

Original Research Article

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## A Study on Relationship between Job Satisfaction and Organizational Role Stress of Women Extension Personnel

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### ABSTRACT

Job satisfaction and organizational stress of the extension personnel are very crucial for improving their performance and thereby achieving organizational effectiveness. Thus the need of the hour in human resource management are reducing organizational stress and increasing job satisfaction of the extension personnel with a view of improving their efficiency through motivation. Hence, the present study has made an attempt to understand the relationship between job satisfaction and organizational stress of women extension personnel which is highly important in the context of increasing feminization of agriculture. For the present study, the research design adopted was *Ex-post-facto*. Multistage random sampling technique was adopted for the study. A total of 210 women extension personnel were selected as sample for the study including sixty women agricultural officers, 120 women agricultural assistants and 30 VFPCCK women extension personnel. To measure the job satisfaction a Likert-type scale was developed following summated rating method. Organizational role stress was measured using a Likert-type scale developed by Udai Pareek. Self-report measures were used to obtain the data. Spearman's bivariate correlation for job satisfaction and organizational role stress for different groups of women extension personnel from State Department and VFPCCK showed that there was a statistically significant relation between these two variables at 1per cent level of probability. There was a strong and negative correlation between job satisfaction and organizational role stress of women extension personnel.

#### Keywords

Job satisfaction;  
Organizational role  
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### Introduction

One of the main concerns in human resource development in agricultural extension organization is improving the performance of extension personnel. Job satisfaction and organizational stress of the extension

personnel are very crucial for improving their performance and thereby achieving organizational effectiveness. Thus the need of the hour in human resource management are reducing organizational stress and increasing job satisfaction of the extension personnel with a view of improving their efficiency

through motivation. Hence, organizational stress and job satisfaction are receiving increasing attention in the academic literature and has become a salient issue for the extension organizations.

Job satisfaction of the employees in an organization is an important indicator of the health of that organization. Locke (1976) defined job satisfaction as a pleasurable positive state resulting from one's job and job experience. Individuals show pleasurable positive attitudes when they are satisfied with their job. Singh (1989) opined that the job satisfaction is a part of life satisfaction, which reflects the nature of one's job environment. Several researches has been conducted on this line and shown that satisfied employees are more likely to stay in the organization than those who are dissatisfied (Mobley, Griffeth, Hand and Megliano, 1979). There are a variety of factors that can influence a person's level of job satisfaction like pay, promotion system, working conditions, leadership, social relationship and the job-itself. Job satisfaction is basically an individual matter and refers to what one expects from his or her job and when there is mismatch between what is expected and what is received and if there is some disparity, then dissatisfaction occurs. The study conducted by Faizuniah *et al.*, (2011) showed that low levels of reward and responsibility leads to low level of job satisfaction. Some of the organizational factors that affect individual job satisfaction include organizational culture (Lee and Chang, 2008; Singh and Singh, 2009), job characteristics (Galup *et al.*, 2008) and job security (Noble, 2008). Some of the individual factors are the level of job stress (Singh and Singh, 2009), job experience (Kumar and Giri, 2009) and employee work orientation (Donovan *et al.*, 2004).

The term "stress" was first used by Selye (1936) in the literature on life sciences, describing stress as the force, pressure or

strain exerted upon a material object or person which resist these forces and attempt to maintain its original state. Occupational stress is defined as a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning (Beehr and Newman, 1978). Different studies have classified occupational stress in terms of physical environment, role stressors, organizational structure, job characteristics, professional relationships, career development and work-versus-family conflict (Burke, 1993). Stress in the work place is increasingly a critical problem for employees, employers and the society. According to Spilberger (1980) stress is not always dysfunctional in nature, and if stress is positive, it can prove as one of the most important factors in improving productivity within an organization. There are many variables which have been related to organizational stress.

Several studies have tried to determine the link between stress and job satisfaction. Job satisfaction and organizational stress are the two key focuses in human resource management researchers and concluded that stress and satisfaction are inversely related (Hollon and Chesser, 1976; Miles and Petty, 1975). Fletcher and Payne (1980) identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated. Nowadays, stress and burnout have become two of the buzzwords of the present century influencing job satisfaction of the employees (Banet *et al.*, 2005; Verma, 2008). Hence, the present study has made an attempt to understand the relationship between job satisfaction and organizational stress of women extension personnel which is highly important in the context of increasing feminization of agriculture.

## Materials and Methods

For the present study, the research design adopted was *Ex-post-facto*. Multistage random sampling technique was adopted for the study. During first stage, districts were selected and in second stage, respondents were selected. Sixty women agricultural officers, 120 women agricultural assistants and 30 VFPCCK women extension personnel represented the whole sample. Hence, a total of 210 women extension personnel were selected as sample for the study. To measure the job satisfaction a Likert-type scale was developed following summated rating method.

The scale developed was pre-tested during pilot study and Cronbach's alpha found to be 0.86. Organizational role stress was measured using a Likert-type scale developed by Udai Pareek. Scale consisted of two broad groups of stresses namely family role stressor and work role stressors.

The scale was pre-tested during pilot study and Cronbach's alpha found to be 0.95 which is significant. The data were collected through administering questionnaire from respondents during office hours. Self-report measures were used to obtain the data. Data were analyzed using suitable statistical tools.

## Results and Discussion

Studies on job satisfaction and organizational role stress imply that both are interrelated. Job satisfaction can be an important indicator of how employees feel about their jobs and predictor of work behaviour (Wegge, Schmidt, Parks and Dick, 2007; Saari and Judge, 2004 and Verma, 2008).

Considering this, an analysis was done to find out the relationship between them. For that two hypotheses were formulated.

## Hypotheses

Null Hypothesis, H<sub>0</sub>: There is no relationship between job satisfaction and organizational role stress of women extension personnel

Alternate Hypothesis, H<sub>1</sub>: There is a negative relation between job satisfaction and organizational role stress of women extension personnel

To study the relation between job satisfaction and organizational role stress, correlation between these two were calculated. Since both the variables were measured at ordinal level Spearman's rank order correlation was worked out using SPSS.

Spearman's bivariate correlation for job satisfaction and organizational role stress for different groups of women extension personnel from State Department and VFPCCK showed that there was a statistically significant relationship between these two variables at 1per cent level of significance.

Hence, the null hypothesis was rejected. Results shown in Table 1 indicates that job satisfaction and organizational role stress were strongly and negatively correlated, with  $r(58) = -0.77$  for women agricultural officers,  $r(118) = -0.80$  for women agricultural assistants and  $r(28) = -0.92$  for VFPCCK women extension personnel,  $p < 0.01$ . There is a strong and negative correlation between job satisfaction and organizational role stress of women extension personnel and the alternate hypothesis accepted at 1per cent level of significance.

The results are in line with the previous studies. Cummins (1990) suggested that job stressors are predictive of job dissatisfaction. One of the important factors affecting individual job satisfaction is the level of job stress (Singh and Singh, 2009).

**Table.1** Spearman’s rank correlation between job satisfaction and organizational role stress among different groups (N=210)

Sl. No.	Category	df	Co-efficient
1.	Women Agricultural Officers (n <sub>1</sub> =60)	58	-0.77**
2.	Women Agricultural Assistants (n <sub>2</sub> =120)	118	-0.80**
3.	VFPCCK Women Extension Personnel (n <sub>3</sub> =30)	28	-0.92**

Correlations marked with two asterisks (\*\*) were significant at 1% level of significance

**Table.2** Cluster distribution of women extension personnel

Cluster Distribution			Cluster centroids			
			Organizational Role Stress		Job Satisfaction	
Cluster	N	Percentage of Combined	Mean	SD	Mean	SD
1	73	34.80%	33.37	8.99	84.89	6.24
2	137	65.20%	79.79	16.23	69.01	4.63
Total	210	100.0%	63.65	26.27	74.53	9.21

**Cluster analysis based on job satisfaction and organizational role stress**

Based on the score obtained for job satisfaction and organizational role stress a cluster analysis was done for whole sample. Two-step cluster analysis was used for clustering the sample. Results of two-step cluster analysis (Table 2) for whole sample in SPSS formed two clusters. First cluster formed with 73 women extension personnel (34.80%) and the second one with 137 (65.20%) women extension personnel.

It is clear from the above table that the job satisfaction of extension personnel in first cluster was comparatively more than that of second one. But in the case of organizational role stress it was vice versa. Hence, the first cluster was named as satisfied extension personnel and the other one as stressed extension personnel.

Stressful work fosters decisions to leave the employer (Firth, Mellor, Moore and Loquet, 2004), increases absenteeism and affects employee productivity (Jex, 1998). In the

present study, Spearman’s bivariate correlation for job satisfaction and organizational role stress for different groups of women extension personnel from State Department and VFPCCK showed that there was a statistically significant relation between these two variables at 1per cent level of probability.

There was a strong and negative correlation between job satisfaction and organizational role stress of women extension personnel. Strong negative correlation implies that high levels of work stress are associated with low levels of job satisfaction (Landsbergis, 1988; Terry *et al.*, 1993).

Similarly, Moore *et al.*, (1984) found in a study that role conflict and role ambiguities were significant predictors of job satisfaction. In addition, sex, years of tenure, changes in program responsibilities and number of professionals interacted on a regular basis, number of support staff worked with on a regular basis, responsibility for supervision and training received on youth issues were also significant predictors of job satisfaction.

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