

DETERMINANTS OF JOB SATISFACTION AMONG EXTENSION AGENTS IN BENUE STATE AGRICULTURAL AND RURAL DEVELOPMENT AUTHORITY (BNARDA), BENUE STATE, NIGERIA

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ABSTRACT

The study, determinant of job satisfaction among extension agents in Benue Agricultural and Rural Development Authority (BNARDA) was conducted using multi-stage and simple random sampling to select the sample size of 120 respondents across the three (3) agricultural zones. Statistics such as frequency distribution, percentages, five-point Likert Scale, binary logistic regression and spearman rank correlation coefficient were used in the analysis. There was a significant cause-effect relationship between agricultural extension agent job satisfaction and the selected explanatory variables. The Cox and Snell R square (coefficient of determination (R^2)) was 0.63. This study indicated that 63% variation in agricultural extension workers job performance is accounted for by variations in the selected explanatory variables. The Nagelkerke R square (adjusted R^2) also supported with the value of 0.72% or 72% which implies that the selected explanatory variables explain the behaviour of agricultural extension agents job satisfaction a 72% level of confidence. The finding showed that the probability of agricultural extension agent's job satisfaction increases with increase in salary and welfare package. Training, staff promotion, job motivation, job security and farmer's satisfaction has a significant and positive influence on agricultural extension agent's job satisfaction. Important constraints to job satisfaction were inadequate equipment, lack of conducive work environment, inadequate training, inadequate funding etc.

Keywords: Determinant, job satisfaction, extension agents.

INTRODUCTION

The Agricultural Development Programme (ADP) are currently responsible for carrying out bulk of agricultural extension activities in the states of Nigeria including Benue State in which it is termed BNARDA (Benue Agricultural and Rural Development Authority). The success of Benue Agricultural and Rural Development Authority (BNARDA) depends on a large-scale adoption of improved agricultural technologies by farmers and brilliant performance of extension agents. Agricultural extension agents are personnel who are responsible for meeting the goals of extension system. The mission of extension service is to provide research-based information, education programmes and technology transfer focused on the issues and needs of the people, enabling them to focus on decisions about their economic, social and cultural well-being (Long and Swortzel, 2007). Agents feel satisfied with their jobs when extension educational programmes gave yield satisfactorily results that accomplish predetermined programme goals. These goals could be simply informative in nature or goals for invoking change in the clientele's present method of performing a task. Employees that have a high job satisfaction care more about the quality of their work and therefore are more committed to their organization (Scott, 2005).

According to George and Jones (2008), job satisfaction is “the collection of feelings and beliefs that people have about their current jobs. People’s level of job satisfaction can range from extreme satisfaction to extreme dissatisfaction”. Others have defined job satisfaction as “a positive feeling about a job resulting to an evaluation of its characteristics” (Robbins and Judge, 2009, p.83). Job satisfaction creates a pleasant feeling that directs a positive work attitude. Furthermore, job satisfaction can be used as a broad assessment of “an employee’s attitude or overall acceptance, contentment, and enjoyment in their work” (Lee-Kelley, et al., 2007). Studies have showned that task rewards and organizational rewards lead to job satisfaction. A satisfied employee is more likely to be creative, flexible, innovative, and loyal. The job satisfaction influences various aspects of work such as efficiency, productivity, absenteeism, turns over the rates and intention to quit. It plays a central role in organization (Tsigilis, et al., 2006). Job satisfaction attitude is computed by summing up the satisfactions from work, play, supervision, promotion, and co-workers (Getahun, et al., 2007). Job satisfaction is concerned with several attitudes including the attitude about the job characteristics, compensation, and benefits, status, social security, advancement opportunity, technological challenges and respect (Tella, et al., 2007). Thus, factors of job satisfaction are the main determinants of job satisfaction attitude in every organization irrespective of any other factor that are specific to a particular context (Tella, et al., 2007; Tirmizi, et al., 2008; Sattar and Nawaz, 2011). The extension workforce has attracted individuals of diverse and different characteristics such as age, gender, working experience, educational qualification, and marital status among other characteristics, which have been found to be associated with job satisfaction either positively or negatively.

Shanmugasun, Daram, and Prema (2005) reported that organization, teamwork, task identity, and clarity of task were found to be positively and significantly correlated with job satisfaction of extension personnel in India. Scott, et al. (2005) reported that a significant relationship exist between job satisfaction and gender. Studying job satisfaction is important because organization productivity is influenced by quality of the job satisfaction will invariably affect the performance of the extension agents which would indirectly impact on agricultural production. Okwoche, et al (2012) stated that good performance of agricultural extension workers can be achieved through appropriate agricultural extension policies and strategies that are tailored towards improving leadership competency of agricultural extension workers and enhancing their organizational commitment.

Although, research work has been done in some states of the federation by other researchers on job satisfaction among extension workers, little or nothing of that nature has been done on the determinant of job satisfaction among extension agents in Benue Agricultural and Rural Development Authority (BNARDA). For instance, Ibrahim et al, (2008) worked on the role perception and job satisfaction among extension workers in Nasarawa Agricultural Development Programme (NADP) of Nasarawa State. It has therefore become very pertinent to embark on this research.

People’s level of job satisfaction can range from “extreme satisfaction to extreme dissatisfaction”. A person with high level of satisfaction has a positive attitude towards his job, while one who is dissatisfied with the job can hold a negative attitude (Robbins and Coulter, 2005:374). Job satisfaction is a critical issue for research both in human resource-management studies as it is assumed that productivity of a worker hinges on his/her level of job satisfaction. It is thus concluded that the performance of an employee undoubtedly depends on the level of satisfaction and dissatisfaction of the workforce, however, this attitude is determined by a diversity of factors or predictors where contextual forces play the

dormant role and the same has been reported over and over (Dattar, et al., 2009). Furthermore, these contexts interact with each other in the sense that they don't affect the job satisfaction directly rather both directly and indirectly.

The specific objectives of this study were to:

1. Describe the socio-economic characteristics of the extension agents in the study area.
2. Analyze the level of job satisfaction among extension agents in the study area.
3. Identify factors that influence job satisfaction among extension agents.
4. Analyze the relationship between the socio-economic characteristics of extension agents and job satisfaction.
5. Identify the constraints to job satisfaction among extension agents in Benue State.

METHODOLOGY

A. The study area

Benue State is one of the 36 states of Nigeria located in the North-Central part of Nigeria. The state has 23 local government areas, and its headquarters is Makurdi. It is located between longitudes $6^{\circ}35'E$ and $10^{\circ}E$ and between latitudes $6^{\circ}30'N$ and $8^{\circ}10'N$, the state has abundant land estimated to be 5.09 million hectares; this represents 5.4 percent of national land mass. Arable land in the state is estimated to be 3.8 million hectares (BENKAD, 1998). This state is predominantly rural with an estimated 75 percent of the population engaged in rain-fed subsistence agriculture. It has 413,159 farm families (BNARDA, 1998) and a population of 4,219,244 people (NPC, 2007). Farming is the major occupation of the State, popularly known as "food basket" of the nation. Cereal crops like rice, sorghum, millet, yams, cassava, cocoyam and sweet potato. Oil seed crops include pigeon pea, soybeans, groundnuts, citrus, mango, oil palm, guava, cashew and cocoa.

B. Sampling Technique

Benue State is divided into three (3) Agricultural Zones, namely: Zone A, Zone B and Zone C by the Benue Agricultural and Rural Development Authority (BNARDA). The target populations for this study were the extension agents that include the ZEO, AEO, SMS, BES, BEA and VEA in Benue Agricultural and Rural Development Authority (BNARDA). Multi-stage random sampling procedure was used in the selection of the Agricultural zones, blocks and circles. A total of 120 respondents consisting of 3 ZEO, 6 AEO, 9 SMS, 20 BES, 20 BEA and 62 VEA from the three agricultural zones constituted the sample size 120 for the study.

C. Data Collection

Data were collected mainly from primary sources. Primary data for the study were collected through the use of a well-structured questionnaire consisting of job satisfaction variables, copies of which will be administered to one hundred and twenty (120) respondents selected for the study.

D. Methods of Data Analysis

Data collected were analyzed using both descriptive statistics and inferential statistics. Descriptive statistics such as frequency distribution, percentages and means were used to

analyze objective 1. Five-point Likert Scale was used to analyze objective 2. Objective 3 was analyzed using binary logistic regression. Spearman Rank Correlation coefficient was used to analyze objective 4, while factor analysis was used to analyze objective 5.

Model Specification

1. Spearman Rank Correlation

In order to seek the relationship between agricultural extension workers job satisfaction and their socio-economic characteristics, the Spearman correlation analysis was adopted. The variables were specified as follows:

Y = Agricultural extension worker job satisfaction

X₁ = Sex (Male = 1 or 0)

X₂ = Age (years)

X₃ = Marital Status (Married = 1 or 0)

X₄ = Household size (number)

X₅ = Working experience (years)

X₆ = Education (years)

X₇ = Proximity to job location (Living close to job location = 1 or 0)

X₈ = Type of asset own (Costly assets = 1 or 0)

The Spearman rank correlation coefficient r , can take any value between -1 and + 1. A statistically significant correlation coefficient in the range $0 < r \leq 0.3$ is regarded as weak correlation; $0.3 < r \leq 0.6$ is regarded as moderate correlation; $0.6 < r < 1$ is regarded as strong correlation, while a correlation coefficient of 1 is regarded as perfect correlation.

2. Binary Logistic Regression Model

In the logistic regression model, the relationship between Z and the probability of the event of interest is described by this link function.

$$\pi_i = e^{z_i} / (1 + e^{z_i}) = 1 / (1 + e^{-z_i})$$

or

$$Z_i = \log(\pi_i / (1 - \pi_i))$$

Where: π_i is the probability the i th case experiences the event of interest

Z_i is the value of the unobserved continuous variable for the i th case

The model also assumes that Z is linearly related to the predictors.

$$Z_i = b_0 + b_1x_{i1} + b_2x_{i2} + \dots + b_px_{ip}$$

Where: x_{ij} is the j th predictor for the i th case

b_j is the j th coefficient is the number of predictors

If Z were observable, one would simply fit a linear regression to Z and be done. However, since Z is unobserved, one must relate the predictors to the probability of interest by substituting for Z.

$$\pi_i = 1 / (1 + e^{-(b_0 + b_1x_{i1} + \dots + b_px_{ip})})$$

The regression coefficient is estimated through an iterative maximum likelihood method. In this study it was assumed that various dimensions of a job have joint effects on job satisfaction of agricultural extension workers. In order to determine the predictors of job

satisfaction of agricultural extension workers in BNARDA, the Binary Logistic Regression that was used is specified below:

$$\text{Log} \frac{P}{1-P} = \text{Log} Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \mu$$

Where:

Log $\frac{P}{1-P}$ = Log of the probability (P) of agricultural extension worker job

$\frac{1-P}{1-P}$ satisfaction ranking relative to non-satisfaction ranking

Where:

Satisfaction = 1, Non-satisfaction = 0

Log = logarithm to base 10

a = Constant factor

Y = Agricultural extension worker job satisfaction

X₁ = Salary (adequate = 1 or 0)

X₂ = Welfare package (adequate = 1 or 0)

X₃ = Training (adequate = 1 or 0)

X₄ = Supervision (adequate = 1 or 0)

X₅ = Work load (appropriate = 1 or 0)

X₆ = Staff promotion (regular = 1 or 0)

X₇ = Human relationship (good = 1 or 0)

X₈ = Job motivation (adequate = 1 or 0)

X₉ = Job security (adequate = 1 or 0)

X₁₀ = Farmer satisfaction (Satisfactory = 1 or 0)

β_i (i = 1,2,3,4,5,6,7) are estimates of the coefficients

μ = an error term measuring variation in extension worker job satisfaction unaccounted for by the independent variables.

Agricultural extension worker job satisfaction was measured on 5-point scale based on the satisfaction dimensions as follows: Very low satisfaction = 1; Low satisfaction = 2; Moderate satisfaction = 3; High satisfaction = 4; Very high satisfaction = 5. Non satisfaction was however scored zero (0).

Mean score of between 1.00 and 2.35 was regarded as low satisfaction; mean score of between 2.36 and 3.65 was regarded as moderate satisfaction; mean score of between 3.66 and 5.00 was regarded as high satisfaction. The estimates of the coefficients β_i were estimates of the effect of the variables on changes in extension worker job satisfaction. A positive β_i was found for variables associated with increased extension worker job satisfaction negative β_i was found for variables associated with decreased extension worker job satisfaction.

RESULTS AND DISCUSSION

Socio-economic Characteristics of Respondent

The result in Table 1 showed that the male (62.5%) dominated extension services personnel in the study area. This is probably because extension service operations were initially male oriented and women had nothing to do with extension service directly.

Majority (35%) of the respondents were in the age range of 30 and less than 40 year, meaning that most of the extension workers in the study area are within the age bracket of active work. About (62%) of the respondent were married hence that there may be high demand for food and additional income as the family size increases. The household size of majority (50.83%)

of the respondents was between 6 and 10, therefore, the extension workers in the studied area have large numbers of household members. Fifty-three percent of the respondents had National Higher Diploma (HND), hence extension services personnel in the study area was dominated by the higher educated class. About 73% of the respondents lived in close proximity to their job location, making the extension workers in the studied area have easy access to the working place. Majority (37.5%) of the farmers had farming experience of between 11 and 20 years, therefore the extension workers in the studied area have been involved in extension service delivery for a long time now. The highest assets owned by most of the respondents were radio (100%) and television (83.3%) respectively.

Table 1: Distribution of Respondents by Socio-Economic Characteristics

Variables	Frequency	Percentage
Male	75	62.5
Female	45	37.5
Total	120	100
Age		
20<30	20	15.83
30<40	43	35.00
40<50	38	30.00
≥50	19	15.00
Total	120	100
Marital Status		
Single	27	22.50
Married	74	61.67
Divorced	8	6.67
Widowed	11	9.17
Total	120	100
Educational Status		
Ordinary National Diploma	21	17.50
Higher National Diploma	64	53.33
University Degree	35	29.17
Total	120	100
Proximity to job location		
Yes	87	72.50
No	33	27.50
Total	120	100
Working experience		
1<10	12	10.00
11<20	45	37.50
21<30	36	30.00
31≥40	27	22.50
Total	120	100
Highest asset owned		
House	44	36.7
Car	50	41.7
Motor-cycle	80	66.7
Television set	100	83.3
Refrigerator	70	58.3
Radio	120	100.0
Satellite dish	80	66.7
Total		

Source: Field Survey, 2015

Level of Job satisfaction among the Respondents

The result of the job satisfaction of agricultural extension workers in Benue State is presented in Table 2. The result showed overall job satisfaction of respondents in descending order from low to high. The result indicates that the overall mean score (*M*) was 2.53 and standard deviation (*SD*) was 0.68. Whereas majority of the agricultural extension workers had a moderate level of job satisfaction, followed by low level of satisfaction and lastly by high level of satisfaction.

Satisfaction Dimension	Mean	SD
Workload	3.70	0.50
Training	3.37	0.58
Supervision	3.26	0.75
Promotion	2.68	0.65
Overall Satisfaction	2.53	0.68
Farmer Satisfaction	2.46	0.69
Welfare	2.48	0.64
Job Security	2.41	0.71
Salary	2.36	0.76
Job Motivation	2.32	0.77
Human Relationship	3.12	0.61

Source: Field Survey, 2015

Low = 1.00 – 2.35; Moderate 2.36 – 3.65; High = 3.66 – 5.00

Predictors of Job Satisfaction of Agricultural Extension Workers in the study area

There was a significant change in -2 log-likelihood. This suggested that there was a significant cause-effect relationship between agricultural extension workers job satisfaction and the selected explanatory variables. The Cox & Snell R square (coefficient of determination (*R*²)) is 0.631. This indicated that 63.1% variation in agricultural extension workers job performance is accounted for by variations in the selected explanatory variables, suggesting that the model has explanatory power on the changes in agricultural extension workers job performance. The Nagelkerke R square (adjusted *R*²) also supported the claim with a value of 0.718 or 71.8%. This implies that the selected explanatory variables explain the behavior of agricultural extension workers job satisfaction at 72% level of confidence.

The result of the predictors of job satisfaction of agricultural extension workers among the respondents is presented in Table 3. The result showed that the probability of agricultural extension workers job satisfaction increases with increase in salary. This is because improvement in salary is expected to enable agricultural extension workers develop a satisfactory motivation towards the job, which positively impact on their job satisfaction. The result also showed that the probability of agricultural extension workers job satisfaction increases with increase in welfare package. This is because improvement in welfare package is expected to boost the morale of agricultural extension workers towards the job, which positively impact on their job satisfaction.

The result furthered showed that training has a significant and positive influence on agricultural extension workers job satisfaction. This suggested that agricultural extension

workers becomes more satisfied with their job as they receive better training that helps to increase their job competency. The probability of agricultural extension workers job satisfaction is shown to decrease with increase in workload. This suggests that high workload decreases agricultural extension workers' ability to make more accurate impact on their subjects and hence poor job performance in their agricultural extension work thereby leading less satisfaction in their agricultural extension work.

Staff promotion has a significant and positive influence on agricultural extension workers job satisfaction. Agricultural extension workers become more satisfied with their job as they enjoyed their promotion regularly. Regular promotion of agricultural extension workers implies increased motivation to carry out the appropriate tasks more accurately, which is as a driving force to improving performance in their agricultural extension work thereby deriving higher satisfaction in the job.

Job motivation has a significant and positive influence on agricultural extension workers job satisfaction. Job motivation implies boosting the morale of agricultural extension workers. Increase in such job morale is likely to impart on the agricultural extension workers capacity to achieve their targets in agricultural extension work, and hence obtain a much better job satisfaction. It showed that job security has a significant and positive influence on agricultural extension workers job satisfaction as their job security increases. Farmer satisfaction has a significant and positive influence on agricultural extension workers job satisfaction.

Table 3: Predictors of Job Satisfaction of Agricultural Extension Workers in BNARDA

Variables	B	S.E.	Wald	Exp(B)
Salary	0.743	0.237	3.135*	0.713
Welfare	0.636	0.252	2.524*	0.542
Training	0.561	0.259	2.166*	0.646
Supervision	0.437	0.253	1.727	0.557
Work load	-0.653	0.284	-2.299*	0.541
Promotion	0.718	0.335	2.143*	0.739
Human relationship	0.637	0.387	1.646*	0.654
Job motivation	0.675	0.271	2.491*	0.738
Job Security	0.574	0.257	2.233*	0.753
Farmer satisfaction	0.635	0.228	2.785*	0.615
Constant	4.541	2.153	2.109	0.359
-2 Log likelihood				81.537*
Cox & Snell R square				0.631
Nage lkerke R square				0.718

Source: Field Survey, 2015

*Wald statistic is significant at 5% level

*Change in 2-Log likelihood is significant at 5% level.

Relationship between Socio-Economic Characteristics and Job Satisfaction

The results suggested that there is a significant positive relationship between agricultural extension workers job satisfaction and socio-economic characteristics in the study area. This implies that agricultural extension workers job satisfaction in the study area changes with change in their socio-economic characteristics. The socio-economic characteristics include

age, household size, working experience, education, proximity to job location and type of asset owned.

Table 4: Correlation Coefficient Matrix of Relationship between Satisfaction of Agricultural Extension Workers and their socio-economic characteristics

Variables	Y	X1	X2	X3	X4	X5	X6	X7	X8
Y	1.00								
X1	0.43*	1.00							
X2	0.61*	0.43	1.00						
X3	0.47*	0.45	0.47	1.00					
X4	0.62*	0.51	0.38	0.42	1.00				
X5	0.65*	0.35	0.35	0.39	0.35	1.00			
X6	0.63*	0.33	0.53	0.45	0.37	0.52	1.00		
X7	0.56*	0.41	0.42	0.36	0.48	0.46	0.44	1.00	
X8	0.66*	0.55	0.51	0.51	0.53	0.49	0.56	0.43	1.00

Source: Field Survey, 2015

* Correlation coefficient (r) is significant at 5% level (2-tailed).

Y = Agricultural extension worker job satisfaction

X₁ = Sex

X₂ = Age

X₃ = Marital Status

X₄ = Household size

X₅ = Working experience

X₆ = Education

X₇ = Proximity to job location

X₈ = Type of asset own

Constraints to Job satisfaction among the Respondent

The result of the factor analysis of the perceived constraints to job satisfaction among the respondents is presented in Table 5. The result of the principal component analysis using Varimax rotation method showed that the important constraints to job satisfaction among the respondents were inadequate equipment/tools, lack of conducive work environment, poor transport system, inadequate training, inadequate funding, lack of autonomy and poor quality of labour/technical help. The implication of this result is that job satisfaction among the respondents in the study area is constrained mainly by poor resource mobilization and poor job motivation.

Table 5: Factor analysis rotated component matrix for the perceived constraints among the respondents

	COMPONENTS	
	1	2
Inadequate equipment/tools	0.871*	-0.087
Unavailability of labour/technical help	0.210	-0.027
Lack of clearly stated projects	-0.031	0.176
Inadequate budgetary provision	0.017	0.165
Lack of conducive work environment	-0.216	0.728*
Poor transport system	0.935*	-0.161
Adequate time	-0.098	0.293

Supply of relevant information	0.032	0.205
Inadequate training	-0.779*	-0.061
Inadequate funding	-0.830*	-0.027
Lack of autonomy	0.950*	-0.028
Poor quality of labour/technical help	-0.278	0.834*
Erosion management	0.245	0.733*
Lack of skilled manpower	0.026	0.890*

Source: Field Survey, 2015.

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

*Important Constraints

CONCLUSION

The findings showed that majority of the agricultural extension agents had a moderate level of job satisfaction and the probability of agricultural extension agent's job satisfaction increases with increase in salary and welfare package. Training, staff promotion, job motivation, job security and farmer's satisfaction has a significant and positive influence on agricultural extension agent's job satisfaction. The probability of the extension agent's satisfaction decreases with increase in work load. The result shows that there is a significant cause-effect relationship between agricultural extension agent's job satisfaction and the selected explanatory variable (which includes; Salary, welfare package, training, supervision, work load, staff promotion, human relationship, job motivation, job security and farmers' satisfaction. The result of the principal component analysis using Varimax rotation method showed that the important constraint to job satisfaction among the respondent were inadequate equipment/tools, lack of conducive work environment, poor transport system, inadequate training, inadequate funding, lack of autonomy and poor quality of labour/technical help.

RECOMMENDATION

Based on the findings of this study, the state Government should;

1. Ensure that the level of job satisfaction of the extension agents in Benue Agricultural and Rural Development Authority (BNARDA) increases from moderate level of satisfaction to a high level of satisfaction in order to ensure the productivity of the agency,
2. Ensure the adequate supply of work equipments/tools and funds to the extension agents.
3. Ensure a conducive work environment for work performance.
4. Provide a good transport system to extension agents.
5. Ensure the provision of high quality of labour/technical help to extension agents.
6. Ensure the regular payment of salary to extension agents.
7. Ensure the improvement of the welfare package of the extension agents.
8. Ensure the adequate provision of securities to the extension agents for job performance.

Based also on the findings of this study, the Benue Agricultural and Rural Development Authority should;

1. Ensure a high degree of autonomy (freedom) to the extension agents in performing job.

2. Ensure a reduction of the workload of extension agents.
3. Ensure the regular promotion of extension agents that is due for promotion.
4. Encourage the extension agents by motivating them towards job performance.

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