Very Good	92	30.9	Very Satisfied	75	25.2
TOTAL	298	100.0	TOTAL	298	100.0
FLEXIBILITY OF OFFICE TIME			FLEXIBILITY OF OFFICE TIME		
Very Low	20	6.7	Very Dissatisfied	11	3.7
Low	31	10.4	Dissatisfied	39	13.1
Moderate	126	42.3	Neither	46	15.4
High	87	29.2	Satisfied	155	52.0
Very High	34	11.4	Very Satisfied	47	15.8
TOTAL	298	100.0	TOTAL	298	100.0
INVOLVEMENT OF THE JOB			INVOLVEMENT OF THE JOB		
Never	2	0.7	Very Dissatisfied	10	3.4
Infrequently	6	2.0	Dissatisfied	63	21.1
Sometimes	41	13.8	Neither	75	25.2
Frequently	211	70.8	Satisfied	139	46.6
All the Time	38	12.7	Very Satisfied	11	3.7
TOTAL	298	100.0	TOTAL	298	100.0
OPPORTUNITY FOR ADVANCEMENT			OPPORTUNITY FOR ADVANCEMENT		
Very Low	48	16.1	Very Dissatisfied	33	11.1
Low	92	30.9	Dissatisfied	72	24.2
Moderate	127	42.6	Neither	111	37.2
High	28	9.4	Satisfied	78	26.2
Very High	3	1.0	Very Satisfied	4	1.3
TOTAL	298	100.0	TOTAL	298	100.0
DIRECTION FROM SUPERVISORS			DIRECTION FROM SUPERVISORS		
Very Low	29	9.7	Very Dissatisfied	18	6.1
Low	75	25.2	Dissatisfied	45	15.1
Moderate	132	44.3	Neither	85	28.5
High	53	17.8	Satisfied	130	43.6
Very High	9	3.0	Very Satisfied	20	6.7
TOTAL	298	100.0	TOTAL	298	100.0
USEFULNESS OF INSERVICE			USEFULNESS OF INSERVICE		
Very Low	16	5.3	Very Dissatisfied	21	7.0
Low	40	13.4	Dissatisfied	73	24.5
Moderate	145	48.7	Neither	83	27.9
High	73	24.5	Satisfied	106	35.6
Very High	24	8.1	Very Satisfied	15	5.0
TOTAL	298	100.0	TOTAL	298	100.0
CLARITY OF EVALUATION STANDARDS			CLARITY OF EVALUATION STANDARDS		
Very Unclear	24	8.1	Very Dissatisfied	23	7.7
Unclear	48	16.1	Dissatisfied	69	23.2
Moderate	121	40.6	Neither	90	30.2
Clear	83	27.8	Satisfied	102	34.2
Very Clear	22	7.4	Very Satisfied	14	4.7
TOTAL	298	100.0	TOTAL	298	100.0

Table 2 (Continued)

Job Condition			Job Satisfaction		
Variables	Number	Percent	Variables	Number	Percent
LEVEL OF AUTONOMY			LEVEL OF AUTONOMY		
Very Low	4	1.3	Very Dissatisfied	4	1.4
Low	16	5.4	Dissatisfied	21	7.0
Moderate	68	22.8	Neither	43	14.4
High	147	49.3	Satisfied	170	57.1
Very High	63	21.2	Very Satisfied	60	20.1
TOTAL	298	100.0	TOTAL	298	100.0
RECOGNITION FROM SUPERIORS			RECOGNITION FROM SUPERIORS		
Very Low	23	7.7	Very Dissatisfied	42	14.1
Low	55	18.5	Dissatisfied	17	5.7
Moderate	139	46.6	Neither	105	35.2
High	68	22.8	Satisfied	119	39.9
Very High	13	4.4	Very Satisfied	15	5.1
TOTAL	298	100.0	TOTAL	298	100.0
EMPLOYEE BENEFITS			EMPLOYEE BENEFITS		
Very Low	3	1.0	Very Dissatisfied	3	1.0
Low	15	5.1	Dissatisfied	24	8.1
Moderate	94	31.5	Neither	55	18.5
High	121	40.6	Satisfied	150	50.3
Very High	65	21.8	Very Satisfied	66	22.1
TOTAL	298	100.0	TOTAL	298	100.0
			OVERALL SATISFACTION		
			Very Dissatisfied	3	1.0
			Dissatisfied	20	6.7
			Neither	28	9.4
			Satisfied	189	63.4
			Very Satisfied	58	19.5
			TOTAL	298	100.0

prestige). One hundred forty-nine (50.0 percent) indicated that they received a "high" to "very high" degree of status and prestige from the job compared to 135 (45.3 percent) who indicated they received a "moderate" degree of status and prestige from the job. Agents were also asked how satisfied they were with their amount of status and prestige from the job. Two hundred twelve (71.1 percent) responded that they were "satisfied" or "very satisfied" with the amount of status and prestige received from the job. Only 28 (9.4 percent) indicated that they were "dissatisfied" with the amount of status and prestige they received from the job.

Job security. The second job condition studied was the agents' concern about job security. Two hundred twenty-seven (76.2 percent) agents worried "infrequently" or "never" about job security compared to only 13 who indicated they worry "frequently". Two hundred forty-three (81.5 percent) agents indicated they were "satisfied" or "very satisfied" with level of job security compared to only 14 (4.7 percent) who indicated they were dissatisfied with their level of job security.

Paperwork time. The third job condition studied was the time agents were required to spend on paperwork compared to other jobs. One hundred seventy-nine (60.1 percent) indicated they spent a "great" or "very great" amount of time on paperwork compared to only 3.3 percent who indicated they spent "little" or "very little" time on paperwork. Regarding their level of satisfaction with this condition, 167 (56.0 percent) agents indicated they were "dissatisfied" with

the amount of time required for paperwork compared to only 45 (15.1 percent) who were satisfied with the amount of time required for paperwork.

Energy required for the job. The fourth job condition studied was the amount of energy required of agents in their job compared to other jobs. Two hundred seventeen (72.8 percent) responded that the job required a "great" or "very great" amount of energy. One hundred seventy-one (57.4 percent) indicated they were satisfied with the amount of energy required to do the job compared to 45 (15.1 percent) who indicated they were dissatisfied with the amount of energy required to do the job.

Quality of relationship with clients. The fifth condition studied was the quality of the agents' relationship with the clientele in the county. One hundred fifty-nine (53.4 percent) agents responded that they had a "very good" relationship with their clientele. Two hundred eighty-one (94.3 percent) indicated they were satisfied with their relationship with clientele in their county compared to only 2.3 percent who indicated they were dissatisfied with their relationship with clientele.

Pay for the job. The sixth job condition studied was agents' perceptions of the level of pay received for the job compared to other jobs. One hundred sixty-seven (56.1 percent) felt the pay was "moderate" when compared with other jobs, while 86 (28.8 percent) indicated they felt the level of pay was "low". One hundred thirty-five (45.3 percent)

responded that they were "satisfied" or "very satisfied" with their level of pay compared to 77 (25.8 percent) who indicated they were "dissatisfied" or "very dissatisfied" with their level of pay.

Hours of work in the job. The seventh job condition studied was agents' perceptions of the number of hours required to do the job compared to other jobs they could have. One hundred two (34.2 percent) agents felt the hours were "moderate" compared to 192 (64.4 percent) who felt the hours required were "high" or "very high". One hundred thirteen (37.9 percent) were "satisfied" or "very satisfied" with the hours required for the job while 102 (30.9 percent) were "dissatisfied" or "very dissatisfied" with the hours required for the job.

Level of enjoyment. The eighty job condition studied was agents' perceptions of their level of enjoyment from the job. Two hundred six (69.2 percent) agents responded that they received a "high" or "very high" level of enjoyment from their work. Two hundred twenty-nine (76.9 percent) agents responded that they were "satisfied" or "very satisfied" with their level of enjoyment received from the job compared to only 26 (8.7 percent) who were "dissatisfied" or "very dissatisfied" with their level of enjoyment.

Equitable treatment of males and females. The ninth job condition studies was the agents' perceptions of the equitable treatment of males and females within the organization based on their experience with Extension. One hundred thirty-three (44.6 percent) agents responded

that they felt that the treatment of males and females was "equitable" or "very equitable" compared to 93 (31.2 percent) who felt the treatment of males and females was "inequitable" or "very inequitable. One hundred fifty-five (52.0 percent) of the agents were "satisfied" or "very satisfied" with the equitable treatment of males and females compared to 82 (27.5 percent) who were "dissatisfied" or "very dissatisfied".

Overnight travel. The tenth job condition studied was the agents' perceptions of the amount of overnight travel required for the job compared to other jobs. One hundred thirty-five (45.3 percent) perceived that the amount of overnight travel required to be "moderate" compared to 89 (29.9 percent) who perceived the amount of travel to be "high" or "very high". Seventy-four (24.8 percent) considered the amount of overnight travel required to be "low" or "very low". One hundred seventy (57.0 percent) agents were "satisfied" or "very satisfied" with the amount of overnight travel required of the job compared to 49 (16.5 percent) who were "dissatisfied" or "very dissatisfied" with this condition.

Job makes feel good about self. The eleventh job condition studied was how agents perceived their job made them feel about themselves. Two hundred fifteen (72.2 percent) responded that the job makes them feel "good" or "very good" about themselves. Two hundred nineteen (73.5 percent) agents responded that they were "satisfied" or "very satisfied" with the way their job makes them feel about themselves

compared to only 30 (10.0 percent) who indicated they were "dissatisfied" or "very dissatisfied" with this condition.

Demands of the job. The twelfth job condition studied was the demands of the job. One hundred ninety-seven (66.1 percent) agents perceived that the job was "demanding" or "very demanding" compared to 40 (13.4 percent) who indicated the job was "undemanding" or "very undemanding". One hundred thirteen (37.9 percent) agents were "satisfied" or "very satisfied" with the demands of the job compared to 95 (31.9 percent) agents who were "dissatisfied" or "very dissatisfied" with the demands of the job.

Relationships with other agents. The thirteenth job condition measured was the agents' perceptions of their relationships with other agents. Two hundred fifty-six (85.9 percent) perceived their working relationships with other agents to be "good" or "very good". Two hundred thirty-four (78.6 percent) of the respondents were "satisfied" or "very satisfied" with their working relationships with other agents compared to only 32 (10.7 percent) who indicated they were "dissatisfied" or "very dissatisfied".

Flexibility of office time. The fourteenth job condition studied was the agents' perceptions of flexibility of their work schedule. One hundred twenty-six (42.3 percent) agents perceived that they had a "moderate" amount of flexibility, while 121 (40.6 percent) of the agents perceived that they had a "high" or "very high" amount of flexibility in the schedule. Two Hundred two (67.8 percent) agents

were "satisfied" or "very satisfied" with the amount of flexibility in their schedule, while 50 (16.8 percent) were "dissatisfied" or "very dissatisfied" with this job condition.

Involvement of job. The fifteenth job condition measured was the amount of absorptiveness or involvement agents perceived that they had with their job. Two hundred eleven (70.8 percent) agents responded that they thought of their job "frequently", while 38 (12.7 percent) thought of their job "all of the time". One hundred fifty (50.3 percent) agents were "satisfied" or "very satisfied" with the level of absorptiveness of the job compared to 73 (24.5 percent) who were "dissatisfied" or "very dissatisfied".

Opportunities for advancement. The sixteenth job condition studied was agents' perceptions of the opportunity for advancement or promotion. One hundred forty (47.0 percent) agents responded they felt that they had a "low" or "very low" opportunity for advancement compared to one hundred twenty-seven (42.6 percent) who felt that their opportunity of advancement was "moderate". Eighty-two (27.5 percent) respondents indicated they were "satisfied" with their opportunity for advancement, while 105 (35.3 percent) indicated they were "dissatisfied" or "very dissatisfied" with their opportunity for advancement.

Direction from supervisors. The seventeenth job condition studied was the amount of guidance and direction agents received from supervisors. One hundred thirty-two (44.3 percent) agents responded that they

received a "moderate" amount of guidance and direction, while 104 (34.9 percent) indicated they perceived they received a "low" or "very low" amount of direction from supervisors. One hundred fifty (50.3 percent) indicated they were "satisfied" with the level of guidance and direction received from supervisors while 63 (21.2 percent) indicated they were "dissatisfied" or "very dissatisfied" with the level of guidance and direction received.

Usefulness of inservice. The eighteenth job condition studied was the agents' perceptions of the level of usefulness of inservice training. Ninety-seven (32.6 percent) perceived inservice training to be of "high" or "very high" usefulness, while 56 (18.7 percent) perceived it to be of "low" or "very low" usefulness. One hundred twenty-one (40.6 percent) agents indicated that they were "satisfied" or "very satisfied" with the usefulness of inservice training, while 94 (31.5 percent) agents indicated that they were "dissatisfied" or "very dissatisfied" with the usefulness of inservice training.

Clarity of evaluation standards. The nineteenth job condition studied was the clarity of standards of performance evaluation. One hundred five (35.2 percent) agents responded that they were "clear" or "very clear" about the standards by which performance was evaluated. One hundred twenty-one (40.6 percent) agents responded that they were "moderately clear" about the standards by which performance was evaluated, while 72 (24.2 percent) indicated they were "unclear" or "very unclear" about the standards by which their performance was

evaluated. One hundred sixteen (38.9 percent) agents responded that they were "satisfied" or "very satisfied" with the clarity of the standards by which their performance was evaluated, while 92 (30.9 percent) were "dissatisfied with their clarity of the standards by which their performance was evaluated.

Level of autonomy. The twentieth job condition studied was the agents' amount of autonomy in performing the job. Two hundred ten (70.5 percent) agents perceived that they had a "high" or "very high" amount of control over what they do in their job and the selection of methods they use to complete the job. Two hundred thirty (77.2 percent) agents indicated they were "satisfied" or "very satisfied" with their level of autonomy compared to 25 (8.4 percent) who indicated they were "dissatisfied" or "very dissatisfied" with this condition.

Recognition from supervisors. The twenty-first job condition studied was the amount of recognition for the accomplishment they received from their superiors. One hundred thirty-nine (46.6 percent) agents perceived that they received a "moderate" amount of recognition from superiors, while 78 (26.2 percent) perceived they received a "low" or "very low" amount of recognition from superiors. One hundred thirty-four (45.0 percent) agents indicated they were "satisfied" or "very satisfied" with the level of recognition received from superiors, compared to 59 (19.8 percent) agents who indicated they were "dissatisfied" or "very dissatisfied" with the level of recognition received from superiors.

Employee benefits. The twenty-second job condition studied was how agents perceived their employee of benefits. One hundred eighty-six (62.4 percent) agents perceived the level of benefits as "high" or "very high", while 94 (31.5 percent) agents perceived the level of benefits to be "moderate". Two hundred sixteen (72.4 percent) agents indicated they were "satisfied" or "very satisfied" with employee benefits compared to only 27 (9.1 percent) who were "dissatisfied" or "very dissatisfied" with this condition.

Overall satisfaction. The twenty-third satisfaction level studied was agents' overall level of satisfaction with the job. One Hundred eighty-nine (63.4 percent) of the 298 agents that responded perceived that, overall, they were satisfied with their job, and 58 (19.5 percent) indicated they were "very satisfied". Only 23 (7.7 percent) indicated that they were "dissatisfied" or "very dissatisfied" with their job.

Table Summary

Findings in Table 2 indicated that agents were most positive in their perceptions of the amount of status and prestige received from the job level of autonomy, employee benefits, level of enjoyment, and inservice training. In general, agents perceived the job to have a "moderate" or "high" level of overnight travel, energy required, and hours of work. They were also concerned with the amount of time spent on paperwork, the demands of the job and opportunities for advancement. Agents were very positive about their perceptions

regarding relationships with clients and other agents and how the job made them feel about themselves. Two hundred forty-seven (82.9 percent) agents indicated they were "satisfied" or "very satisfied" overall with the job.

II. RELATIONSHIP BETWEEN TENNESSEE EXTENSION AGENTS' PRIMARY JOB RESPONSIBILITY AND THEIR PERCEPTIONS OF SELECTED JOB CONDITIONS AND THEIR LEVEL OF SATISFACTION WITH THOSE CONDITIONS

Section II presents findings regarding relationships between Tennessee Extension agents' primary job responsibility and their perceptions of selected job conditions and their level of satisfaction with those conditions. These findings are summarized in Table 3. Agents were divided into four job responsibility groups: (1) adult agricultural agents, (2) adult home economics agents, (3) 4-H youth agents, and (4) agents with dual job responsibilities of both adult and youth work. Each selected job condition was analyzed individually to determine if primary job responsibility was related to the agents' perceptions of each job condition or level of satisfaction with that condition. Sixteen of the 22 original questions regarding job conditions were reverse numbered so that all responses for job condition questions would be on a scale of one to five, where one was the least response and five was the greatest response for each question. All level of satisfaction responses were reversed for the purpose of analysis, with 1 = very dissatisfied and 5 = very satisfied.

Table 3. Relationship Between Tennessee Extension Agents' Primary Job Responsibility and Their Perceptions of Selected Job Conditions and Their Level of Satisfaction With Those Conditions

Job Condition and Satisfaction Variables	Job Condition Scores				Job Satisfaction Scores			
	Primary Job Responsibility				Primary Job Responsibility			
	Adult Ag (N=91) Mean	Adult HE (N=45) Mean	4-H Youth (N=96) Mean	Dual Role (N=55) Mean	Adult Ag (N=91) Mean	Adult HE (N=45) Mean	4-H Youth (N=96) Mean	Dual Role (N=55) Mean
Status and Prestige	3.75 f=8.68	3.71 df=3/283	3.26 p<.001	3.60	4.02 f=5.34	3.96 df=3/283	3.55 p=.001	3.82
Job Security	1.74 f=2.65	2.09 df=3/283	2.04 p=.049	1.93	4.32 f=4.20	4.04 df=3/283	3.92 p=.006	4.00
Paperwork Time	3.73 f=0.60	3.84 df=3/283	3.66 p=.618	3.73	2.41 f=0.38	2.56 df=3/283	2.48 p=.769	2.40
Energy Required for the Job	3.64 f=8.41	3.96 df=3/283	4.05 p<.001	4.11	3.82 f=15.52	3.58 df=3/283	3.14 p<.001	3.11
Quality of Relationship With Clients	4.56 f=5.52	4.76 df=3/283	4.41 p=.001	4.58	4.37 f=3.06	4.56 df=3/283	4.21 p=.029	4.38
Pay for the Job	2.75 f=5.17	3.20 df=3/283	2.68 p=.002	2.85	3.31 f=2.82	3.38 df=3/283	3.00 p=.039	3.04
Hours of Work in Job	3.57 f=9.26	3.71 df=3/283	4.06 p<.001	3.98	3.48 f=19.40	3.13 df=3/283	2.59 p<.001	2.73
Level of Enjoyment	3.85 f=2.16	4.02 df=3/283	3.70 p=.093	3.87	3.91 f=2.97	4.02 df=3/283	3.66 p=.032	3.78
Equitable Treatment of Males and Females	4.05 f=29.85	2.49 df=3/283	3.05 p<.001	2.84	3.95 f=18.61	2.73 df=3/283	3.22 p<.001	2.95
Overnight Travel	2.38 f=30.37	3.07 df=3/283	3.52 p<.001	3.33	3.98 f=18.61	3.51 df=3/283	3.15 p<.001	3.16
Job Makes Feel Good About Self	4.15 f=5.65	4.04 df=3/283	3.74 p=.001	3.84	4.01 f=6.31	4.11 df=3/283	3.60 p<.001	3.64
Demands of the Job	3.36 f=4.98	3.76 df=3/283	4.03 p=.002	3.89	3.49 f=15.63	3.07 df=3/283	2.67 p<.001	2.75
Relationship With Other Agents	4.27 f=2.61	4.18 df=3/283	3.95 p=.052	4.05	4.08 f=4.03	4.20 df=3/283	3.72 p=.008	3.84
Flexibility of Office time	3.59 f=4.64	3.24 df=3/283	3.17 p=.004	3.02	3.95 f=4.54	3.51 df=3/283	3.52 p=.004	3.40
Involvement of Job	3.85 f=1.32	3.93 df=3/283	4.03 p=.267	3.95	3.64 f=10.37	3.24 df=3/283	2.91 p<.001	3.15
Opportunity for Advancement	3.66 f=1.78	2.47 df=3/283	2.39 p=.152	2.38	3.16 f=7.59	2.87 df=3/283	2.57 p<.001	2.56
Direction From Supervisors	3.07 f=4.65	2.82 df=3/283	2.56 p=.003	2.75	3.66 f=7.57	3.38 df=3/283	3.00 p<.001	3.18
Usefulness of Inservice	3.52 f=7.51	3.04 df=3/283	2.90 p<.001	3.13	3.46 f=8.46	2.91 df=3/283	2.74 p<.001	3.04
Clarity of Evaluation Standards	3.20 f=1.97	3.33 df=3/283	2.93 p=.118	3.13	3.26 f=4.12	3.31 df=3/283	2.82 p=.007	2.93
Autonomy in Job	3.98 f=2.24	3.96 df=3/283	3.68 p=.084	3.80	4.10 f=4.95	4.00 df=3/283	3.65 p=.002	3.84
Recognition from Supervisors	3.14 f=1.29	2.87 df=3/283	2.92 p=.277	2.93	3.51 f=4.10	3.02 df=3/283	3.03 p=.007	3.02
Employee Benefits	3.71 f=0.54	3.91 df=3/283	3.74 p=.654	3.75	3.81 f=.315	3.93 df=3/283	3.78 p=.815	3.85
Overall Satisfaction					4.10 f=4.58	4.16 df=3/283	3.76 p=.004	3.80

The analysis of variance F test was used to determine the strength of the relationships between dependent and independent variables. The .05 probability level was the point at which a relationship was considered significant. The Scheffe's Post Hoc analysis was used to identify groups which were significantly different.

Status and Prestige

The first job condition studied was the agents' perceptions of the amount of status and prestige associated with their jobs. Each agent responded on a scale of one to five (1 = very low amount of prestige, and 5 = very high amount of prestige), indicating their perceptions of that job condition. When tested by the F test, there was a significant relationship between primary job responsibility and agents' perceptions of status and prestige ($f = 8.68$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agent having a dual role had a mean score of 3.75, 3.71, 3.26, and 3.60, respectively on a five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H youth agents perceived there was significantly less status and prestige associated with their jobs than did adult agricultural agents, adult home economics agents, and agents with dual roles.

Agents were asked how satisfied they were with the amount of status and prestige associated with their jobs. The F test indicated there was a significant relationship between their primary job responsibility and agents' perceived level of satisfaction ($f = 5.34$, $df = 3/283$, $p = .001$). Adult agricultural agents, adult home economics

agents, 4-H youth agents, and agents having dual roles had a mean score of 4.02, 3.96, 3.55, and 3.82, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H agents were significantly less satisfied with the amount of status and prestige received from their job than adult agricultural agents. However, none of the remaining groups differed significantly in their level of satisfaction with the amount of status and prestige associated with their jobs.

Job Security

The second job condition studied dealt with the agents' perceptions as to the frequency of which they worried about job security. Each agent responded on a scale of one to five (1 = never worry about job security, and 5 = worry about job security all of the time), indicating their perceptions of that job condition. When tested by the F test, primary job assignment was significantly related to the agents' perceptions of frequency of worry about job security ($f = 2.65$, $df = 3/283$, $p = .049$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual roles had a mean score of 1.74, 2.09, 2.04, and 1.93, respectively on the five-point scale. The Scheffe's Post Hoc analysis did not identify groups which were significantly different. However, a comparison of the mean scores indicated that agents with primary job responsibility in adult agriculture tended to worry about job security less than adult home economics, 4-H youth, and dual role agents.

Agents were asked how satisfied they were with the level of job security. According to the F test there was a significant relationship between agents' primary job responsibility and their level of satisfaction ($f = 4.20$, $df = 3/283$, $p = .006$). Adult agriculture agents, adult home economics agents, 4-H youth agents, and agents having dual roles had a mean score of 4.32, 4.04, 3.92, 4.00, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H agents were significantly less satisfied with their perceived level of job security than adult agricultural agents. However, none of the remaining groups were significantly different in their level of satisfaction with job security.

Paperwork Time

The third job condition studied was the agents' perceptions of the amount of time spent on paperwork in the job. Each agent responded on a scale of one to five (1 = very little time, and 5 = a very great amount of time), indicating their perceptions of time spent on paperwork. When tested by the F test, there was no significant relationship between primary job responsibility and agents' perceptions of the amount of time spent on paperwork ($f = 0.60$, $df = 3/283$, $p = .618$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual roles had a mean score of 3.73, 3.84, 3.66, 3.73, respectively on the five-point scale. Agents in each of the four primary job responsibility groups did not differ in their perceptions of time spent on paperwork.

Agents were asked how satisfied they were with the amount of time spent on paperwork. The F test indicated there was no significant relationship between agents' primary job responsibility and their perceived level of satisfaction ($f = 0.38$, $df = 3/283$, $p = .769$) with time spent on paperwork. Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual roles had a mean score of 2.41, 2.56, 2.48, and 2.40, respectively on the five-point scale. Agents in each of the four primary job responsibility groups did not differ in their level of satisfaction with paperwork time.

Energy Required For The Job

The fourth job condition studied was agents' perceptions of the amount of energy required to do the job well. Each agent responded on a scale of one to five (1 = very little energy, and 5 = a very great amount of energy), indicating their perceptions of the energy expended for the job. When tested by the F test, there was a significant relationship between primary job responsibility and agents' perceptions of the amount of energy required to perform the job ($f = 8.41$, $df = 3/183$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.64, 3.96, 4.05, 4.11, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H youth and dual role agents perceived they expended a greater amount of job energy than did adult agricultural agents.

Agents were asked how satisfied they were with the amount of energy needed to perform the job. As indicated by the F test, there was a significant relationship between agents' primary job responsibility and their perceived level of satisfaction ($f = 15.52$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual roles had a mean score of 3.82, 3.58, 3.14, 3.11, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H youth agents and agents with dual roles were significantly less satisfied with the amount of energy needed to do the job than were adult agricultural agents or adult home economics agents.

Quality of Relationship With Clients

The fifth job condition studied dealt with the agents' perceptions of the quality of their relationship with clientele. Each agent responded on a scale of one to five (1 = very poor, and 5 = very good), indicating their perceptions of that job condition. According to the analysis of variance F test agents' primary job assignment was significantly related to their perceptions of relationships with clientele ($f = 5.52$, $df = 3/283$, $p = .001$). Adult agricultural agents, adult home economics agents, 4-H youth, and agents with dual role responsibility had a mean score of 4.56, 4.76, 4.41, and 4.58, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult home economics agents perceived a significantly better relationship with clientele than 4-H youth agents. There was no significant difference between the other two primary responsibility groups.

Agents were asked how satisfied they were with their relationship with clientele. An analysis of variance F test indicated agents' primary job responsibility was significantly related to their level of satisfaction ($f = 3.06$, $df = 3/283$, $p = .029$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual roles had a mean score of 4.37, 4.56, 4.21, and 4.38, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult home economics agents were significantly more satisfied with clientele relationships than were 4-H youth agents. There was no significant difference between agents in the other two groups.

Pay For The Job

The sixth job condition studied dealt with the agents' perceptions of pay received for the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high), indicating their perceptions of that job condition. The F test indicated a significant relationship between agents' primary job assignment and their perceptions of pay received ($f = 5.17$, $df = 3/283$, $p = .002$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 2.75, 3.20, 3.68, and 2.85, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult home economics agents perceived their level of pay received to be higher than did the adult agricultural agents or 4-H youth agents.

Agents were asked how satisfied they were with their level of pay. The analysis of variance F test showed there was a significant relationship between primary job responsibility and agents' satisfaction with their level of pay ($f = 2.82$, $df = 3/283$, $p = .039$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual roles had a mean score of 3.31, 3.38, 3.00, and 3.04, respectively on the five-point scale. The Scheffe's Post Hoc analysis did not identify groups which were significantly different at this level. However, a comparison of the mean scores indicated that adult home economics agents tended to be more satisfied with their level of pay than the other groups.

Hours of Work in The Job

The seventh job condition studied dealt with the agents' perceptions as to hours of work required in the job. Each agent responded on a scale of one to five (1 = very low and 5 = very high), indicating their perceptions of that job condition. When tested by the F test agents primary job assignment was significantly related to their perceptions of the hours required by the job ($f = 9.26$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 3.57, 3.71, 4.06, and 3.98, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated agents with dual roles perceived their number of hours of work to be significantly higher than did adult agricultural agents. The 4-H youth agents

perceived the number of hours of work required to be significantly higher than adult agricultural agents or adult home economics agents.

Agents were asked how satisfied they were with the number of hours worked. The F test indicated there was a significant relationship between agents' primary job responsibility and their level of satisfaction with the hours required of the job ($f = 19.40$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual roles had a mean score of 3.48, 3.13, 2.59, and 2.73, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H youth agents were significantly less satisfied with hours worked than adult agricultural agents or adult home economics agents. Agents with dual roles were significantly less satisfied with the number of hours worked than were adult agricultural agents.

Level of Enjoyment

The eighty job condition studied was the agents' perceptions of the level of enjoyment from the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perceptions of that job condition. According to the F test there was no significant relationship between agents' primary job assignment and their perceptions of enjoyment derived from the job ($f = 2.16$, $df = 3/283$, $p = .093$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.85, 4.02, 3.70, and 3.87, respectively on the

five-point scale. Agents in one primary job responsibility did not derive any more or less enjoyment from the job than the other three groups.

Agents were asked how satisfied they were with the level of enjoyment derived from the job. As indicated by the F test there was a significant relationship between agents' primary job responsibility and their level of satisfaction with enjoyment derived from the job ($f = 2.97$, $df = 3/283$, $p = .032$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.91, 4.02, 3.66, and 3.78, respectively on the five-point scale. While the Scheffe's Post Hoc analysis did not indicate which groups were significantly different at the .05 level, a comparison of the mean score indicated that adult home economics agents tended to be slightly more satisfied with their level of enjoyment derived from the job than the other three groups.

Equitable Treatment of Males and Females

The ninth job condition studied dealt with the agents' perceptions of the equitable treatment of males and females within the organization. Each agent responded on a scale of one to five (1 = very inequitably, and 5 = very equitably), indicating their perceptions of that job condition. When tested by the F test agents' primary job assignment was significantly related to their perceptions of equitable treatment of males and females ($f = 29.85$; $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility and their perceptions

of equitable treatment had a mean score of 4.05, 2.49, 3.05, and 2.84, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated adult agricultural agents perceived all agents were treated more equitable than did agents in the other three groups. Adult home economic agents perceived the treatment of males and females to be less equitable than did adult agricultural agents and 4-H youth agents.

Agents were asked how satisfied they were with the equitable treatment of males and females. When tested by the F test there was a significant relationship between primary job responsibility and agents' perceived level of satisfaction with the equitable treatment of males and females ($f = 18.61$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economic agents, 4-H youth agents, and agents with dual roles had a mean score of 3.95, 2.73, 3.22, and 2.95, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were significantly more satisfied with the equitable treatment of males and females than were the other three primary job responsibility groups.

Overnight Travel

The tenth job condition studied dealt with the agents' perceptions of the amount of overnight travel required by the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high), indicating their perceptions of that job condition. When tested by the F test, agents' primary job assignment was significantly related to their perceptions of the amount of overnight travel required by

the job ($f = 30.37$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 2.38, 3.07, 3.52, and 3.33, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents perceived they had significantly less overnight travel than did agents in the other three primary job responsibility groups.

Agents were asked how satisfied they were with the amount of overnight travel. The F test indicated there was a significant relationship between primary job responsibility and agents' level of satisfaction on amount of overnight travel required by the job ($f = 18.61$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual roles had a mean score of 3.98, 3.51, 3.15, and 3.16, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated adult agricultural agents were significantly more satisfied with the amount of overnight travel required by the job than were 4-H youth agents.

Job Makes Feel Good About Self

The eleventh job condition studied dealt with the agents' perceptions of how the job made them feel about themselves. Each agent responded on a scale of one to five (1 = very bad, and 5 = very good), indicating their perceptions of that job condition. According to the F test, there was a significant relationship between agents' primary job assignment and their perceptions of how the job made them feel about themselves ($f = 5.65$, $df = 3/283$, $p = .001$). Adult

agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 4.15, 4.04, 3.74, and 3.84, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that 4-H youth agents perceived the job did not make them feel as good about themselves as did the adult agricultural agents. However, none of the other primary job responsibility groups differed significantly.

Agents were asked how satisfied they were with how the job made them feel about themselves. According to the F test there was a significant relationship between primary job responsibility and agents' level of satisfaction with how the job made them feel about themselves ($f = 6.31$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual roles had a mean score of 4.01, 4.11, 3.60, and 3.64, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated 4-H youth agents were significantly less satisfied with how the job made them feel about themselves than were adult agricultural agents. However, none of the remaining groups differed significantly in their level of satisfaction with how the job made them feel about themselves.

Demands of the Job

The twelfth job condition studied dealt with the agents' perceptions as to how demanding the job was on the agents resources. Each agent responded on a scale of one to five (1 = very undemanding, and 5 = very demanding), indicating their perceptions of that job condition. According to the F test agents' primary job assignment

was significantly related to their perceptions of the demands of the job ($f = 4.98$, $df = 3/283$, $p = .002$). Adult agricultural agent, adult home economics agent, and agent with dual role responsibility had a mean score of 3.36, 3.76, 4.03, and 3.89, respectively on the five-point scale. The Scheefe's Post Hoc analysis indicated that 4-H youth agents perceived their job was more demanding than did adult agricultural agents. There was no significant difference between the other primary job responsibility groups.

Agents were asked how satisfied they were with the demands of their job. According to the F test there was a significant relationship between agents' primary job responsibility and their level of satisfaction with job demand ($f = 15.63$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 3.49, 3.07, 2.67, and 2.75, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were significantly more satisfied with the demands of the job than were 4-H youth agents or agents with dual role responsibility.

Relationships With Other Agents

The thirteenth job condition studied was the agents' primary job responsibility and their working relationship with other agents. Each agent responded on a scale of one to five (1 = very poor, and 5 = very good), indicating their perceptions of that job condition. According to the F test there was no significant relationship between primary job assignment and agents' perceptions of their relationships

with other agents ($f = 2.61$, $df = 3/283$, $p = .052$). Adult agricultural agents, adult home economics agent, 4-H youth agents, and agents having dual role responsibility had a mean score of 4.27, 4.18, 3.95, and 4.05, respectively on the five-point scale. Agents in all four primary job responsibility groups were not significantly different in their perceptions of their working relationships with other agents.

Agents were asked how satisfied they were with their relationships with other agents. According to the F test agents primary job responsibility was significantly related to agents' level of satisfaction with relationships with other agents ($f = 4.03$, $df = 3/283$, $p = .008$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 4.08, 4.20, 3.72, and 3.84, respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated adult home economics agents were significantly more satisfied with relationships with other agents than were 4-H youth agents. There was no significant difference between the other two groups.

Flexibility of Office Time

The fourteenth job condition studied dealt with the agents' perceptions as to the flexibility of office schedule. Each agent responded on a scale of one to five (1 = a very low amount of flexibility, and 5 = a very high amount of flexibility) indicating their perceptions of that job condition. According to the F test there was a significant relationship between agents' primary job responsibility and their perceptions of schedule flexibility

($f = 4.64$, $df = 3/283$, $p = .004$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 3.59, 3.24, 3.17, and 3.02 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated adult agricultural agents perceived a significantly higher level of schedule flexibility than did 4-H youth agents or agents with dual role responsibility.

Agents were asked how satisfied they were with the flexibility of the schedule. According to the F test analysis there was a significant relationship between primary job responsibility and the level of agents' satisfaction with schedule flexibility ($f = 4.54$, $df = 3/283$, $p = .004$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility had a mean score of 3.95, 3.51, 3.52, and 3.40 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were significantly more satisfied with the flexibility of the office schedule than were 4-H youth agents or agents with dual role responsibility.

Involvement of Job

The fifteenth job condition studied was the agents' perceptions of the amount of involvement the job requires. Each agent responded on a scale of one to five (1 = never think of the job while away from the job, and 5 = think about the job all of the time). The analysis of variance F test indicated agents primary job responsibility was not significantly related to the amount of involvement the job

requires ($f = 1.32$, $df = 3/283$, $p = .267$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.85, 3.93, 4.03, and 3.95 respectively on the five-point scale. While the F test indicated there was no significant difference between groups, an analysis of the mean indicated that all groups perceived a great amount of involvement with the job. According to the mean scores all agents groups tended to think of their job often while off the job.

Agents were asked how satisfied they were with the involvement of the job. According to the F test agents' primary job responsibility was significantly related to their levels of satisfaction with involvement with the job ($f = 10.37$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.64, 3.24, 2.91, and 3.15 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were significantly more satisfied with their involvement with the job than were 4-H youth agents and agents with dual role responsibility.

Opportunities For Advancement

The sixteenth job condition studied dealt with the agents' perceptions of their opportunity for advancement or promotion. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perceptions of that job condition. According to the F test there was no significant relationship between agents' primary job responsibility and their perceptions of the opportunity for

advancement ($f = 1.78$, $df = 3/283$, $p = .152$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents with dual role responsibility scored 3.66, 2.47, 2.39, and 2.38 respectively on the five-point scale. Agents in the four primary job responsibility groups did not differ in their perception of opportunity for advancement.

Agents were asked how satisfied they were with the opportunities for advancement. According to the F test there was a significant relationship between primary job responsibility and agents' perceived level of satisfaction with opportunities for advancement ($f = 7.59$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.16, 2.87, 2.57, and 2.56 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were more significantly satisfied with their opportunities for advancement than 4-H youth agents or agents with dual roles.

Direction From Supervisors

The seventeenth job condition studied was agents' perceptions of the amount of guidance and direction from supervisors. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perceptions of that job condition. When tested by the F test there was a significant relationship between primary job assignment and agents' perceptions of the amount of guidance and direction from supervisors ($f = 4.65$, $df = 3/283$, $p = .003$). Adult

agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.07, 2.82, 2.56, and 2.75 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents perceived that they received more guidance from supervisors than did 4-H youth agents. There was no significant difference between the other two primary job responsibility groups.

Agents were also asked how satisfied they were with the amount of guidance from supervisors. As indicated by the F test there was a significant relationship between agents' primary job responsibility and their perceived levels of satisfaction with guidance received from supervisors ($f = 7.57$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.66, 3.38, 3.00, and 3.18 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were significantly more satisfied with guidance received from supervisors than were 4-H youth agents or agents with dual roles.

Usefulness of Inservice

The eighteenth job condition studied was the agents' perceptions of the usefulness of inservice training. Each agent responded on a scale of one to five (1 = very low usefulness, and 5 = very high usefulness) indicating the perceptions of that job condition. According to the F test there was a significant relationship between primary job assignment and agents' perceptions of the usefulness of inservice

training ($f = 7.51$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.52, 3.04, 2.90, and 3.13 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents perceived the usefulness of inservice training to be higher than adult home economics agents or 4-H youth agents.

Agents were asked how satisfied they were with usefulness of inservice training. According to the F test there was a significant relationship between primary job responsibility and agents' perceived level of satisfaction with the usefulness of inservice training ($f = 8.46$, $df = 3/283$, $p < .001$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.46, 2.91, 2.74, and 3.04 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were significantly more satisfied with inservice training than adult home economics agents or 4-H youth agents.

Clarity of Evaluation Standards

The nineteenth job condition studied was agents' perceptions of the clarity of the standard of performance evaluation. Each agent responded on a scale of one to five (1 = very unclear, and 5 = very clear) indicating the perceptions of that job condition. When tested by the F test there was no significant relationship between primary job responsibility and agents' perceptions of the clearness of

performance evaluation ($f = 1.97$, $df = 3/283$, $p = .118$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.20, 3.33, 2.93, and 3.13 respectively on the five-point scale. Agents in all four primary job responsibility groups did not significantly differ in their perceptions of the clarity of evaluation standards.

Agents were asked how satisfied they were with the clearness of standards of performance evaluation. As indicated in the F test there was a significant relationship between primary job responsibility and agents' perceived level of satisfaction with the clearness of standards of performance evaluation ($f = 4.12$, $df = 3/283$, $p = .007$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.26, 3.31, 2.82, and 2.93 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were more satisfied with the clearness of performance evaluation than were 4-H youth agents. There was no significant difference in the other groups.

Level of Autonomy

The twentieth job condition studied was the agents' perceptions of their level of autonomy in the job. Each agent responded on a scale of one to five (1 = very low amount of control, and 5 = very high amount of control). When tested with the F test there was no significant relationship between primary job responsibility and agents' perceived level of autonomy ($f = 2.24$, $df = 3/283$, $p = .084$). Adult

agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual responsibility had a mean score of 3.98, 3.96, 3.68, and 3.80 respectively on the five-point scale. Agents in all four groups were not significantly different in their perception of the level of autonomy received from the job.

Agents were asked how satisfied they were with the level of autonomy. As indicated by the F test there was a significant relationship between primary job responsibility and the agents' perceived level of satisfaction with autonomy ($f = 4.95$, $df = 3/283$, $p = .002$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 4.10, 4.00, 3.65, and 3.84 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents perceived a significantly higher level of satisfaction with the amount of autonomy they received from the job than did 4-H youth agents.

Recognition From Superiors

The twenty-first job condition studied was the agents' perceptions of the amount of recognition received from superiors. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perceptions of that job condition. When tested by the F test agents primary job responsibility was not significantly related to their perceptions of the amount of recognition received from superiors ($f = 1.29$, $df = 3/283$, $p = .277$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.14, 2.87, 2.92,

and 2.93 respectively on the five-point scale. Agents in all four groups were not significantly different in their perception of recognition from superiors.

Agents were asked how satisfied they were with the amount of recognition received from superiors. According to the F test there was a significant relationship between primary job responsibility and agents' perceived level of satisfaction with recognition received from superiors ($f = 4.10$, $df = 3/283$, $p = .007$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.51, 3.02, 3.03, and 3.02 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents were more satisfied with recognition from superiors than were 4-H youth agents. There was no significant difference between the other two job responsibility groups.

Employee Benefits

The twenty-second job condition studied was the agents' perceptions of job benefits. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating the perceptions of that job condition. According to the F test there was no significant relationship between primary job responsibility and agents' perceptions of job benefits ($f = 0.54$, $df = 3/283$, $p = .654$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual responsibility had a mean score of 3.71, 3.91, 3.74, and 3.75 respectively on the five-point scale. While the F test did not

indicate a significant difference, a comparison of mean scores indicated that agents in all groups tended to rate the package of benefits as "high".

Agents were asked how satisfied they were with the package of job benefits. According to the F test there was no significant relationship between primary job responsibility and agents' perceived level of satisfaction with benefits ($f = .315$, $df = 3/283$, $p = .815$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 3.81, 3.93, 3.78, and 3.85 respectively on the five-point scale. Agents in one job group were no more or less likely to be satisfied with their benefits than agents in the other three groups.

Overall Satisfaction

The agents' overall satisfaction was also studied. Each agent responded on a scale of one to five (1 = very dissatisfied, and 5 = very satisfied) indicating their perceptions of the level of overall job satisfaction. When tested by the F test agents primary job responsibility was significantly related to their perceived level of overall job satisfaction ($f = 4.58$, $df = 3/283$, $p = .004$). Adult agricultural agents, adult home economics agents, 4-H youth agents, and agents having dual role responsibility had a mean score of 4.10, 4.16, 3.76, and 3.80 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that adult agricultural agents perceived a higher level of overall satisfaction than did 4-H youth agents. There was no significant difference in the other groups.

Table Summary

Findings in Table 3 indicated that of the 22 job conditions studied 13 were significantly related to agents' primary job responsibility. Those job conditions significantly related to agents' primary job responsibility were status and prestige, level of job security, energy required for the job, quality of relationship with clients, pay for the job, hours of work, equitable treatment of males and females, overnight travel, how the job makes them feel about themselves, the demands of the job, flexibility of office hours, direction from supervisors, and usefulness of inservice.

Agents' primary job responsibility was also significantly related to their level of satisfaction in all areas except employee benefits and time spent on paperwork. Agents' primary job responsibility was significantly related to their perceived overall satisfaction with the job. Findings indicated that agents with primary program responsibility in adult agriculture perceived a significantly higher level of overall satisfaction than 4-H youth agents.

According to findings of the study, agents with responsibility in adult agriculture were significantly more satisfied than agents with primary responsibilities in 4-H youth in 15 of the perceived levels of satisfaction conditions studied. These were status and prestige, level of job security, energy required to do the job, hours required for the job, equitable treatment of males and females, overnight travel, job made them feel about themselves, demands of the job, the flexibility of office schedule, involvement of the job,

opportunity for advancement and promotion, direction from supervisors, clarity of evaluation standards, autonomy, and recognition from superiors.

Adult agricultural agents were also significantly more satisfied with nine of the perceived levels of satisfaction than agents with dual roles. These were energy required for the job, equitable treatment of males and females, overnight travel, hours of work, demands of the job, flexibility of office schedule, direction from supervisors, involvement with the job, and opportunity for advancement and promotion.

Adult home economics agents perceived a higher level of satisfaction than 4-H agents with the conditions of energy required for the job, relationships with clients, hours needed for the job, and how the job makes them feel about themselves.

Agents with adult home economics responsibility also tended to be more satisfied with the level of enjoyment than agents with adult agriculture responsibility. Adult home economics agents tended to be more satisfied with the level of pay than 4-H agents. Adult home economics agents were more satisfied with the energy required to do the job than dual role agents.

Agents with adult agricultural responsibilities were significantly more satisfied with the condition of equitable treatment of males and females than agents with adult home economics responsibilities or dual role responsibilities.

III. RELATIONSHIP BETWEEN TENNESSEE EXTENSION AGENTS' LENGTH OF
EMPLOYMENT AND THEIR PERCEPTIONS OF SELECTED JOB
CONDITIONS AND THEIR LEVELS OF SATISFACTION
WITH THOSE CONDITIONS

Section III presents findings regarding relationships between Tennessee Extension agents' length of employment with the Tennessee Extension Service and their perceptions of selected job conditions and their level of satisfaction with those conditions. These findings are summarized in Table 4. Agents were divided into three groups: (1) agents employed five or less years, (2) agents employed 6 to 20 years, and (3) agents employed 21 or more years. Each selected job condition was analyzed individually to determine if the length of employment with the Extension Service was related to the agents' perception of each job condition or level of satisfaction with that condition. Sixteen of the 22 original questions regarding job conditions were reverse numbered so that all responses for job condition questions would be on a scale of one to five, where one was the least response and five was the greatest response. All levels of satisfaction responses were also reversed for the purpose of analysis. The analysis of variance F test was used to determine the strength of the relationships between dependent and independent variables. The .05 probability level was the point at which a relationship was considered significant. The Scheffe's Post Hoc analysis was used to identify groups which were significantly different.

Table 4. Relationship Between Tennessee Extension Agents' Length of Employment and Their Perceptions of Job Conditions and Their Level of Satisfaction With Those Conditions

Job Condition and Satisfaction Variables	Job Condition Scores			Job Satisfaction Scores		
	Length of Employment in Years			Length of Employment in Years		
	<5 (N=83) Mean	6-20 (N=153) Mean	21+ (N=62) Mean	<5 (N=83) Mean	6-20 (N=153) Mean	21+ (N=62) Mean
Status and Prestige	3.42 f=1.69	3.57 df=2/295	3.63 p=.186	3.72 f=1.06	3.80 df=2/295	3.94 p=.346
Job Security	2.10 f=4.69	1.95 df=2/295	1.66 p=.010	4.01 f=3.11	4.02 df=2/295	4.31 p=.046
Paperwork Time	3.57 f=3.02	3.71 df=2/295	3.89 p=.050	2.73 f=4.86	2.39 df=2/295	2.35 p=.008
Energy Required for the Job	3.92 f=1.28	3.94 df=2/295	3.77 p=.281	3.36 f=2.65	3.37 df=2/295	3.64 p=.072
Quality of Relationship With Clients	4.31 f=12.15	4.61 df=2/295	4.64 p<.001	4.13 f=6.54	4.41 df=2/295	4.48 p=.002
Pay for the Job	2.64 f=7.12	2.80 df=2/295	3.11 p=.001	2.99 f=3.59	3.19 df=2/295	3.40 p=.029
Hours of Work in Job	3.88 f=1.71	3.83 df=2/295	3.66 p=.183	3.02 f=8.30	2.85 df=2/295	3.40 p<.001
Level of Enjoyment	3.87 f=0.35	3.80 df=2/295	3.87 p=.702	3.78 f=0.23	3.81 df=2/295	3.87 p=.797
Equitable Treatment of Males and Females	3.29 f=0.58	3.16 df=2/295	3.32 p=.562	3.45 f=1.42	3.20 df=2/295	3.35 p=.244
Overnight Travel	3.18 f=6.86	3.10 df=2/295	2.63 p=.001	3.31 f=7.06	3.44 df=2/295	3.85 p=.001
Job Makes Feel Good About Self	3.83 f=1.46	3.94 df=2/295	4.05 p=.234	3.77 f=0.32	3.83 df=2/295	3.89 p=.726
Demands of the Job	3.83 f=0.94	3.75 df=2/295	3.55 p=.392	2.95 f=4.64	2.94 df=2/295	3.35 p=.010
Relationship With Other Agents	4.00 f=1.51	4.09 df=2/295	4.24 p=.222	3.83 f=1.88	3.88 df=2/295	4.11 p=.155
Flexibility of Office Time	3.06 f=3.49	3.31 df=2/295	3.50 p=.032	3.53 f=1.02	3.63 df=2/295	3.77 p=.361
Involvement of the Job	4.04 f=1.66	3.88 df=2/295	3.90 p=.193	3.20 f=2.51	3.20 df=2/295	3.50 p=.083
Opportunity for Advancement	2.63 f=2.03	2.39 df=2/295	2.53 p=.134	2.88 f=3.65	2.69 df=2/295	3.08 p=.027
Direction From Supervisors	2.77 f=1.67	2.73 df=2/295	2.98 p=.190	3.06 f=5.86	3.29 df=2/295	3.63 p=.003
Usefulness of Inservice	3.18 f=2.25	3.07 df=2/295	3.37 p=.107	3.16 f=4.56	2.91 df=2/295	3.35 p=.011
Clarity of Evaluation Standards	2.94 f=1.72	3.14 df=2/295	3.24 p=.181	2.94 f=3.50	2.99 df=2/295	3.35 p=.031
Autonomy in Job	3.73 f=2.07	3.93 df=2/295	3.73 p=.128	3.81 f=0.61	3.93 df=2/295	3.84 p=.546
Recognition From Superiors	2.93 f=0.38	2.97 df=2/295	3.06 p=.682	3.11 f=2.50	3.08 df=2/295	3.44 p=.084
Employee Benefits	3.81 f=0.09	3.76 df=2/295	3.76 p=.912	3.84 f=0.18	3.82 df=2/295	3.90 p=.840
Overall Satisfaction				3.89 f=1.27	3.90 df=2/295	4.08 p=.282

Status and Prestige

The first job condition studied was the agents' perceptions of the amount of status and prestige associated with their jobs. Each agent responded on a scale of one to five (1 = very low amount of prestige, and 5 = very high amount of prestige), indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of employment and their perceptions of status and prestige ($f = 1.69$, $df = 2/295$, $p = .186$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.42, 3.57, and 3.63 respectively on the five-point scale. The perception of status and prestige agents in all three length of employment groups were not significantly different.

Agents were asked how satisfied they were with the amount of status and prestige associated with their jobs. When tested by the F test there was no significant relationship between the length of employment and their level of satisfaction with the amount of status and prestige ($f = 1.06$, $df = 2/295$, $p = .346$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 years or more had a mean score of 3.72, 3.80, and 3.94 respectively on the five-point scale. Agents' level of satisfaction with the condition of status and prestige was not significantly different between the three length of employment groups.

Job Security

The second job condition studied dealt with the agents' perceptions as to the frequency of which they worried about job security. Each agent responded on a scale of one to five (1 = never worry about job security, and 5 = worry about job security all of the time), indicating their perception of that job condition. When tested by the F test there was a significant relationship between length of service and agents' perceptions of their frequency of worry about job security ($f = 4.69$, $df = 2/295$, $p = .010$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.10, 1.95, and 1.66 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 5 years or less worried significantly more about job security than agents employed 21 or more years.

Agents were asked how satisfied they were with the level of job security. When tested by the F test there was a significant relationship between their length of employment and their level of satisfaction with job security ($f = 3.11$, $df = 2/295$, $p = .046$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 4.01, 4.02, and 4.31 respectively on the five-point scale. The Scheffe's Post Hoc analysis did not identify any groups to be significantly different at the .05 level. However, a comparison of the mean scores indicated that agents with 21 or more years of employment tended to be more satisfied with their job security.

Paperwork Time

The third job condition studied was the agents' perceptions of the amount of time spent on paperwork in the job. Each agent responded on a scale of one to five (1 = very little time, and 5 = a very great amount of time) indicating their perception of time spent on paperwork. When tested by the F test there was a significant relationship between length of employment and agents' perceptions of the amount of time spent on paperwork ($f = 3.02$, $df = 2/295$, $p = .050$). Agents employed 5 years or less, agents employed 6 to 20 years, and 21 or more years scored 3.57, 3.71, and 3.89 respectively on the five-point scale. While the Scheffe's Post Hoc analysis did not indicate which groups were different, a comparison of mean scores show that agents employed 21 years or more tended to perceive that they spent more time on paperwork than did agents with fewer years of employment.

Agents were asked how satisfied they were with the amount of time spent on paperwork. When tested by the F test there was a significant relationship between agents' length of employment and their perceived level of satisfaction with paperwork time ($f = 4.86$, $df = 3/283$, $p = .008$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had mean scores of 2.73, 2.39, and 2.35 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 5 years or less were significantly more satisfied with time spent on paperwork than agents employed 6 to 20 years and 21 or more years.

Energy Required For The Job

The fourth job condition studied was agents' perception of the amount of energy required to do the job well. Each agent responded on a scale of one to five (1 = very little energy, and 5 = a very great amount of energy), indicating their perception of the energy expended for the job. When tested by the F test there was no significant relationship between length of employment and agents' perception of the amount of energy required to perform the job ($f = 1.28$, $df = 2/295$, $p = .281$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had mean scores of 3.92, 3.94, and 3.77 respectively on the five-point scale. There was no significant difference between groups with regard to agents' length of employment and their perception of the energy required to do the job.

Agents were asked how satisfied they were with the amount of energy needed to perform the job. When tested by the F test there was no significant relationship between agents' length of employment and their perceived level of satisfaction ($f = 2.65$, $df = 2/295$, $p = .072$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.36, 3.37, and 3.64 respectively on the five-point scale. There was no significant difference between groups with regard to agents' length of employment and their level of satisfaction with the energy required to do the job.

Quality of Relationship With Clients

The fifth job condition studied dealt with the agents' perceptions of their quality of their relationship with clientele. Each agent responded on a scale of one to five (1 = very poor, and 5 = very good) indicating their perception of that job condition. When tested by the F test there was a significant relationship between agents' length of employment and their perception of relationships with clientele ($f = 12.15$, $df = 2/295$, $p < .001$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 4.31, 4.61, and 4.64 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed from 6 to 20 years and 21 or more years perceived a significantly higher quality relationship with clients than did agents employed 5 years or less.

Agents were asked how satisfied they were with their relationship with clientele. When tested by the F test there was a significant relationship between length of employment and agents' level of satisfaction with this condition ($f = 6.54$, $df = 2/295$, $p = .002$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 4.13, 4.41, and 4.48 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 6 to 20 years and 21 or more years were significantly more satisfied with clientele relationships than were agents employed 5 years or less.

Pay For The Job

The sixth job condition studied dealt with the agents' perceptions of pay for the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was a significant relationship between agents' length of employment and their perception of pay received for the job ($f = 7.12$, $df = 2/295$, $p = .001$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.64, 2.80, and 3.11 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more years perceived their level of pay for the job to be higher than agents in the other two groups.

Agents were asked how satisfied they were with their pay. When tested by the F test there is a significant relationship between length of employment and their satisfaction with the level of pay ($f = 3.59$, $df = 2/295$, $p = .029$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.99, 3.19, and 3.40 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more years were significantly more satisfied with their level of pay for the job than were agents employed 5 years or less.

Hours of Work in Job

The seventh job condition studied dealt with the agents' perceptions as to hours of work in the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of service and their perception of hours of work required for the job ($f = 1.71$, $df = 2/295$, $p = .183$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.88, 3.83, and 3.66 respectively on the five-point scale. Agents in each of the three length of employment groups did not differ in their perception of hours of work required for the job.

Agents were asked how satisfied they were with the number of hours worked in the job. When tested by the F test there was a significant relationship between agents' length of employment and their level of satisfaction with this condition ($f = 8.30$, $df = 2/295$, $p < .001$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.02, 2.85, and 3.40 respectively on the five-point scale. The Scheffe's Post Hos analysis indicated that agents employed 21 or more years were significantly more satisfied with hours of work required by the job than agents employed 6 to 20 years and 5 years or less.

Level of Enjoyment

The eighth job condition studied was the agents' perceptions of the level of enjoyment from the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was no significant relationship between length of employment and agents' perceptions of enjoyment of the job ($f = 0.35$ $df = 2/295$, $p = .702$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.87, 3.80, and 3.87 respectively on the five-point scale. Agents of one group were no more or less likely to perceive the level of enjoyment derived from the job to be any greater than agents in the other two groups.

Agents were asked how satisfied they were with the level of enjoyment received from the job. When tested by the F test there was no significant relationship between length of employment and satisfaction with levels of enjoyment ($f = 0.23$ $df = 2/295$, $p = .797$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.78, 3.81, and 3.87 respectively on the five-point scale. Agents of one group were no more or less likely to perceive their level of satisfaction with enjoyment derived from the job to be any greater than agents in the other two groups.

Equitable Treatment of Males and Females

The ninth job condition studied dealt with the agents' perception of the equitable treatment of males and females within the organization.

Each agent responded on a scale of one to five (1 = very inequitably, and 5 = very equitably) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of service and their perception of equitable treatment of males and females ($f = 0.58$, $df = 2/295$, $p = .562$).

Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.29, 3.16, and 3.32 respectively on the five-point scale. Agents in one group were no more or less likely to perceive that there was equitable treatment of males and females than agents in the other two groups.

Agents were asked how satisfied they were with the equitable treatment of males and females. When tested by the F test there was no significant relationship between length of employment and level of satisfaction with the equitable treatment of males and females ($f = 1.42$, $df = 2/295$, $p = .244$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.45, 3.20, and 3.35 respectively on the five-point scale. There was no significant difference between groups as to their level of satisfaction with the equitable treatment of males and females.

Overnight Travel

The tenth job condition studied dealt with the agents' perception of the amount of overnight travel required by the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by

the F test there was a significant relationship between agents' length of employment and their perception of the amount of overnight travel ($f = 6.86$, $df = 2/295$, $p = .001$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years and their perceptions of the amount of overnight travel had a mean score of 3.18, 3.10, and 2.63 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more years perceived they had significantly less overnight travel than did agents in the other two groups.

Agents were asked how satisfied they were with the amount of overnight travel required by the job. When tested by the F test there was a significant relationship between length of employment and amount of overnight travel ($f = 7.06$, $df = 2/295$, $p = .001$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.31, 3.44, and 3.85 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated agents employed 21 or more years were significantly more satisfied with the amount of overnight travel than were agents in the other two length of employment groups.

Job Makes Feel Good About Self

The eleventh job condition studied dealt with the agents' perception of how the job made them feel about themselves. Each agent responded on a scale of one to five (1 = very bad, and 5 = very good) indicating their perception of that job condition. When tested by the F test there was no significant relationship between length of

employment and agents' perception of how the job made them feel about themselves ($f = 1.46$, $df = 2/295$, $p = .234$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.83, 3.94, and 4.05 respectively on the five-point scale. Agents in one group were no more likely than agents in the other two groups to perceive that their job made them feel good about themselves.

Agents were asked how satisfied they were with how the job made them feel about themselves. When tested by the F test there was no significant relationship between length of employment and agents' level of satisfaction with how the job made them feel about themselves ($f = 0.32$, $df = 2/295$, $p = .726$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.77, 3.83, and 3.89 respectively on the five-point scale. Agents in one group were no more or less likely than agents in the other two groups to be satisfied with how the job made them feel about themselves.

Demands of the Job

The twelfth job condition studied dealt with the agents' perception as to how demanding the job was on the agents resources. Each agent responded on a scale of one to five (1 = very undemanding, and 5 = very demanding) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' primary job assignment and their perception of the demands of the job ($f = 0.94$, $df = 2/295$, $p = .392$). Agents employed

5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.83, 3.75, and 3.55 respectively on the five-point scale. There was no significant difference between agents in the three length of employment groups regarding their perceptions of the demands of the job.

Agents were asked how satisfied they were with the demands of their job. When tested by the F test there was a significant relationship between agents' length of employment and their level of satisfaction with job demands ($f = 4.64$ $df = 2/295$, $p = .010$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.95, 2.94, and 3.35 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more years were significantly more satisfied with the demands of the job than were agents in the other two groups.

Relationship With Other Agents

The thirteenth job condition studied was the agents' length of employment and their working relationship with other agents. Each agent responded on a scale of one to five (1 = very poor, and 5 = very good) indicating their perception of that job condition. When tested by the F test there was no significant relationship between length of employment and agents' perceptions of their relationships with other agents ($f = 1.51$, $df = 2/295$, $p = .222$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 4.00, 4.09, and 4.24 respectively on the five-point scale.

Agents were asked how satisfied they were with their relationships with other agents. When tested by the F test there was no significant relationship between length of employment and agents' level of satisfaction with their relationships with other agents ($f = 1.88$, $df = 2/295$, $p = .155$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years scored 3.83, 3.88, and 4.11 respectively on the five-point scale. Agents of one group were no more or less likely to be satisfied with their relationship with other agents than agents in the other two groups.

Flexibility of Office Time

The fourteenth job condition studied dealt with the agents' perception regarding flexibility of their office schedule. Each agent responded on a scale of one to five (1 = very low amount of flexibility, and 5 = very high amount of flexibility) indicating their perception of that job condition. When tested by the F test there was a significant relationship between agents length of employment and their perception of schedule flexibility ($f = 3.49$, $df = 2/295$, $p = .032$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.06, 3.31, and 3.50 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated agents employed 21 years or more perceived a significantly higher level of schedule flexibility than did agents employed 5 years or less.

Agents were asked how satisfied they were with the flexibility of their schedule. When tested by the F test there was no significant

relationship between length of employment and the level of satisfaction with schedule flexibility ($f = 1.02$, $df = 2/295$, $p = .361$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.53, 3.63, and 3.77 respectively on the five-point scale. Agents in one length of employment group were no more or less likely to be satisfied with the flexibility of their office schedules than agents in the other two groups.

Involvement of Job

The fifteenth job condition studied was the agents' perception of the amount of involvement the job requires. Each agent responded on a scale of one to five (1 = never think of the job while away from the job, and 5 = think about the job all of the time). When tested by the F test there was no significant relationship between length of employment and involvement with the job ($f = 1.66$, $df = 2/295$, $p = .193$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 4.04, 3.88, and 3.90 respectively on the five-point scale. Agents in all three length of employment groups were not significantly different in their perception of the amount of involvement required by the job.

Agents were asked how satisfied they were with the involvement of the job. When tested by the F test there was no significant relationship between length of employment and agents' perceived level of satisfaction with involvement with the job ($f = 2.51$, $df = 2/295$,

$p = .083$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.20, 3.20, and 3.50 respectively on the five-point scale. Agents' level of satisfaction with the involvement of the job did not significantly differ between the three groups.

Opportunity For Advancement

The sixteenth job condition studied dealt with the agents' perception of their opportunity for advancement. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of employment and their perception of their opportunity for advancement ($f = 2.03$, $df = 2/295$, $p = .134$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 years or more had a mean score of 2.63, 2.39, and 2.53 respectively on the five-point scale. There was no significant difference between length of service groups and their perception of opportunity for advancement.

Agents were asked how satisfied they were with the opportunities for advancement. When tested by the F test there was a significant relationship between agents' length of employment and level of satisfaction with opportunities for advancement ($f = 3.65$, $df = 2/295$, $p = .027$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.88, 2.69, and 3.08 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more

years were significantly more satisfied with opportunities for advancement than agents employed 6 to 20 years.

Direction From Supervisors

The seventeenth job condition studied was the agents' perception of the amount of guidance and direction from supervisors. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of employment and their perception of the amount of guidance and direction from supervisors ($f = 1.67$, $df = 2/295$, $p = .190$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.77, 2.73, and 2.98 respectively on the five-point scale. Agents in all length of employment groups were not significantly different in their perceptions of the amount of guidance and direction from supervisors.

Agents were asked how satisfied they were with the amount of guidance they received from supervisors. When tested by the F test there was a significant relationship between agents' length of employment and their level of satisfaction with guidance from supervisors ($f = 5.86$, $df = 2/295$, $p = .003$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.06, 3.29, and 3.63 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more years were significantly more satisfied with guidance from supervisors than were agents employed 5 years or less.

Usefulness of Inservice

The eighteenth job condition studied was the agents' perception of the usefulness of inservice training. Each agent responded on a scale of one to five (1 = very low usefulness, and 5 = very high usefulness) indicating their perception of that job condition. When tested by the F test there was no significant relationship between the agents' length of employment and their perceptions of the usefulness of inservice training ($f = 2.25$, $df = 2/295$, $p = .107$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.18, 3.07, and 3.37 respectively on the five-point scale. Agents in the three length of employment groups were not significantly different in their perception of the usefulness of inservice.

Agents were asked how satisfied they were with the usefulness of inservice training. When tested by the F test there was a significant relationship between agents' length of employment and their perceived level of satisfaction with the usefulness of inservice training ($f = 4.56$, $df = 2/295$, $p = .011$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.16, 2.91, and 3.35 respectively on the five-point scale. The Scheffe's Post Hoc analysis indicated that agents employed 21 or more years were significantly more satisfied with inservice training than agents employed 6 to 20 years.

Clarity of Evaluation Standards

The nineteenth job condition studied was the agents' perception of the clarity of the standard of performance evaluation. Each agent responded on a scale of one to five (1 = very unclear, and 5 = very clear) indicating their perception of that job condition. When tested by the F test there was no significant relationship between length of employment and their perceptions of the clearness of performance evaluation ($f = 1.72$, $df = 2/295$, $p = .181$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years scored 2.94, 3.14, and 3.24 respectively on the five-point scale. There was no significant difference between agents in the three length of service groups regarding their perception of clarity of evaluation standards.

Agents were asked how satisfied they were with the clearness of standards of performance evaluation. When tested by the F test there was a significant relationship between length of employment and levels of satisfaction with the clearness of standards of performance evaluation ($f = 3.50$, $df = 2/295$, $p = .031$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.94, 2.99, and 3.35 respectively on the five-point scale. The Scheffe's Post Hoc analysis did not indicate any group significantly different at the .05 level. However, a comparison of the mean scores indicated that agents employed 21 years or more tended to be more satisfied with the clarity of evaluation standards than agents in the other two groups.

Autonomy in the Job

The twentieth job condition studied was the agents' perception of their level of autonomy in the job. Each agent responded on a scale of one to five (1 = very low amount of control, and 5 = very high amount of control). When tested by the F test there was no significant relationship between agents length of employment and their perceived level of autonomy ($f = 2.07$, $df = 2/295$, $p = .128$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.73, 3.93, and 3.73 respectively on the five-point scale. Agents in one group were no more or less likely to perceive more autonomy in the job than agents in the other two groups. All three groups perceived a "high" level of autonomy.

Agents were asked how satisfied they were with the level of autonomy in the job. When tested by the F test there was no significant relationship between length of employment and level of satisfaction with job autonomy ($f = 0.61$, $df = 2/295$, $p = .546$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.81, 3.93, and 3.84 respectively on the five-point scale. Agents in one group were no more or less likely to be satisfied with job autonomy than agents in the other two groups.

Recognition From Superiors

The twenty-first job condition studied was the agents' perception of the amount of recognition from superiors. Each agent responded

on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of employment and their perception of the amount of recognition from superiors ($f = 0.38$, $df = 2/295$, $p = .682$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 2.93, 2.97, and 3.06 respectively on the five-point scale. Agents in one group were no more or less likely to be significantly different in their perception of recognition from superiors than agents in the other two groups.

Agents were asked how satisfied they were with the amount of recognition from superiors. When tested by the F test there was no significant relationship between length of employment and levels of satisfaction with recognition from superiors ($f = 2.50$, $df = 2/295$, $p = .084$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.11, 3.08, and 3.44 respectively on the five-point scale. Agents in one group are no more or less likely to be satisfied with their recognition from superiors than agents in the other two groups.

Employee Benefits

The twenty-second job condition studied was the agents' perception of job benefits. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. When tested by the F test there was no significant relationship between agents' length of employment and their perception

of job benefits ($f = 0.09$, $df = 2/295$, $p = .912$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 years or more had a mean score of 3.81, 3.76, and 3.76 respectively on the five-point scale. Agents in one group were no more or less favorable of their job benefits than agents in the other two groups.

Agents were asked how satisfied they were with the package of job benefits. When tested by the F test there was no significant relationship between length of employment and level of satisfaction with benefits ($f = 0.18$, $df = 2/295$, $p = .840$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.84, 3.82, and 3.90 respectively on the five-point scale. Agents in one group were no more or less satisfied with their benefits than agents in the other two groups.

Overall Satisfaction

The agents' overall satisfaction was also studied. Each agent responded on a scale of one to five (1 = very dissatisfied, and 5 = very satisfied) indicating their perception of the level of overall job satisfaction. When tested by the F test there was no significant relationship between the agents' length of employment and their level of overall job satisfaction ($f = 1.27$, $df = 2/295$, $p = .282$). Agents employed 5 years or less, agents employed 6 to 20 years, and agents employed 21 or more years had a mean score of 3.89, 3.90, and 4.08 respectively on the five-point scale. Agents in one employment group was no more or less satisfied with their job overall than agents in the other two groups.

Table Summary

Findings in Table 4 indicated that 6 of the 22 job conditions studied were significantly related to the agents' length of employment. Those job conditions significantly related to agents' length of service were job security, time required for paperwork, quality of relationship with clients, pay for the job, overnight travel, and flexibility of office time.

The agents' length of employment was also significantly related to their level of satisfaction in the following areas: job security, paperwork time, quality of relationship with clients, pay for the job, hours of work in the job, overnight travel, demands of the job, opportunity for advancement, direction from supervisors, usefulness of inservice training, and clarity of evaluation standards. In all areas but time required for paperwork, agents employed with the Tennessee Extension Service over 21 years were more satisfied than agents in the other two groups.

The agents' overall level of satisfaction with the job was not significantly related to length of employment.

Agents employed less than 5 years were more satisfied with the amount of time needed to do paperwork than agents employed 6 to 20 years and 21 or more years.

Agents employed 6 to 20 years and 21 or more years were more satisfied with the quality of their relationship with clients than agents employed less than 5 years.

Agents employed 21 or more years were more satisfied than agents employed less than 5 years in 5 of the 22 job conditions. Those were:

pay, hours of work, overnight travel, direction from supervisors, and clarity of evaluation standards. Agents employed 21 or more years were more satisfied with opportunity for advancement, usefulness of inservice, clarity of evaluation standards, overnight travel, and hours of work. Agents employed 21 or more years tended to perceive a higher level of job security than agents in both of the other groups.

IV. RELATIONSHIP BETWEEN THE TENNESSEE EXTENSION AGENTS' GENDER AND THEIR PERCEPTIONS OF JOB CONDITIONS AND THEIR LEVEL OF SATISFACTION WITH THOSE CONDITIONS

Section IV presents findings regarding relationships between the Tennessee Extension agents' gender and their perceptions of selected job conditions and their level of satisfaction with those conditions. These findings are summarized in Table 5. Agents were divided into two groups: (1) male, and (2) female. Each selected job condition was analyzed individually to determine if the gender was related to the agents' perception of each job condition or level of satisfaction with that condition. Sixteen of the 22 original questions regarding job conditions were reverse numbered so that all responses for job condition questions would be on a scale of one to five, where one was the least response and five was the greatest for each question. All levels of job satisfaction responses were also reversed for the purpose of analysis. The t test was used to determine the strength of the relationships between dependent and independent variables. The .05 probability level was the point at which a relationship was considered significant.

Table 5. Relationship Between Tennessee Extension Agents' Gender and Their Perceptions of Job Conditions and Their Level of Satisfaction With Those Conditions

Job Condition and Job Satisfaction Variables	Job Condition Scores		Job Satisfaction Scores	
	Gender		Gender	
	Male (No.=167) Mean	Female (No.=131) Mean	Male (N=167) Mean	Female (No.131) Mean
Status and Prestige	3.54 t=0.03	3.54 p=.973	3.79 t=-0.33	3.82 p=.739
Job Security	1.80 t=-3.05	2.11 p=.003	4.18 t=2.38	3.95 p=.018
Paperwork Time	3.67 t=-0.85	3.75 p=.398	2.45 t=-0.67	2.52 p=.502
Energy Required for the Job	3.71 t=-5.61	4.15 p<.001	3.53 t=2.48	3.29 p=.014
Quality of Relationship With Clients	4.48 t=-2.14	4.60 p=.033	4.26 t=-2.45	4.45 p=.015
Pay for the Job	2.67 t=-3.93	3.02 p<.001	3.11 t=-1.46	3.27 p=.144
Hours of Work in Job	3.67 t=-3.65	3.98 p<.001	3.17 t=3.31	2.82 p<.001
Level of Enjoyment	3.77 t=-1.75	3.92 p=.080	3.81 t=-0.17	3.82 p=.864
Equitable Treatment of Males and Females	3.78 t=10.72	2.52 p<.001	3.81 t=10.22	2.65 p<.001
Overnight Travel	2.81 t=-4.48	3.31 p<.001	3.61 t=2.61	3.34 p=.009
Job Makes Feel Good About Self	3.95 t=0.49	3.91 p=.624	3.81 t=-0.25	3.84 p=.803
Demands of the Job	3.52 t=-3.29	3.99 p=.001	3.18 t=3.09	2.84 p=.002
Relationship With Other Clients	4.16 t=1.55	4.01 p=.123	3.95 t=0.70	3.87 p=.486
Flexibility of Office Time	3.46 t=3.48	3.05 p=.001	3.81 t=3.37	3.40 p=.001
Involvement of Job	3.87 t=-1.70	4.00 p=.089	3.37 t=2.15	3.13 p=.033
Opportunity for Advancement	2.61 t=2.77	2.32 p=.006	2.94 t=2.28	2.68 p=.023
Direction From Supervisors	2.87 t=1.57	2.69 p=.117	3.43 t=2.47	3.14 p=.014
Usefulness of Inservice	3.21 t=0.93	3.11 p=.352	3.14 t=1.37	2.98 p=.170
Clarity of Evaluation Standards	3.06 t=-0.84	3.16 p=.402	3.04 t=-0.16	3.06 p=.874
Autonomy in Job	3.85 t=0.33	3.82 p=.741	3.92 t=0.90	3.82 p=.371
Recognition From Superiors	3.07 t=1.97	2.86 p=.050	3.33 t=2.96	2.95 p=.003
Employee Benefits	3.72 t=-1.05	3.83 p=.296	3.77 t=-1.60	3.94 p=.110
Overall Satisfaction			3.92 t=-0.34	3.95 p=.733

Status and Prestige

The first job condition studied was the agents' perceptions of the amount of status and prestige associated with their jobs. Each agent responded on a scale of one to five (1 = very low amount of prestige, and 5 = very high amount of prestige) indicating their perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and their perceptions of status and prestige ($t = 0.03$, $p = .973$). Males and females had a mean score of 3.54 and 3.54, respectively on the five-point scale. Male agents were no more or less likely to perceive a high amount of status and prestige in the job than female agents.

Agents were asked how satisfied they were with the amount of status and prestige associated with their jobs. The t test indicated there was no significant relationship between the agents' gender and their satisfaction with this condition ($t = -0.33$, $p = .739$). Males and females had a mean score of 3.79 and 3.82, respectively on the five-point scale. Male agents were no more or less likely to be satisfied with the status and prestige from the job than female agents.

Job Security

The second job condition studied dealt with the agents' perceptions as to the frequency of which they worried about job security. Each agent responded on a scale of one to five (1 = never worry about job security, and 5 = worry about job security all of the time) indicating their perception of that job condition. The t test indicated there

was a significant relationship between the agents' gender and their perceptions of frequency of worry about job security ($t = -3.05$, $p = .003$). Males and females had a mean score of 1.80 and 2.11, respectively on the five-point scale. A comparison of the mean scores indicated that males tended to worry about job security less than females.

Agents were asked how satisfied they were with the level of job security. The t test indicated there was a significant relationship between their gender and their level of satisfaction with worry about job security ($t = 2.38$, $p = .018$). Males and females had a mean score of 4.18 and 3.95, respectively on the five-point scale. A comparison of the mean scores indicated that males tended to perceive that they were more satisfied with the level of job security than females.

Paperwork Time

A third job condition studied was the agents' perception of the amount of time spent on paperwork in the job. Each agent responded on a scale of one to five (1 = very little time, and 5 = a very great amount of time) indicating their perception of time spent on paperwork. The t test indicated there was no significant relationship between the agents' gender and their perception of the amount of time spent on paperwork ($t = -0.85$, $p = .398$). Males and females had a mean score of 3.67 and 3.75, respectively on the five-point scale. The perception of male and female agents of the amount of time spent on paperwork was not significantly different.

Agents were asked how satisfied they were with the amount of time spent on paperwork. The t test indicated there was no significant relationship between the agents' gender and their perceived level of satisfaction with that condition ($t = -0.67$, $p = .502$). Males and females had a mean score of 2.45 and 2.52, respectively on the five-point scale. Female agents were no more or less satisfied with paperwork than male agents.

Energy Required for the Job

The fourth job condition studied was the agents' perceptions of the amount of energy required to do the job well. Each agent responded on a scale of one to five (1 = very little energy, and 5 = a very great amount of energy) indicating their perception of the energy expended for the job. The t test indicated there was a significant relationship between the agents' gender and their perception of the amount of energy required to perform the job ($t = -5.61$, $p < .001$). Males and females had a mean score of 3.71 and 4.15, respectively on the five-point scale. An analysis of the mean scores indicated that all agents tended to perceive that a great amount of energy was needed to do the job well. Female agents tended to perceive a slightly higher level of energy was needed than did male agents.

Agents were asked how satisfied they were with the amount of energy needed to perform the job. The t test indicated there was a significant relationship between the agents' gender and their perceived level of satisfaction ($t = 2/48$, $p = .014$). Males and females had a mean score of 3.53 and 3.29, respectively on the

five-point scale. Males tended to be significantly more satisfied than females with the level of energy needed for the job.

Quality of Relationship With Clients

The fifth job condition studied dealt with the agents' perceptions of their quality of their relationship with clientele. Each agent responded on a scale of one to five (1 = very poor, and 5 = very good) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of relationships with clientele ($t = -2.14$ $p = .033$). Male and female agents perceptions of relationships with clientele had a mean score of 4.48 and 4.60, respectively on the five-point scale. Female agents tended to perceive a significantly better relationship with clientele than male agents.

Agents were asked how satisfied they were with their relationship with clientele. The t test indicated there was a significant relationship between the agents gender and their level of satisfaction with relationship with clients ($t = -2.45$, $p = .015$). Males and females had a mean score of 4.26 and 4.45, respectively on the five-point scale. Female agents were significantly more satisfied with clientele relationships than male agents.

Pay for the Job

The sixth job condition studied dealt with the agents' perceptions of pay received for the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. The t test indicated there was a significant

relationship between the agents' gender and their perception of pay ($t = -3.93, p < .001$). Males and females had a mean score of 2.67 and 3.02, respectively on the five-point scale. Female agents perceived their pay to be higher than male agents.

Agents were asked how satisfied they were with their pay. The t test indicated there was no significant relationship between the agents' gender and their level of satisfaction with this condition ($t = -1.46, p = .144$). Males and females had a mean score of 3.11 and 3.27, respectively on the five-point scale. Female agents were no more satisfied with their level of pay than male agents.

Hours of Work in the Job

The seventh job condition studied dealt with the agents' perceptions as to hours of work required in the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of hours of work in the job ($t = -3.65, p < .001$). Males and females had a mean score of 3.67 and 3.98, respectively on the five-point scale. Female agents perceived a significantly higher level of work hours required for the job than did male agents.

Agents were asked how satisfied they were with the number of hours worked. The t test indicated there was a significant relationship between the agents' gender and their satisfaction with this condition ($t = 3.31, p < .001$). Males and females had a mean score of 3.17

and 2.82, respectively on the five-point scale. Male agents were significantly more satisfied than female agents with the hours of work required by the job.

Level of Enjoyment

The eighth job condition studied was the agents' perceptions of the level of enjoyment from the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and their perceptions of enjoyment from the job ($t = -1.75$, $p = .080$). Males and females had a mean score of 3.77 and 3.92, respectively on the five-point scale. Female agents were no more or less likely to receive greater enjoyment from the job than male agents.

Agents were asked how satisfied they were with the level of enjoyment. The t test indicated there was no significant relationship between the agents' gender and their satisfaction with levels of enjoyment from the job ($t = -0.17$, $p = .132$). Males and females had a mean score of 3.81 and 3.82, respectively on the five-point scale. Male agents were no more or less likely than female agents to perceive a higher level of satisfaction with this condition.

Equitable Treatment of Males and Females

The ninth job condition studied dealt with the agents' perception of the equitable treatment of males and females within the organization. Each agent responded on a scale of one to five (1 = very

inequitably, and 5 = very equitably) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of equitable treatment of males and females ($t = 10.72, p < .001$). Males and females and their perception of equitable treatment had a mean score of 3.78 and 2.52, respectively on the five-point scale. A comparison mean score indicated that male agents perceived treatment of males and females to be more equitable than did female agents.

Agents were asked how satisfied they were with the equitable treatment of males and females. The t test indicated there was a significant relationship between gender and level of satisfaction with the equitable treatment of males and females ($t = 10.22, p < .001$). Males and females had a mean score of 3.81 and 2.65, respectively on the five-point scale. Male agents were significantly more satisfied with the equitable treatment of males and females than were female agents.

Overnight Travel

The tenth job condition studied dealt with the agents' perception of the amount of overnight travel required by the job. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of the amount of overnight travel ($t = -4.48, p < .001$). Males and females had a mean score of 2.81 and 3.31,

respectively on the five-point scale. Male agents felt they had significantly less overnight travel than did female agents.

Agents were asked how satisfied they were with the amount of overnight travel. The t test indicated there was a significant relationship between the agents' gender and their perception of the amount of overnight travel ($t = 2.61$, $p = .009$). Males and females had a mean score of 3.61 and 3.34, respectively on the five-point scale. Male agents were significantly more satisfied with the amount of overnight travel than were female agents.

Job Makes Feel Good About Self

The eleventh job condition studied dealt with the agents' perception of how the job made them feel about themselves. Each agent responded on a scale of one to five (1 = very bad, and 5 = very good) indicating their perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and their perception of how the job made them feel about themselves ($t = 0.49$, $p = .624$). Males and females had a mean score of 3.95 and 3.91, respectively on the five-point scale. The perception of male and female agents regarding how the job made them feel about themselves was not significantly different.

Agents were asked how satisfied they were with how the job made them feel about themselves. The t test indicated there was no significant relationship between the agents' gender and their level of satisfaction with how the job made them feel about themselves ($t = -0.25$, $p = .803$). Males and females had a mean score of 3.81

and 3.84, respectively on the five-point scale. Male agents are no more or less likely to be satisfied with this condition than female agents.

Demands of the Job

The twelfth job condition studied dealt with the agents' perception as to how demanding the job is on agent regarding the use of the agents' resources. Each agent responded on a scale of one to five (1 = very undemanding, and 5 = very demanding) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of the demands of the job ($t = -3.29, p = .001$). Males and females and their perceptions of the demands of the job had a mean score of 3.52 and 3.99, respectively on the five-point scale. Female agents perceived the job to be more demanding than did male agents.

Agents were asked how satisfied they were with the demands of their job. The t test indicated there was a significant relationship between the agents' gender and their level of satisfaction with job demands ($t = 3.09, p = .002$). Males and females had a mean score of 3.18 and 2.84, respectively on the five-point scale. Male agents were significantly more satisfied than were female agents with the demands of the job.

Relationship With Other Agents

The thirteenth job condition studied was the agents' gender and their working relationship with other agents. Each agent responded on a scale of one to five (1 = very poor, and 5 = very good) indicating

the perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and their perceptions of relationships with other agents ($t = 1.55, p = .123$). Males and females had a mean score of 4.16 and 4.01, respectively on the five-point scale. Males and female agents perception regarding their relationship with other agents did not differ.

Agents were asked how satisfied they were with their relationships with other agents. The t test indicated there was no significant relationship between the agents' gender and levels of satisfaction with relationships with other agents ($t = 0.70, p = .486$). Males and females had a mean score of 3.95 and 3.87, respectively on the five-point scale. Male agents were no more or less satisfied with their relationships with other agents than female agents.

Flexibility of Office Time

The fourteenth job condition studied dealt with the agents' perception as to the flexibility of office schedule. Each agent responded on a scale of one to five (1 = very low amount of flexibility, and 5 = very high amount of flexibility) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of schedule flexibility ($t = 3.48, p = .001$). Males and females and their perceptions of schedule flexibility had a mean score of 3.46 and 3.05, respectively on the five-point scale. Male agents perceived a higher amount of flexibility than female agents.

Agents were asked how satisfied they were with the flexibility of the schedule. The t test indicated there was a significant relationship between the agents' gender and the level of satisfaction with schedule flexibility ($t = 3.37, p = .001$). Males and females had a mean score of 3.81 and 3.40, respectively on the five-point scale. Male agents were significantly more satisfied with the flexibility of schedule than were female agents.

Involvement of the Job

The fifteenth job condition studied was the agents' perception of the amount of involvement the job requires. Each agent responded on a scale of one to five (1 = never think of the job while away from the job, and 5 = think about the job all of the time). The t test indicated there was no significant relationship between the agents' gender and involvement with the job ($t = -1.70, p = .089$). Males and females had a mean score of 3.87 and 4.00, respectively on the five-point scale. Female agents were no more or less involved with their job than male agents.

Agents were asked how satisfied they were with the involvement of the job. The t test indicated there was a significant relationship between the agents' gender and levels of satisfaction with involvement with the job ($t = 2.15, p = .033$). Males and females had a mean score of 3.37 and 3.13, respectively on the five-point scale. Male agents were significantly more satisfied with the involvement with the job than were female agents.

Opportunity For Advancement

The sixteenth job condition studied dealt with the agents' perception of their opportunity for advancement. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating their perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of the opportunity for advancement ($t = 2.77$, $p = .006$). Males and females and their perceptions of the opportunity for advancement had a mean score of 2.61 and 2.32, respectively on the five-point scale. Male agents perceived a higher level of opportunity for advancement than female agents.

Agents were asked how satisfied they were with the opportunities for advancement. The t test indicated there was a significant relationship between the agents' gender and level of satisfaction with opportunities for advancement ($t = 2.28$, $p = .023$). Males and females had a mean score of 2.94 and 2.68, respectively on the five-point scale. Male agents were significantly more satisfied with opportunities for advancement than female agents.

Direction From Supervisors

The seventeenth job condition studied was the agents' perception of the amount of guidance and direction from supervisors. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating the perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and perception of the amount of guidance and direction from

supervisors ($t = 1.57, p = .117$). Males and females had a mean score of 2.87 and 2.69, respectively on the five-point scale. There was no significant difference between how male and female agents perceived their direction from supervisors.

Agents were asked how satisfied they were with the amount of guidance from supervisors. The t test indicated there was a significant relationship between the agents' gender and levels of satisfaction with guidance from supervisors ($t = 2.47, p = .014$). Males and females had a mean score of 3.43 and 3.14, respectively on the five-point scale. Male agents were significantly more satisfied with guidance from supervisors than were female agents.

Usefulness of Inservice

The eighteenth job condition studied was the agents' perception of the usefulness of inservice training. Each agent responded on a scale of one to five (1 = very low usefulness, and 5 = very high usefulness) indicating the perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and perceptions of the usefulness of inservice training ($t = 0.93, p = .352$). Males and females had a mean score of 3.21 and 3.11, respectively on the five-point scale. There was no significant difference between how male and female agents perceived the usefulness of inservice training.

Agents were asked how satisfied they were with the usefulness of inservice training. The t test indicated there was no significant relationship between the agents' gender and level of satisfaction

with the usefulness of inservice training ($t = 1.37, p = .170$). Males and females had a mean score of 3.14 and 2.98, respectively on the five-point scale. Male agents were no more or less satisfied than female agents with inservice training.

Clarity of Evaluation Standards

The nineteenth job condition studied was the agents' perception of the clarity of the standard of performance evaluation. Each agent responded on a scale of one to five (1 = very unclear, and 5 = very clear) indicating the perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and perceptions of the clearness of performance evaluation ($t = -0.84, p = .402$). Males and females had a mean score of 3.06 and 3.16, respectively on the five-point scale. There was no significant difference between male and female agents perceptions regarding the clarity of evaluation standards.

Agents were asked how satisfied they were with the clearness of standards of performance evaluation. The t test indicated there was no significant relationship between the agents' gender and their level of satisfaction with the clearness of standards of performance evaluation ($t = -0.16, p = .874$). Males and females had a mean score of 3.04 and 3.06, respectively on the five-point scale. Female agents were no more or less satisfied than male agents with the clarity of the standards of performance.

Autonomy in the Job

The twentieth job condition studied was the agents' perception of their level of autonomy in the job. Each agent responded on a scale of one to five (1 = very low amount of control, and 5 = very high amount of control). The t test indicated there was no significant relationship between the agents' gender and their perceived level of autonomy ($t = 0.33$, $p = .741$). Males and females scored 3.85 and 3.82, respectively on the five-point scale. There was no significant difference between male and female agents' perceptions of the level of autonomy.

Agents were asked how satisfied they were with the level of autonomy. The t test indicated there was no significant relationship between the agents' gender and their level of satisfaction with autonomy ($t = 0.90$, $p = .371$). Males and females had a mean score of 3.92 and 3.82, respectively on the five-point scale. Males were no more satisfied with the level of autonomy than females.

Recognition From Supervisors

The twenty-first job condition studied was the agents' perception of the amount of recognition from superiors. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating the perception of that job condition. The t test indicated there was a significant relationship between the agents' gender and their perception of the amount of recognition from supervisors ($t = 1.97$, $p = .050$). Males and females had a mean score of 3.07 and 2.86, respectively on the five-point scale. Male agents perceived they received more recognition from superiors than female agents.

Agents were asked how satisfied they were with the amount of recognition from superiors. The t test indicated there was a significant relationship between the agents' gender and their levels of satisfaction with recognition from superiors ($t = 2.96, p = .003$). Males and females had a mean score of 3.33 and 2.95, respectively on the five-point scale. Male agents were more satisfied with recognition from superiors than were female agents.

Employee Benefits

The twenty-second job condition studied was the agents' perception of job benefits. Each agent responded on a scale of one to five (1 = very low, and 5 = very high) indicating the perception of that job condition. The t test indicated there was no significant relationship between the agents' gender and their perception of job benefits ($t = -1.05, p = .269$). Males and females had a mean score of 3.72 and 3.83, respectively on the five-point scale. The perception of males and females regarding employee benefits was not significantly different.

Agents were asked how satisfied they were with the package of job benefits. The t test indicated there was no significant relationship between the agents' gender and their level of satisfaction with benefits ($t = -1.60, p = .110$). Males and females had a mean score of 3.77 and 3.94, respectively on the five-point scale. Female agents were no more or less satisfied with their benefits than male agents.

Overall Satisfaction

The agents overall satisfaction was also studied. Each agent responded on a scale of one to five (1 = very dissatisfied, and 5 = very satisfied) indicating their perception of the level of overall job satisfaction. The t test indicated there was no significant relationship between the agents' gender and their level of overall job satisfaction ($t = -0.34$, $p = .773$). Males and females had a mean score of 3.92 and 3.95, respectively on the five-point scale. The t test indicated there was no significant relationship between the agents' gender and overall satisfaction. Female agents were no more or less satisfied overall with their job than male agents.

Table Summary

Findings in Table 5 indicated that of the 22 job conditions studied, 11 were significantly related to the agents' gender. Those job conditions significantly related to the agents' gender were job security, energy required for the job, the quality of client relationships, pay for the job, hours of work, equitable treatment of males and females, overnight travel, demands of the job, flexibility of office time, opportunity for advancement, and recognition from supervisors. The other job conditions were not significantly related to the agents' gender.

The agents' gender was also significantly related to their level of satisfaction for 12 of the 22 job conditions. These were: job security, energy required for the job, quality of client relationships,

hours of work, equitable treatment of males and females, overnight travel, demands of the job, flexibility of office time, involvement, opportunity for advancement, direction from supervisors, and recognition from superiors. Female agents were significantly more satisfied than male agents with the quality of their relationships with clients. For the remaining 11 job conditions, male agents were significantly more satisfied than female agents. The agents' overall level of satisfaction was not significantly related to gender. Therefore, male agents and female agents perception of overall job satisfaction did not differ.

CHAPTER IV

SUMMARY OF MAJOR FINDINGS

I. PURPOSE AND SPECIFIC OBJECTIVES

Purpose

The purpose of this study was to determine how Extension agents assigned to adult agriculture, adult home economics, and 4-H youth areas perceived selected job conditions and how satisfied they were with those conditions and to determine the relationships among those perceptions and selected personal and job characteristics.

The professional career of an Extension agent is a very demanding, highly absorptive occupation. Job performance and job productivity are a concern for Extension administrators. Since one's perception of the job can affect both performance and productivity, it was important to determine Tennessee Extension Agents' perceived level of job satisfaction. A better understanding of the agents' level of job satisfaction may assist the Extension Service in improving staff morale and the total Extension program.

Specific Objectives

The specific objectives of the study were:

1. To identify personal and job characteristics of Tennessee County Extension Agents, their perceptions of selected job conditions, and their perceived level of satisfaction with those conditions.

2. To determine the relationship between the agents' primary job responsibility and their perception of selected job conditions and their perceived level of satisfaction with those conditions.

3. To determine the relationship between the agents' length of employment with the Tennessee Agricultural Extension Service and their perception of selected job conditions and their perceived level of satisfaction with those conditions.

4. To determine the relationship between the agents' gender and their perception of selected job conditions and their perceived level of satisfaction with those conditions.

II. METHOD OF INVESTIGATION

Population and Study Sample

The population of this study included all county Extension agents employed by the University of Tennessee in October of 1989. The total population was used to provide data for the study.

Data were collected through a mail questionnaire in October 1989. The survey instrument was distributed to 363 agents by the Extension Education Department and returned to the Agricultural and Extension Education office via mail. A total of 298 agents returned useable surveys, an 82 percent response.

Survey Instrument

Data for the survey included 12 variables in Part I and 45 variables in Part II. Twenty-two of the variables in Part II dealt with the agents' perceptions of the conditions of the job; 23 variables

dealt with the agents' perceptions of the level of satisfaction with the conditions of the job.

Independent variables selected from Part I were the agents' primary job responsibility, the agents length of employment, and the agents' gender.

Dependent variables were selected from Part II. Agents were asked to select rated responses to questions related to the actual work, autonomy, involvement, status and prestige, and self-esteem. Four questions related to time management and two questions related to energy requirements. Three questions concerned perceptions of advancement and evaluation standards. Two questions dealt with training and guidance. Three questions evaluated the agents' perceptions of relationships with other people on the job. The twenty-third question contained only one part dealing with overall satisfaction with the job.

The survey instrument was adapted from a study by Tena St. Pierre, Pennsylvania State University.

Method of Analysis

The data were processed by computer for analysis using the University of Tennessee computer center. The data were processed using the SPSS-X package. Sixteen of the 22 original questions regarding job conditions were reverse numbered so that all responses for the job condition questions would be on a scale of one to five, where one was the least response and five was the greatest response. All levels of satisfaction responses were also reversed for the purpose

of analysis. The analysis of variance F test and the t test were used to determine the strength of the relationships between the independent and dependent variables. The Scheffe Post Hoc analysis was used to identify groups which were significantly different. The .05 level of probability was accepted as being statistically significant.

III. MAJOR FINDINGS

The findings in this study are organized according to the study objectives and tables presented in Chapter III.

Characteristics of Tennessee Extension Agents and Their Perception of Job Conditions and Level of Satisfaction With Those Conditions

A total of 298 agents responded to the questionnaire. As to their primary program responsibility, agents indicated that 91 (30.5 percent) were adult agriculture, 45 (15.1 percent) were adult home economics, 96 (32.2 percent) were 4-H youth, 21 (07.1 percent) were adult agriculture and 4-H youth, 34 (11.4 percent) were adult home economics and 4-H youth, and 11 (03.7 percent) were other. Findings showed that 83 (27.9 percent) were employed 1 to 5 years, 144 (48.3 percent) were employed 6 to 20 years, and 71 (23.8 percent) were employed 21 or more years by the University of Tennessee.

Findings showed that of the agents surveyed over half (56.0 percent) were males and 131 (44.0 percent) were females.

Agents were asked their perceptions of certain job conditions and their level of satisfaction with those conditions. Agents responded that their overall level of satisfaction with the job was very positive. Two hundred forty-seven (83.0 percent) indicated that overall they were "satisfied" or "very satisfied" with their job.

Of the agents responding to the question regarding the amount of status and prestige received from the job, 45.3 percent indicated they perceived a "moderate" amount of status and prestige from their job, while 50.0 percent indicated they perceived a "high" or "very high" amount of status and prestige from their job. According to the agents responses, 70.2 percent perceived their level of enjoyment from the job to be "high" or "very high". According to the agents responses, 72.2 percent perceived their job made them feel "good" to "very good" about themselves.

Seventy-seven percent of the agents were satisfied with the level of autonomy they had in their job. Agents also perceived that they were very involved with their jobs, 70.8 percent thought of their job "frequently while off the job". Fifty percent of the agents responded that they were satisfied with the amount of involvement of the job.

Questions about time management were also asked. According to the agents responses, 36.6 percent perceived they spent a "moderate" amount of time on paperwork, while 60.3 percent perceived they spent a "great" or "very great" amount of time on paperwork. Fifty-six percent of the agents responded that they were "dissatisfied" or

"very dissatisfied" with the amount of time required to do paperwork. According to the study 34.2 percent of the agents perceived "moderate" number of hours was necessary to do their job, while 64.4 percent perceived the hours needed to do the job were "high" or "very high". When asked their perception of time spent on overnight travel, 45.3 percent responded they spent a "moderate" amount of time on overnight travel, while 29.9 percent responded they spent a "high" or "very high" amount of time on overnight travel. Fifty-seven percent of the agents responded they were satisfied with the amount of overnight travel. Of the agents responding, 42.3 percent perceived the flexibility of their schedule to be "moderate". Fifty-two percent were "satisfied" with the flexibility of their schedule, and 15.8 percent were "very satisfied" with the flexibility of their schedule.

According to the agents responses, 72.8 percent perceived that their job required a "great" or "very great" amount of energy. Of the agents responding to this question, 54.4 percent were satisfied with this condition. The study indicated that 34.6 percent perceived the job to be "demanding" and 31.5 percent felt the job to be "very demanding".

According to the agents responses, 62.4 percent perceived employee benefits to be "high" or "very high". Fifty percent of the agents were "satisfied" with the level of job security while 31.5 percent were "very satisfied" with the level of job security. Over half (51.1 percent) of the agents responded that they perceived their pay to be "moderate", compared to other jobs they could have.

According to the analysis of the data, 42.6 percent of the agents perceived their opportunity for advancement to be "moderate", while 30.9 percent perceived their opportunity for advancement to be "low". When asked how they perceived the clarity of evaluation standards, 40.6 percent responded they were "moderately clear", while 35.2 percent responded they were "clear" or "very clear" about the evaluation standards. When asked their perception of the equitable treatment of males and females, 24.2 percent of the agents responded they perceived equitable treatment to be "moderately equitable", 31.2 percent of the agents perceived the equitable treatment of males and females to be "inequitable".

Agents responded to three questions related to relationships with people involved in the job. In relationships with clients, 46.6 percent of the agents responded their relationships were "good" and 53.4 percent responded they were "very good". In relationships with other agents, responses were 55.0 percent "good", and 30.9 percent "very good". About half (46.6 percent) of the agents perceived recognition from supervisors as "moderate".

Two questions concerning training and guidance were studied, and 44.3 percent of the agents ranked direction from supervisors as "moderate". When asked their level of satisfaction with the direction from supervisors, 50.3 percent responded they were "satisfied" or "very satisfied" with direction from supervisors. About half (48.7 percent) of the agents perceived the usefulness of inservice training as "moderate", while 24.5 percent perceived it as "high".

Relationship Between the Tennessee Extension Agents'
Primary Job Responsibility and Their Perceptions of
Selected Job Conditions and Their Levels of
Satisfaction With Those Conditions

Findings indicated that agents with primary program responsibility in adult agriculture perceived a significantly higher overall level of job satisfaction than agents with primary program responsibility in 4-H youth.

4-H youth agents' perceptions of the amount of status and prestige received from their jobs were significantly less than adult agricultural agents, adult home economics agents, and agents with dual adult and youth responsibilities. 4-H agents were also significantly less satisfied with the amount of status and prestige received from the job than were agricultural agents. 4-H agents' perceptions of how the job made them feel about themselves were significantly lower than adult agricultural agents. 4-H agents were significantly less satisfied with this job condition than were adult agricultural agents. While all agents tended to think of their job often while not at work, adult agricultural agents were significantly more satisfied with this condition than 4-H agents or agents with dual roles.

The dual role agents' perceptions of the number of hours needed to complete the job were significantly higher than adult agricultural agents. The 4-H agents' perceptions of the number of hours of work required were greater than adult agricultural agents and adult home economics agents. Dual role agents were significantly less satisfied with this condition than adult agricultural agents and 4-H agents

were significantly less satisfied than adult agricultural agents and home economics agents. Adult agricultural agents' perceptions of overnight travel were significantly less than the other three groups (4-H, home economics, and dual role). The 4-H agents were significantly less satisfied with this condition. Adult agricultural agents also perceived a higher level of flexibility of office hours than 4-H agents and agents with dual roles. Adult agricultural agents were also significantly more satisfied with this condition than 4-H agents and agents with dual roles.

Dual role agents and 4-H agents' perceptions of energy spent on the job were greater than adult agricultural agents. Dual role agents and 4-H agents were significantly less satisfied with this condition than were adult agricultural agents and adult home economics agents. The 4-H agents' perception of the demands of the job was greater than adult agricultural agents. Adult agricultural agents were significantly more satisfied with the demands of the job than 4-H agents.

Adult agricultural agents were significantly more satisfied with their level of job security than were 4-H agents. Adult home economics agents' perceptions of pay received for the job were significantly higher than adult agricultural agents and 4-H agents. Adult home economics agents were significantly more satisfied with this condition than were the agents in the other three job groups (adult agriculture, 4-H, and dual role).

The adult agricultural agents' perceptions of the equitable treatment of males and females were significantly higher than were the

agents in the other three job groups (home economics, 4-H, and dual role). Adult agricultural agents were significantly more satisfied with this job condition than were agents in the other three job groups. There was no significant difference between the agents' perception in each of the four job conditions regarding opportunity for advancement or clarity of evaluation standards. However, adult agricultural agents were significantly more satisfied with these two conditions than were 4-H agents. Adult agricultural agents were also more satisfied with the opportunity for advancement than agents with dual roles.

Adult agricultural agents' perceptions of guidance from supervisors were significantly higher than 4-H agents. Adult agricultural agents were significantly more satisfied with this condition than 4-H agents and agents with dual roles. Adult agricultural agents' perceptions of the usefulness of inservice were significantly higher than adult home economics or 4-H agents. Adult agricultural agents were significantly more satisfied with the usefulness of inservice than adult home economics agents and 4-H agents.

Relationship Between the Tennessee Extension Agents'
Length of Employment and Their Perceptions of
Selected Job Conditions and The Level of
Satisfaction With Those Conditions

Agents employed 21 or more years were more satisfied with the amount of pay received for the job than were agents employed 5 years or less and 6 to 20 years. Agents employed 21 or more years perceived their amount of overnight travel to be less than agents employed 5

years or less and 6 to 20 years. Agents employed 21 or more years were also more satisfied with overnight travel than agents in the other two groups. Agents employed 21 or more years perceived of the flexibility of office hours to be higher than agents employed 5 years or less. There was a significant relationship between length of employment and agents' perceptions of time spent on paperwork. Agents employed 5 years or less were significantly more satisfied with the time spent on paperwork than agents employed 6 to 20 years and 21 or more years.

Findings indicated that agents with 21 or more years of employment worried less about job security than agents employed 5 years or less. Agents employed 21 or more years perception of the level of pay was higher than agents employed 5 years or less and 6 to 20 years. Agents employed 21 or more years were also more satisfied with levels of pay than agents employed 5 years or less.

Agents employed 21 or more years were significantly more satisfied with the opportunity for advancement than agents employed 6 to 20 years. Agents employed 21 or more years tended to be more satisfied with the clarity of the standards of performance evaluation than agents employed 5 years or less and 6 to 20 years.

Agents employed 6 to 20 years and 21 or more years perception of relationship with clients was higher than agents employed 5 years or less. Agents employed 6 to 20 years and 21 or more years were significantly more satisfied with the quality of relationships with clients than agents employed 5 years or less.

Agents employed 21 or more years are significantly more satisfied with directions from supervisors than agents employed 5 years or less. Agents employed 21 or more years were significantly more satisfied with the usefulness of inservice than agents employed 6 to 20 years.

Relationship Between Tennessee Extension Agents'

Gender and The Perceptions of Selected Job

Conditions and Their Levels of Satisfaction

With Those Conditions

Agents were asked their perceptions regarding their involvement with the job. There was no significant relationship between gender and agents' involvement with the job, however, male agents were significantly more satisfied with their involvement with the job than were female agents.

Female agents' perceptions of hours needed to complete the job were higher than perceptions of male agents. Female agents were less satisfied with this condition. Male agents' perceptions of overnight travel were less than female agents. Male agents were more satisfied than female agents with the condition of overnight travel. Male agents' perceptions of the flexibility of office schedule were greater than female agents. Male agents were more satisfied with the flexibility of office hours than female agents.

Female agents' perceptions of the energy required for the job were higher than perceptions of male agents. Male agents were more satisfied with the amount of energy required for the job than female agents. Female agents' perceptions of the demands of the job were

higher than perceptions of male agents. Female agents were less satisfied with the demands of the job than male agents.

Male agents worried less about job security than female agents. Female agents' perceptions of pay were significantly more positive than male agents.

Male agents' perceptions of the equitable treatment of males and females in the organization were higher than female agents. Male agents were significantly more satisfied with this job condition. Male agents' perceptions of the opportunity for advancement were higher than female agents. Male agents were significantly more satisfied with the opportunity for advancement than female agents.

Female agents' perceptions of the level of relationship with clients were higher than male agents. Female agents were significantly more satisfied with their relationship with clients than male agents. Male agents' perceptions of recognition from superiors was higher than female agents. Male agents were also more satisfied with the recognition from superiors than female agents.

IV. IMPLICATIONS AND RECOMMENDATIONS

Based upon findings of this study, the implications and recommendations are stated as follows:

Agents perceived that they spent a "great" amount of time on paperwork. Agents also tended to be dissatisfied with the amount of time spent on paperwork. Less time spent on paperwork might allow agents more time to conduct quality county programs. Based on this information it is recommended that administrators examine methods

for reducing paperwork time required and provide training to agents on handling paperwork more efficiently.

Agents perceived that their job required a "great" or "very great" amount of energy. Half of the agents were dissatisfied with the amount of energy required for the job. Agents also rated the demands of the job to be "high". Dual role agents and 4-H youth agents were particularly affected by the level of energy required and the demands of the job. The 4-H agents and dual role agents also indicated that they were less satisfied with both of these two conditions than were adult agricultural agents. According to past job satisfaction studies, being satisfied with the job itself can result in improved productivity (9). It is recommended that administrators examine the job descriptions for all agents paying particular attention to those agents with 4-H youth and dual role responsibilities. Administrators should also consider agent training in the areas of personal resource management.

Agents with 4-H youth responsibility and dual role responsibility were less satisfied with the flexibility of office hours and overnight travel than were agricultural and home economics agents. Since these positions require a great amount of time away from personal and/or family time, administrators should consider a change in the arrangement of office hours for agents who are involved in overnight work responsibilities.

Agents perceived their opportunity for advancement to be "moderate" to "low". Females and agents employed 6 to 20 years were the least

satisfied with their opportunity for advancement. Only about one-third of the agents were clear about the evaluation standards. Since a clear understanding of the standards of performance might enable agents to set goals for performance and advancement, it is recommended that administrators conduct training sessions for all agents to clarify the standards of evaluation and explain opportunities for advancement.

V. RECOMMENDATIONS FOR FURTHER STUDY

1. Future studies should be conducted to determine the relationships between the number of hours worked and the influence on agents' personal lives.

2. Future studies should be conducted to identify methods to inform perspective agents and train new agents to assist them in understanding job conditions.

3. Future studies should be conducted to identify methods to assist agents in better time management practices.

4. Future studies should be conducted to identify methods to conduct quality 4-H programs that would also minimize demands on 4-H agents' personal and/or family lives.

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APPENDIX

TENNESSEE EXTENSION AGENTS JOB SATISFACTION QUESTIONNAIRE

Marilyn Whitaker Tritt, C.H.E.

Associate Extension Agent

University of Tennessee

TENNESSEE EXTENSION AGENTS JOB SATISFACTION QUESTIONNAIRE*

Part 1

1. What is your present title? (Please check)
 - Assistant Agent_____
 - Associate Agent_____
 - Extension Agent_____
 - Extension Leader_____

2. What is your primary program responsibility? (Please check only one)
 - Adult Agriculture _____
 - Adult Home Economics _____
 - 4-H Youth _____
 - Adult Agriculture & 4-H Youth _____
 - Adult Home Economics & 4-H Youth _____
 - Other, please specify (optional) _____

3. How long have you been employed with Tennessee Extension Service? _____years

4. How long have you been employed in your present position? _____years

5. What is your district number? _____

6. What is your highest level of education?
 - Bachelors Degree_____
 - Masters Degree _____
 - Doctorate Degree_____

7. What is your age? (Please check)
 - 20-35 years _____
 - 36-50 years _____
 - 51-65 years _____
 - 66&over yrs _____

8. What is your sex? male_____ female_____

9. What is your current marital status?
 - Married_____ Single_____

10. If married, is your spouse
 - unemployed _____
 - employed full time_____
 - employed part time_____

11. Do you have children living at home? yes_____ No_____
- If yes, please give the number of children_____
- If yes, please circle any appropriate age ranges
- Birth-5yrs 6-12yrs 13-17yrs 18yrs-over
12. On an average, how many hours per week do you work at your Extension job? _____hours

Part 2

Please circle the number of your response.

1. The amount of status and prestige a person derives from a job varies in different types of jobs. How would you describe the amount of status and prestige your job gives you in your county?
1. a very high amount
 2. a high amount
 3. a moderate amount
 4. a low amount
 5. a very low amount
- How satisfied are you with this amount of status and prestige you derive from your job?
1. very satisfied
 2. satisfied
 3. neither satisfied nor dissatisfied
 4. dissatisfied
 5. very dissatisfied
2. Many people are concerned about job security in this age of economic pressures. How much do you worry about your job security, whether you might lose your job?
1. I never worry about it .
 2. I worry about it infrequently.
 3. Sometimes I worry about it and sometimes I don't.
 4. I worry about it frequently.
 5. I worry about it all the time.
- How satisfied are you with the level of job security you feel you have?
1. very satisfied
 2. satisfied
 3. neither satisfied nor dissatisfied
 4. dissatisfied
 5. very dissatisfied

3. Different jobs vary in the amount of time that the worker is required to spend on paperwork. Compared to other jobs you could have, how would you describe the amount of time you need to spend on paperwork in your job?

1. very little time
2. little time
3. a moderate amount of time
4. a great amount of time
5. a very great amount of time

Rate your satisfaction with the amount of time your need to spend on paperwork.

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

4. Some jobs require more energy than others in order to get the job done and do it well. Compared to other jobs you could have, how much energy do you feel is required of you in this job?

1. very little energy
2. little energy
3. a moderate amount of energy
4. a great amount of energy
5. a very great amount of energy

How satisfied are you with the amount of energy required of you in this job?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

5. As an Extension agent you interact with the clientele in your county. The relationship with these people can vary for many reasons. Overall, how would you describe the quality of your relationship with the clientele in your county?

1. very good
2. good
3. neither poor nor good
4. poor
5. very poor

Overall, how satisfied are you with the quality of your relationship with the clientele?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

6. Compared to other jobs you could have right now, do you feel you pay in this job is:

1. very high
2. high
3. moderate
4. low
5. very low

How satisfied are you with your pay?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

7. Some jobs require more hours of work than others. Compared to other jobs you could have, would you describe the total number of hours you work in your Extension job as :

1. very low
2. low
3. moderate
4. high
5. very high

How satisfied are you with the number of hours you are required to work?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

8. What level of enjoyment do you derive from the things you do in your job? Is the level of enjoyment you derive:

1. very high
2. high
3. moderate
4. low
5. very low

How satisfied are you with the amount of enjoyment you derive?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

9. Based on your experience with Extension, describe how equitably you feel men and women are treated within Extension jobs.

1. very equitably
2. equitably
3. moderately equitably
4. inequitably
5. very inequitably

How satisfied are you with the equity of treatment toward men and women?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

10. Some jobs require a lot of traveling, others require very little, or none. Compared to other jobs you could have, would you say the amount you have to travel, that is, to be away overnight, is:

1. very low
2. low
3. moderate
4. high
5. very high

How satisfied are you with the amount of travel you are required to do?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

11. Some people's jobs make them feel good about themselves and others make them feel less good. In general, how good does your job with Extension make you feel about yourself?

1. very good
2. good
3. both good and bad
4. bad
5. very bad

How satisfied are you with the way your job makes you feel about yourself?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

12. Different jobs vary in how demanding they are, in how much they require of the worker. Some jobs require more than the worker has time to do and other jobs don't require so much. How demanding do you feel your job is?

1. very undemanding
2. undemanding
3. moderately demanding
4. demanding
5. very demanding

How satisfied are you with the amount your job demands of you?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

13. Think about your relationship with the other agents you work with. How would you describe the quality of those working relationships overall?

1. very good
2. good
3. neither poor nor good
4. poor
5. very poor

How satisfied are you with the quality of those working relationships?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

14. Some jobs allow employees to have flexible schedules, to work hours which are most convenient. Other jobs have set hours for coming to work and leaving work. Extension work is unique in that it requires in-office work during the day, as well as out-of-office work during the day, evenings and weekends. How would you describe the amount of flexibility you have in your schedule.

1. a very high amount of flexibility
2. a high amount of flexibility
3. a moderate amount of flexibility
4. a low amount of flexibility
5. a very low amount of flexibility

How satisfied are you with the flexibility you have in your in-office schedule?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

15. Some jobs require a great deal of involvement. They require that the worker think about the job all the time both on and off the job. How would you describe the involvement your job requires?

1. I think of my job all of the time while off the job.
2. I think about my job frequently while off the job.
3. I think about my job sometimes while off the job.
4. I think about my job infrequently while off the job.
5. I never think about my job while off the job.

How satisfied are you with the amount of involvement your job requires?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

16. Compared to other jobs you could have, how would you rate your opportunities for advancement or promotion?

1. very high
2. high
3. moderate
4. low
5. very low

How satisfied are you with your opportunities for advancement or promotion?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

17. Some jobs provide a great deal of guidance and direction to employees so that they know exactly what they are expected to do in their jobs. Others provide little and let employees do the best they can. How would you rate the amount of guidance and direction you receive from supervisors?

1. very high
2. high
3. moderate
4. low
5. very low

How satisfied are you with the amount of guidance and direction you receive from supervisors?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

18. The Extension organization offers periodic in-service training for agents so they can broaden their knowledge in various areas. Please rate the level of usefulness the in-service training is for you:

1. very high usefulness
2. high usefulness
3. moderate usefulness
4. low usefulness
5. very low usefulness

How satisfied are you with the usefulness of the in-service training?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

19. The work you do as an Extension agent is evaluated by the organization. Overall, how clear to you are the standards by which your performance is evaluated?

1. very clear
2. clear
3. moderately clear
4. unclear
5. very unclear

How satisfied are you with the clarity of these standards?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

20. In some jobs the employee has a great deal of autonomy--the ability to control what he or she does on the job, how he or she does it, and when he or she does it, as long as the job is done well. In other jobs, the employee has less control over these things. How much control do you feel you have over what you do in your job and how you do it?

1. a very high amount of control
2. a high amount of control
3. a moderate amount of control
4. a low amount of control
5. a very low amount of control

How satisfied are you with the amount of control you have?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

21. Think a moment about the amount of recognition from your superiors that you receive for your job accomplishments. Would you say that recognition is:

1. very high
2. high
3. moderate
4. low
5. very low

How satisfied are you with the amount of recognition for your accomplishments?

1. very satisfied
2. satisfied
3. neither satisfied nor dissatisfied
4. dissatisfied
5. very dissatisfied

22. As an Extension agent you receive a set of benefits, i.e. insurance, retirement, etc. Compared to other jobs you could have now, how would you rate that set of benefits?
1. very high
 2. high
 3. moderate
 4. low
 5. very low
- How satisfied are you with these benefits?
1. very satisfied
 2. satisfied
 3. neither satisfied nor dissatisfied
 4. dissatisfied
 5. very dissatisfied
23. Considering everything about your Extension job, how satisfied or dissatisfied are you with your job as a whole?
1. very satisfied
 2. satisfied
 3. neither satisfied nor dissatisfied
 4. dissatisfied
 5. very dissatisfied

* Questionnaire adapted from a study by Tena St. Pierre, Pennsylvania State University

VITA

Marilyn Whitaker Tritt, daughter of James E. and Ruth Mosley Whitaker, was born in Crockett County, Tennessee on August 21, 1938. She was reared in Memphis and Jackson, Tennessee. She received her high school diploma from Jackson High School in 1957. She graduated from Memphis State University in 1961 with a Bachelor of Science Degree. Her areas of study were Home Economics and Art Education.

Marilyn was employed as a Home Economist by the Jackson Utility Division. She taught elementary school in Shelby County and secondary school in Crockett County. She was employed by the University of Tennessee in August, 1979, with responsibilities in both adult home economics and 4-H youth work. She was promoted to Associate Extension Agent in 1987.

Marilyn is a Certified Home Economist. She is a member of the American Home Economics Association, Tennessee Home Economics Association, National Association of Extension Home Economists, Tennessee Association of Extension Home Economists, National Association of Extension 4-H Agents, Tennessee Association of Extension 4-H Workers, and Epsilon Sigma Phi. She is a member of First Baptist Church, Maury City, Tennessee. She received the 1989 Tennessee Life Saver of the Year Award from the American Cancer Society for work as the Public Education Chairman for Crockett County.

Marilyn was married to Frank Tritt in 1964. They have two children, Steve, age 24, and Amy, age 20.