

## JOB SATISFACTION OF AGRICULTURAL EXTENSION WORKERS IN SULAYMANIAH GOVERNORATE AND ITS RELATIONSHIP WITH SOME VARIABLES

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### Abstract

This study aimed to identify the job satisfaction of agricultural extension workers in Sulaymaniyah governorate in general, and in each fields of (relationship with colleagues, Relationship with superiors, salaries and incentives, work policy, annual and increment promotions, nature of the work, work environment). The research population involved all extension workers in the agricultural extension organization, they were (126)\* agricultural extension workers, after excluding 20 respondents from the exploratory sample, the research sample became (106) respondents representing the research community. The data was collected through personal interviews face to face; questionnaire was prepared for this purpose. To confirm the validity the questionnaire was reviewed by some experts of agricultural extension. The reliability coefficient was evaluated by (Cronbach's Alpha) coefficient. The results appeared that the level of job satisfaction medium tends to low, and fields of (the relationship with colleagues and superior) occupied the first and second rank, and the field of (salaries and incentives with promotion and increment) occupied sixth and final. The results showed there is a significant difference in job satisfaction according to (service duration, attitude towards agricultural extension, problem solving ability). While no significant differences according to (age, gender, provenance, current residence, academic achievement, type of residence, distance the residence from the workplace, work place, previous training). The study recommended creating conditions and improving a suitable work environment based on human relations in all areas of job satisfaction, focusing on addressing, improving and reviewing all matters related to the material and moral benefits of employees, and increasing awareness and positive attitudes towards agricultural guidance as an important factor in increasing job satisfaction

**Key words:** *Agricultural extension, Extension workers, job satisfaction*

### I. INTRODUCTION

Development is one of the elements of the advancement of society and its transition from a stable state to a higher and better state. Development is the achievement of a rapid, cumulative, and permanent increase over time in production and services as a result of the use of scientific efforts (Al-Ashibat, 2022). Development is a planned process of social change that aims to improve the living standards of the population through the optimal exploitation of natural and human resources (Farahat, 2017). Economic development in all countries, whether developed or developing, aims to raise the living standards of their citizens, and therefore is of great importance. Economic development relies on two aspects: human development and economic and environmental development, to increase income and improve the quality of life for people (Elsayed, 2017). Hence, human resources management is one of the most important functions of management, as it focuses on the human element, which is considered the most valuable resource for management and the most influential in productivity, human resources management and development is considered a fundamental pillar in most organizations, as it aims to enhance organizational capabilities. Human resources management means, in short, the optimal use of the available and expected human element, based on the efficiency, capabilities, experience, and

enthusiasm of this human element for work (Omer, 2014). Agriculture is considered one of the main pillars of comprehensive economic development in all societies, due to the importance of the agricultural sector and its role in providing the increasing food needs of the community members, providing inputs for many industries that depend on agricultural products, and its ability to achieve a surplus for export, and providing monetary resources of foreign currency, in addition to its contribution to creating job opportunities for a large segment of the population through agricultural projects (Reda, 2009). The agricultural sector in Iraq is one of the most important economic activities that contribute to the growth of the national economy, linking food security to national security. Achieving food security is primarily based on the provision of agricultural raw materials from local agricultural production. Developing the agricultural sector will help diversify the economy, reduce poverty, and improve the balance of trade. The development of the agricultural sector will also contribute to combating unemployment, reducing the volume of imports, social development, and the growth of the national economy (Saleh & *et al* 2025). Organizations of all kinds, whether economic, political, social or educational, strive to achieve the goals and objectives for which they were created. The measure of progress in any organization does not depend solely on the financial resources, equipment and information available to it, but rather on the prepared, qualified and trained human resources available to it, and the desire it possesses to work in order to implement the organization's activities and achieve its goals. Human resources, especially in service organizations, are considered the fundamental pillar of their success or failure. Therefore, organizations must focus their efforts on the optimal use of their employees, and work to mobilize and develop these human energies and improve their performance, by creating a suitable work climate and environment, and achieving job satisfaction for employees. The importance of satisfaction stems from the role that the human element plays in implementing the organization's policies, plans and goals (Malika, 2020). According to many authors, human resources are very important for agribusiness success. Besides technology, natural resources, state politics, and laws regarding agribusiness, "human capital directly influences agricultural productivity by affecting how inputs are used and combined by farmers. Improvements in human capital affect the acquisition, assimilation, and implementation of information and technology. Human capital also affects one's ability to adapt technology to a particular situation or changing needs (Berber & Slavić, 2020). Several devices work on developing the human element, including the agricultural extension device, which directs its activities to the rural population, as it is a bridge between agricultural research and the rural community, as it equips farmers with agricultural developments from agricultural research after simplifying it, and in return transfers farmers' problems to research stations to solve them as quickly as possible (Red, 2009). The success of agricultural extension in performing this task depends to a large extent on the skill and efficiency of its workers, especially agricultural guides who represent the main pillar in the success of extension work and the base of the pyramid in it (Malika, 2020). Since the agricultural guide is one of the workers in the extension apparatus and is responsible for developing the knowledge, skills, and attitudes of farmers, the reality in the region indicates the weakness of their performance in the extension apparatus (Al-Tamimi, 2007). This weakness in the performance of agricultural guides may be due to several factors, including the lack or lack of satisfaction of agricultural guides with their job (Reda, 2009). Job satisfaction is a relatively new term that emerged in the twentieth century. It refers to a variety of factors that can influence an individual's feelings about his job. These factors include wages and benefits, the fairness of the promotion system within the organization, leadership and supervision, and social relationships that may contribute negatively or positively to an individual's motivation to complete the tasks required of him (Shukla, & Singh, 2016). Human satisfaction is considered one of the most important elements influencing work productivity. It is the pillar of production, and its skill determines the adequacy and efficiency of the organization (Al-Anzi, 2017). Job satisfaction is an internal feeling that an individual (worker, employee) feels towards the work he does to satisfy his needs, desires, and expectations in his work environment (Omer, 2013). Job satisfaction is one of the main elements of general satisfaction that provides a person with the necessary energy that enables him to perform his work and continue in it, and even develop it and innovate in it, as it contributes to instilling reassurance in his heart, and with it his soul is elevated, and his idea is clear, his enthusiasm is inflamed and he focuses on his work, so he produces and innovates (Al-Shaghroud, 2007). Among the manifestations of dissatisfaction with work for an individual in a job are reactions expressed by delay, absence, loss of interest in work, tendency towards aggression, and failure to perform their duties as they should (FAO, 1994). There are a set of elements related to the job satisfaction of agricultural extension workers, which are: appreciation of officials, career advancement, respect of officials, job privileges, job stability, in-service training, job status, the position of the guide among colleagues, office facilities and



extension aids, and enjoyment at work (Al-Rimawi, 1998). Given the importance of job satisfaction for agricultural extension workers in Sulaymaniyah Governorate, this topic was chosen in an attempt to answer the following research questions:

1. What is the level of job satisfaction of the agricultural extension workers in Sulaymaniyah governorate in general?
2. What is the level of job satisfaction of the agricultural extension workers in Sulaymaniyah governorate in the field of (relationship with colleagues, Relationship with superiors, salaries and incentives, work policy, promotions and increments, nature of the work, work environment)?

#### RESEARCH OBJECTIVE:

1. To identify the level of job satisfaction of the agricultural extension workers in Sulaymaniyah governorate in general
2. To identify the level of job satisfaction of the agricultural extension workers in Sulaymaniyah governorate in the field of (relationship with colleagues, Relationship with superiors, salaries and incentives, work policy, promotions and increments, nature of the work, work environment).
3. Arranging the fields of job satisfaction according to the relative importance of each field.

## II. MATERIALS AND METHODS

This research comes as the framework of the diagnostic research within the descriptive approach. This approach is based on a detailed description of a fact or phenomenon, or a specific topic in a qualitative or quantitative form (Alabassi, 2018).

**GEOGRAPHICAL SPAN:** This research was conducted in Sulaymaniyah governorates with the all its districts and sub-districts of the Kurdistan region-Iraq).

**HUMAN SPAN:** The research population involved all extension workers in the agricultural extension organization. They were (126)\* agricultural extension workers, after excluding 20 respondents from the exploratory sample, the research sample became (106) respondents representing the research community, who spread over the extension department and extension centers.

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**QUESTIONNAIRE PREPARATION STAGE:** The questionnaire was prepared as a tool to collect data about the subject of the research and to make it appropriate for the research methodology. The questionnaire is considered a convenient tool to get the information, data, and facts; it gives more objective data than other data collection methods to achieve the objectives of the research.

**DIGITAL MEASUREMENT OF THE JOB SATISFACTION:** It included seven fields for the job satisfaction (relationship with colleagues, Relationship with superiors, salaries and incentives, work policy, promotions and increment, nature of the work, work environment), comprising of 93 items as follows (16, 12, 14, 13, 11, 16, and 11), respectively. These items were arranged and purified depending on the literature and views of specialist perspectives on the job satisfaction subjects and depending on the previous investigations on the entire subject. To evaluate each aspect, the total number of (93) items are used to estimate job satisfaction. Five alternatives were assigned to each item as an indicator to determine the level of achievement of the item. The alternatives of achievement levels (Very dissatisfied, Dissatisfied, Neutral, Satisfied, Very satisfied) were detected with the scores of 1, 2, 3, 4, and 5, respectively. The determination of job satisfaction levels was done by collecting the digital values of the evaluated

items that determined to extension workers be (93- 465).

**RELIABILITY:** Reliability refers to how dependably or consistently a test measures a characteristic. A test that yields similar scores for a person who repeats the test is said to measure a characteristic reliably (www.hr-guide.com). Reliability was measured through the exploratory sample of 20 respondents, using (Cronbach's Alpha method. It appeared that the scale had a mean value above 0.970, which indicates high reliability.

**DATA COLLECTION:** After the data was collected, the data were rearranged and classified analysis with SPSS software.

### III. RESULTS AND DISCUSSION

#### 1. Identify the level of job satisfaction of agricultural extension workers in general.

To identify the total degree of job satisfaction in general, the respondents were classified into three levels depending on the actual range described in Table 1.

Table (1): Total levels of job satisfaction of extension workers in general

Levels of total job satisfaction	Frequency	Percentage	Mean of job satisfaction
Low (156-245) degrees	17	16.0%	216.06
Medium (246-335) degrees	80	75.5%	293.56
High ( 336-425 ) degrees	9	8.5%	367.67
Total	106	100.0%	
Minimum = 156, Maximum =425, Std. Deviation =45.70, Mean=287.42			

It appears from Table 1 that 75% of the respondents indicated that the total of job satisfaction was medium in general. This result indicates that the majority of agricultural extension workers are temperately satisfied with their job, and there are suitable conditions in their work.

#### 2. Identify the level of job satisfaction of agricultural extension workers in each field.

To identify the degree of job satisfaction in each field, the respondents were classified into three levels depending on the actual range, it appears that nearly 70% of the respondents indicated that the job satisfactions of the relationship with colleagues is high, this result indicates that supervisors treat employees with kindness, affection and respect, and that there are human relations between them. It appears that nearly 84% of the respondents indicated that the job satisfaction with the salaries and incentives is medium to low. This result indicates that the material conditions and financial dues are not satisfactory, and that they are in an unacceptable condition. The results showed that 66% of the respondents indicated that the job satisfaction with the work policy is medium. This result indicates that the work policy, regulations, and guidelines are satisfactory and acceptable to the employees. It appears that 87% of the respondents indicated that the job satisfaction of the promotion and annual increment is medium to low. This result indicates that the annual increment and promotion are not satisfactory and unacceptable, and do not contain justice or rights. It appears that 64% of the respondents indicated that the job satisfaction of the work environment is medium. This result indicates that the work environment is acceptable and the work requirements are somewhat acceptable. It appears that 93% of the respondents indicated that the job satisfaction of the nature of the work is medium to high. This result indicates that the nature of agricultural extension work is satisfactory and there is a positive feeling towards this specialty, as shown in Table 2.

Table (2): Total levels of job satisfaction of agricultural extension workers in fields

Fields	Levels of total job satisfaction	F	%	Mean of job satisfaction
Relationship with colleagues	Low (18-38) degrees	3	2.8%	25.67
	Medium (39-59) degrees	25	23.6%	52.60
	High (60-80) degrees	78	73.6%	69.00
Relationship with superiors	Low (13-28) degrees	9	8.5%	21.00
	Medium (29-44) degrees	24	22.6%	39.87
	High (45-60) degrees	73	68.9%	51.68
Salaries and incentives	Low (14-30) degrees	63	59.4%	24.24
	Medium (31-47) degrees	38	35.8%	37.71
	High (48-64) degrees	5	4.7%	54.80
Work policy	Low (13-29) degrees	14	13.2%	24.29
	Medium (30-46) degrees	70	66.0%	39.77
	High (47-63) degrees	22	20.8%	52.05
Promotions and increment	Low (11-21) degrees	46	43.4%	16.15
	Medium (22-32) degrees	47	44.3%	25.77
	High (33-43) degrees	13	12.3%	37.15
Work environment	Low (18-35) degrees	16	15.1%	28.06
	Medium (36-53) degrees	68	64.2%	45.81
	High (54-71) degrees	22	20.8%	59.91
Nature of the work	Low (16-26) degrees	6	5.7%	20.00
	Medium (27-37) degrees	41	38.7%	34.41
	High (38-48) degrees	59	55.7%	41.02

### 3. Arranging the fields of job satisfaction in light of the relative importance of each field.

To identify the ranking of each field of job satisfaction, the fields were arranged according to their relative importance. It appears that the "relationship with colleagues and superiors" was rated at the first and second rank with the relative importance of (79.88%), (77.35%), respectively. This result referred that there are human relations between the workers themselves on the one hand, and on the other hand between them and the officials and supervisors in the higher authorities, and that they are united by friendship and teamwork, While the "promotion with salaries and incentive" were rated the sixth and final rank with the relative importance of (41.8%), (43.58%) respectively. This result indicates that all job satisfaction conditions related to the economic, financial, and living conditions are inappropriate and unsatisfactory. This may be due to the circumstances and events that the Kurdistan Region of Iraq has experienced described in Table 3.



Table (3): Arranging the job satisfaction fields according to their relative importance from the extension workers' points of view

Job satisfaction areas	Minimum value	Maximum value	Mean value	Std. Deviation	Standard degree	Relative importance	Rank
Relationship with colleagues	18	80	63.91	11.33	80	79.88%	1
Relationship with superiors	13	60	46.41	10.18	60	77.35%	2
Nature of the work	16	48	37.27	5.89	55	67.76%	3
Work policy	13	63	40.27	9.24	65	61.95%	4
Work environment	18	71	46.06	10.75	80	57.57%	5
Salaries and incentives	14	64	30.51	9.71	70	43.58%	6
Promotions	11	43	22.99	7.80	55	41.8%	7

#### IV. RECOMMENDATIONS

1. Depending on the results, agricultural extension departments have to focus on creating suitable working conditions and environment in all areas of job satisfaction, so that employees feel their status and appreciation, and so that they can provide agricultural advisory services in the best way and benefit from their scientific and practical experience in this field.
2. Focusing on agricultural extension organizations to focus on addressing all matters related to the financial and moral entitlements of employees so that they can perform their duties in the best possible way, and amending the instructions related to promotion and advancement fairly among all employees.

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