

Perceptual Evaluation of Intrinsic Factors Affecting Job Satisfaction among Agricultural Extension Agents in North Central, Nigeria

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Objective: Job satisfaction among male and female Agricultural Extension Agents (AEAs) in North Central, Nigeria. The main objective is to find out whether there is locational difference in the level of job satisfaction among male and female AEAs in the study area base on their gender. **Materials and Methods:** The states covered include: Kwara, Kogi, Niger, Nasarawa, Benue and Plateau. A simple random sampling technique was used for sample selection while a questionnaire was adopted for data collection. A total of 490 AEAs (340 males and 150 females) were used for the study. The data were analysed using a three-way mixed Analysis of Variance (ANOVA). **Results:** Generally, when the responses of male and female AEAs on all the factors were compared across the six states, the result indicated that was no significantly difference in the job satisfaction between female and male AEAs. On the other hand, looking at each factor across the states, both the male and female AEAs rated higher than other factors while they were least satisfied with the extent of their involvement in the Agricultural Development Programmes (ADPs) decision-making process and the degree to which they are been trained/developed. At the state level, the result indicated that there were significant variations ($p < 0.05$) in job satisfaction among the male and female AEAs in some states. However, the male and female AEAs in Benue State did not significantly differ in any of the factors. **Conclusion:** Based on the findings, it was concluded that job satisfaction among AEAs in the north central Nigeria, depend on gender, location and the type of factor considered.

Keywords: Factors, Job Satisfaction, Male Extension Agents, Female Extension Agents, Gender.

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INTRODUCTION

Job according to British dictionary¹ definition is a piece of work, especially a specific task done as part of the routine of one's occupation or for an agreed price. It is an activity, usually regular and often done in exchange for a payment. Saif and Saleh (2013) looked at satisfaction as a feeling of happiness that occurs when someone fulfils his/her needs and desires as a human being. Expression showed by a person who feels fulfilled in his/her expectations on performance or an outcome of his job (Arif and Ilyas, 2013). Currently, attention has been given to job satisfaction by employees and employers of labour alike. In

¹ British Dictionary definitions, Job Definition of Job at Dictionary.com, <https://www.dictionary.com/browse/job>

organisational structures, job satisfaction has become more related to approaches geared towards improving job design and work organization. In all works of life agricultural extension services delivery inclusive, job satisfaction of the employees has been noted to have a positive effect to the quality services which will translate to the satisfaction of such services beneficiaries. Singh and Jain (2013) opined that job satisfaction has complex number of factors, conditions, feelings and behavioural tendencies. Organisational structures effectiveness has been linked very closely to the job satisfaction level that existed among the workers (Kaya, 1995) and it is considered as a crucial success factor for organizations' progress. Job satisfaction is very crucial not only for the employee but for employers as well (Mehta et al., 2016). A satisfied staff member of an organization is an asset to the organization the individual works with. Job satisfaction is a reflection of good treatment to a large extent (Nemmaniwar and Deshpande, 2016). That is, job satisfaction is perceived to be directly linked to productivity as well as to personal well-being.

Intrinsic factors of job satisfaction are those factors of job satisfaction relating to individual's expectations from her/his job and reflects her/his attitude towards her/his job (Bektaş, 2017). Intrinsic job satisfaction factors include: extent to which he/she is recognized on the job, degree to which he/she experiences autonomy (independence) in Agricultural Development Programme (ADP), level of feedback on his/her performance, amount of responsibilities he/she possesses on the job, extent of advancement in knowledge and skills, degree to which he/she is being trained/developed and extent of involvement in ADP decision making process. Intrinsic factors are accepted to be more influential on the personnel than the extrinsic factors (Erciş, 2010). Individuals who are intrinsically satisfied can easily undertake responsibility in the organization. Also, individuals who take responsibilities tend to make sacrifices for the organization (Xie et al., 2017). When the factors satisfying the individual derive from the individual him/herself, this is called "intrinsic satisfaction". Lee (2017) noted that this however differs depending mainly on the reason of behaviour. When the reason of behaviour develops in line with the fields of interest, skills and capabilities of the individual, intrinsic satisfaction plays a bigger role. In intrinsic satisfaction, perceptions of the individual match her/his expectations and evoke the individual. In contrast, when the expectations of the individual do not match her/his perceptions, the individual will be disappointed rather than satisfied. For this reason, various duties fall both to the personnel and the manager. Duties falling to the personnel are primarily to be aware of their skills and capabilities, to know themselves and to express their expectations clearly. Duties falling to the manager are not to create any false hope for the personnel and to be realistic.

By this way, personnel will be prevented from having vain expectations related to their jobs.

Empirical research evidence in Nigeria showed that some researchers have conducted studies on job satisfaction of agricultural extension agents. For example, Ogunremi and Olatunji (2016) assessed extension agents' job satisfaction towards innovation dissemination to fish farmers in Lagos State, Okwoche et al., (2015) worked on the determinants of job satisfaction among extension agents in Benue State's Agricultural and Rural Development Authority (BNARDA). Ibrahim et al. (2008) conducted a research on the role perception and job satisfaction among extension workers in Nasarawa State's Agricultural Development Programme (NADP). Also, Onu et al. (2005) carried out a study on the factors affecting job satisfaction of front-line extension workers in Enugu State's Agricultural Development Programme (ENADEP). From the foregoing, there is no doubt that a lot of studies have been carried out on job satisfaction. However, most of them did not place emphasis on intrinsic factors affecting job satisfaction. Again, most of the studies in Nigeria were narrowed down to a particular state hence the need to determine the intrinsic factors affecting job satisfaction among male and female agricultural extension agents in North Central Nigeria base on gender.

This research was backed by some theories which included:

Affect Theory- Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g., the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/are not met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Adams' Equity Theory- Adam theory (1963) is concerned on social comparison in which, people will gauge the fairness of their work outcomes as compare to others. Perceived inequity occurs when one compares their rewards received for their work contribution which may appear less than the rewards that other people are getting for their work. The theory stated when inequity exists, people will be motivated

to function less at their work place to balance up the sense of reward that they received. Equity Theory is a motivation theory but there are vital areas about satisfaction and dissatisfaction in it. According to Adams (1963, 1965), satisfaction is determined by the supposed input-outcome balance. Inputs are the factors such as educational level, knowledge, aptitude, proficiency, determination, accountability, age and effort, while outcomes are the aspects like performance, salary, good working conditions, work insurance, advancement, acknowledgement, position, and prospect.

The Job Characteristics Model-Hackman and Oldham (1975) proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. Job Characteristic Theory stated that job characteristics are the pre-eminent interpreters of job satisfaction since it is affected by communication of task characteristics, characteristics of workers and organizational characteristics. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM.

This study becomes imperative because the effectiveness of agricultural extension service delivery to the end users is assumed to be determined by the level of satisfaction derived by AEAs in the course of performing their job. Thus, if the intrinsic factors affecting job satisfaction among male and female agricultural extension agents in north-central Nigeria are identified, it will help agricultural policy-makers as well as other relevant stakeholders and agencies to contribute in creating conditions and compensation that would enhance technologies transfer to farmers. In addition, the study is vital because it addressed the issue of gender which Lambrecht et al. (2016) argued are rarely considered in the literature on agricultural extension and technology adoption. Gender job satisfaction is essential in understanding the context in which agricultural development is being implemented in Nigeria as a developing country. The study addressed the following questions: 1) What are the intrinsic factors affecting the male and female AEAs' job satisfaction in the study area? 2) Is there any locational (states) difference among male and female AEAs' job satisfaction base on gender in the study

area? 3) Which of the intrinsic factors provide the male and female AEAs the highest and least job satisfaction? The main purpose of this research paper is to evaluate the perception of the intrinsic factors affecting the level of Job Satisfaction among male and female Agricultural Extension Agents in North Central Zone, Nigeria. The specific objectives are to: (i) compare the intrinsic factors affecting job satisfaction among the male and female AEAs, (ii) find out whether there is locational difference in the level of job satisfaction among male and female agricultural extension agents (AEAs) in the study area base on their gender (iii) identify the intrinsic factor(s) that provide the male and female AEAs the highest and least job satisfaction job satisfaction in the study area.

MATERIALS AND METHOD

Study Area

The study area is North Central Zone, Nigeria. It comprises Kwara, Kogi, Niger, Nassarawa, Benue, and Plateau States. All the states have Agricultural Development Programmes (ADPs). The zone is situated geographically spanning from the West, around the confluence of the River Niger and the River Benue with Latitude 10° 20' N and Longitude 7° 45' E. North Central Zone is rich in economic activities, like cattle rearing, crop farming, commerce, and oil production (Ibenegbu, 2017). The population for the research were male and female AEAs in the respective ADPs of the six states.

Research Methodology

A simple random technique was adopted for sampling while questionnaires were used for data collection. A total of 529 questionnaires were administered across the states but only 490 (340 males and 150 females) were properly filled and used for the study. The skewness of the data in favour of the male AEAs is a clear evidence of male dominance of agricultural extension service in the study area. This may be attributed to the practice of purdah or seclusion because Bawa (2017) stated that it determines the extent of women's visibility and mobility in public spaces. Some agricultural extension agents in each state were recruited and trained as enumerators. In the questionnaires, the AEAs were asked to rate their level of job satisfaction using: *Very satisfied* (5), *Satisfied* (4), *Not sure* (3), *Dissatisfied* (2), *Very dissatisfied* (1), *Not satisfied at all* (0). The scores obtained from the respondents were subjected to analysis using a three-way mixed analysis of variance in the line with method adopted (Ajah and Atewamba, 2018). The three-way mixed analysis of variance (ANOVA) is mathematically expressed as:

$$Y_{ijkt} = \mu + L_i + E_j + G_t + LL_{ij} + LG_{it} + IG_{it} + LIG_{ijt} + e_{ijkt} \quad 1$$

Where:

Y_{ijk} = Individual extension agent's response to the intrinsic factors affecting job satisfaction.

- i denotes the level of factor L.

- j denotes the level of factor E.

- t denotes the level of factor G.

- k denotes the k^{th} observation in cell or treatment (i, j, t)

μ = population mean

L_i = differences in job satisfaction due to location (Kwara, Kogi, Niger, Nasarawa, Benue, Plateau). This measures the main effect of location (state).

E_j = intrinsic factors – this measures the main effect of the intrinsic factors on job satisfaction i.e., differences in job satisfaction due to type of intrinsic factor (7 intrinsic factors of job satisfaction were identified from literature).

G_t = Gender – this measures the main effect of gender, i.e., differences in job satisfaction due to gender of the respondent (male or female).

LE_{ij} = interaction between location and intrinsic factors.

LG_{it} = interaction between location and gender

EG_{jt} = interaction between intrinsic factors and gender

LEG_{ijt} = interaction of location, intrinsic factors and gender

e_{ijk} = error term

The hypothesis that job satisfaction among agricultural extension agents in the north central Nigeria depends on three factors - the location (state) where the extension agents works, type of intrinsic factors used in measuring job satisfaction and the gender of the extension agent. Intrinsic factors have seven (7) measures (levels) of job satisfaction. Gender and location (state) have two and six levels respectively. By implication, the model states that job satisfaction (Y_{ijk}) depends on the state of the extension agent in the north central Nigeria (L_i), type of intrinsic factor (E_j), the gender of the extension agent (G_t), both location and type of intrinsic factor (LE_{ij}), both location and gender (LG_{it}), intrinsic factors and gender (EG_{jt}), and the joint effects of location, intrinsic factors and gender (LEG_{ijt}). The μ is the population mean which has no effect on the scores obtained and does not contribute to any variation in the observed differences (Aggarwal, 2002). The error term is given by e_{ijk} . SPSS 21.0 was used to run the analysis and mean separation was done using LSD model (Field, 2005). It was tested at 5 percent probability level.

RESULTS AND DISCUSSION

ANOVA Results of factors affecting job satisfaction of male and female agricultural extension agents in the north central zone, Nigeria

The ANOVA results of the factors affecting job satisfaction

among the male and female AEAs are shown on Table 1. The results showed that all the three factors predicted to be affecting job satisfaction including their interaction effects are significant except the interaction effect of gender with p-value of 0.11. However, based on the objectives of the study, only the result of gender, type of intrinsic factor and the interaction of gender, factors and location (factors*Location*Gender) were further subjected to mean separation and the results presented in Figures 1-8.

Comparing Agricultural Extension Agents' Job Satisfaction across the State

Row one of Table 1 showed the result of the AEAs job satisfaction irrespective of gender and location (State). That is, the main effect of factors on job satisfaction. The question here is: Across the six states sampled and without reference to gender, do AEAs' job satisfaction depends on the type of intrinsic factor? That is, without reference to any particular location or gender, do the AEAs derive equal job satisfaction from each of the intrinsic factors? It tests the hypothesis which states that the AEAs derive equal job satisfaction from each of the intrinsic factors. The result, $F(30, 42868) = 4.98$, $p=0.00$, ($p < 0.01$) indicated that job satisfaction depends on the type of intrinsic factor in question hence the null hypothesis was rejected. Of all the intrinsic factors included in the study, "extent to which the AEAs were recognized in their job" gave them the highest level of job satisfaction, as the mean response of AEAs on this factor was higher than other factors (Figure 1). This gave the impression that the male and female AEAs were been recognized in their job and exercised some level of independency in discharging their duties in the study area. On the contrary, the most unsatisfying factor identified across the states was the "extent of involvement in ADP decision making processes". It was found to be lower than other intrinsic variables. This result indicated that in the study area, ADP administrative was not carrying the AEAs along in the decision-making processes. Looking at this finding, it therefore, means that imposition is still the order of the day in the ADP if the AEAs were not involved in ADP decision-making processes which are a very vital component of workplace.

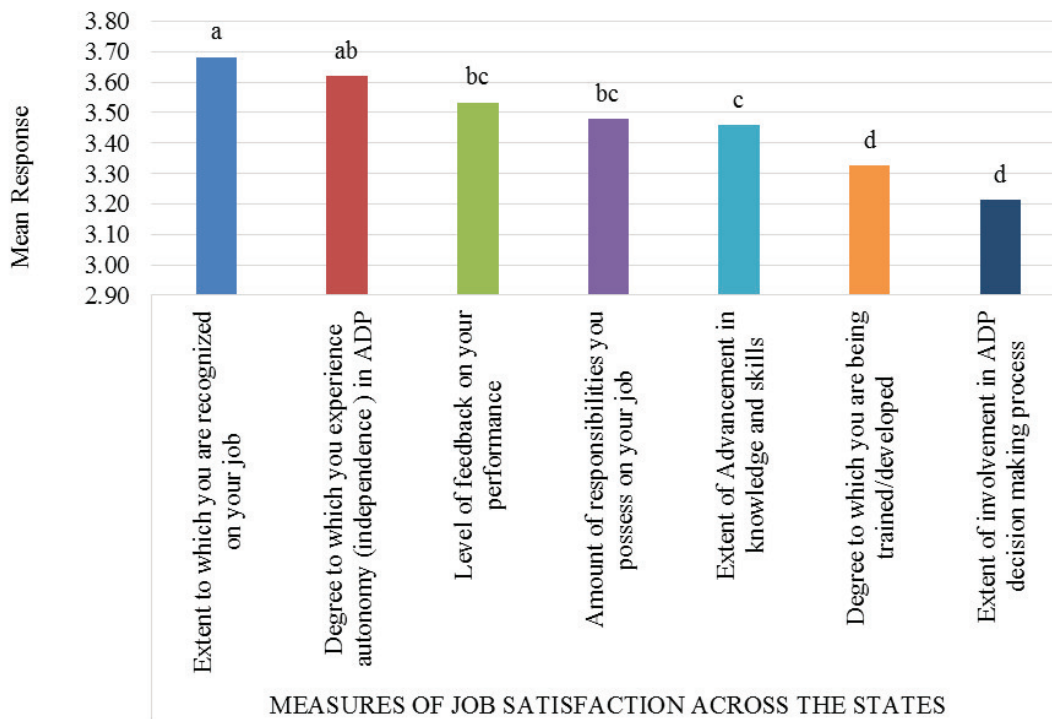
Comparing gender Job Satisfaction among the Agricultural Extension

The result comparing male and female AEAs job satisfaction irrespective of location and type of factor is shown in Table 1. This is a measure of the main effect of gender hence the question is: Irrespective of location and the type of intrinsic factor, is there any difference in job satisfaction among the AEAs based on their gender? Here, the hypothesis which states that there is no significant difference in job satisfaction among the AEAs based on their gender was tested. The

Table 1. ANOVA results of job satisfaction among male and female extension agents, intrinsic factors.

Sources of variation	Df	SS	MS	F-cal	P-value
Indicator-type	6	54.58	9.10	15.15	.00
Indicator-type*location	30	89.851	2.99	4.98	.00
Indicator-type*Gender	6	6.220	1.04	1.73	.11
Indicator-type*Location*Gender	30	34.73	1.16	1.93	.00
Error (within subjects)	2868	1721.96	0.60		
Location	5	145.80	29.16	94.32	.00
Gender	1	0.01	0.01	.025	.88
Location*Gender	5	5.72	1.14	3.70	.00
Error (between subjects)	478	147.78	0.31		

Source: Field data analysis, 2018.

**Figure 1.** Job satisfaction irrespective of gender and location (State).

Note: Means with same alphabet did not significantly differ.

result, $F(6, 2868)=1.73$, $p=0.11$ showed that there was no significant differences in the AEAs' level of job satisfaction, hence mean separation was not done (Figure 2). AEAs' level of job satisfaction between the genders of the AEAs' and the level of job satisfaction based on indicator-type*Gender does not differ significantly. In other words, irrespective of location and type of intrinsic factor, the male and female AEAs ($p>.05$) does not differ significantly in their job satisfaction

with reference to the factors hence, the acceptance of null hypothesis. This finding contradicts that of Bender et al. (2005), who reported that women experience higher levels of job satisfaction than men. It therefore, agrees with Muhammad et al. (2005) and Ali and Akhter (2009) who reported in their work that there was no significant difference in job satisfaction between gender. Sumner and Niederman (2002) found no statistical gender differences when

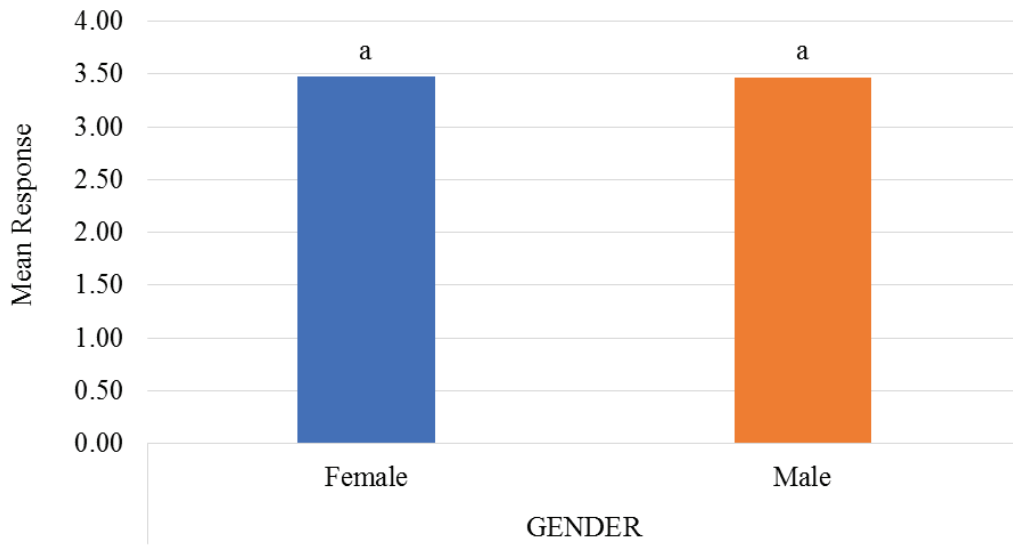


Figure 2. Gender job satisfaction irrespective of location and indicator-type.
Note: Means with same alphabet did not significantly differ.

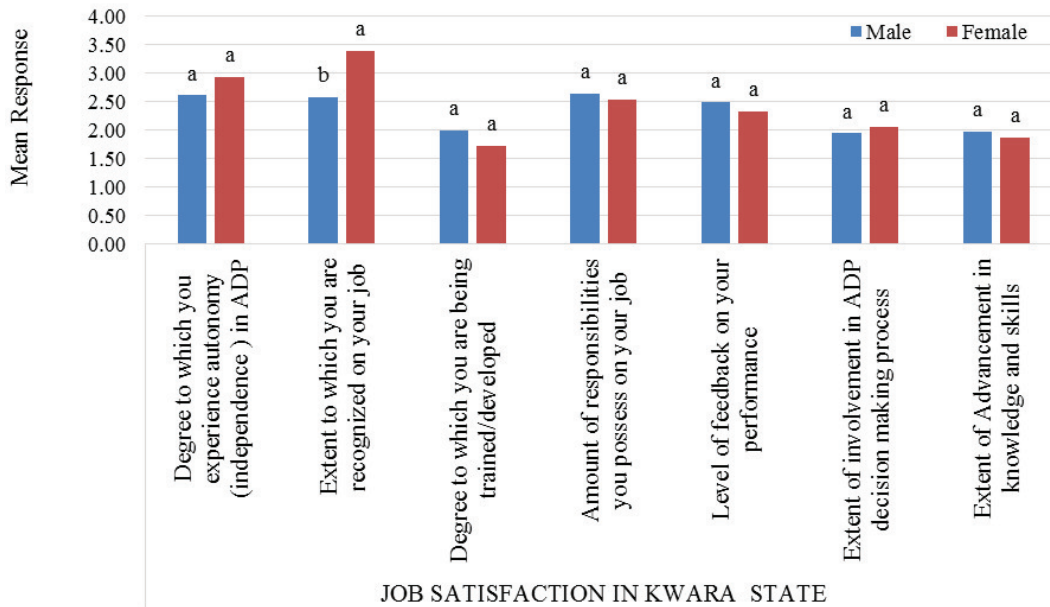


Figure 3. Comparing gender job satisfaction in Kwara State.
Note: Means with same alphabet (for the same indicator) did not significantly differ.

measuring overall job satisfaction among information technology professionals.

Analysing the interaction effects of gender, location and type of intrinsic factors

The results of the interaction effect of gender, location and

type of factor is further presented in Table 1. Here, the question is: In each of the locations (States) and for each of the intrinsic factors, do male and female AEAs differ in their job satisfaction? Based on this, the hypothesis which states that there is no significant interaction effect of gender, location and type of factors on job satisfaction of AEAs was tested. The result $F(30, 2868)=4.98, p=0.00$ indicated that

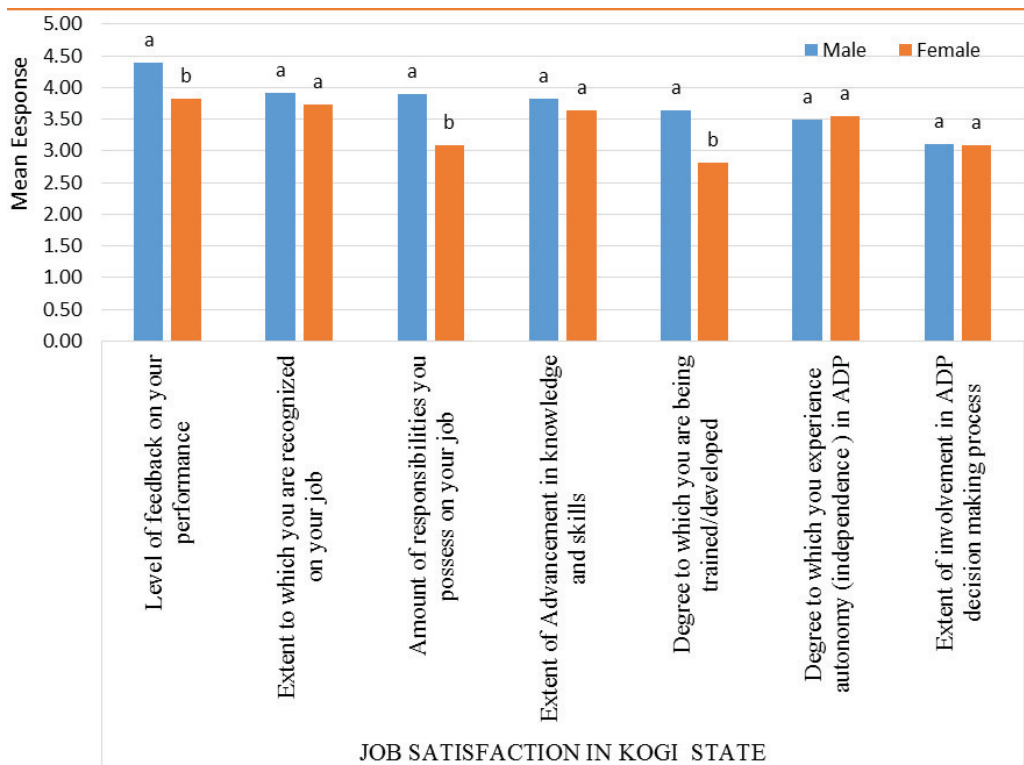


Figure 4. Comparing gender job satisfaction in Kogi State.

Note: Means with same alphabet (for the same indicator) did not significantly differ.

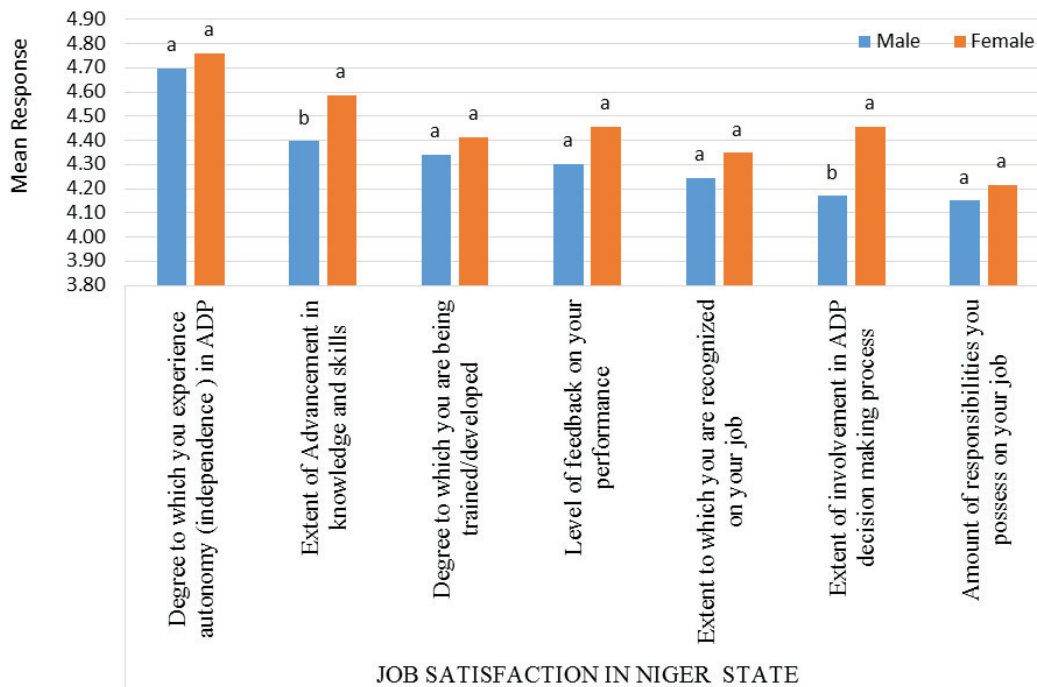


Figure 5. Comparing gender job satisfaction in Niger State.

Note: Means with same alphabet (for the same indicator) did not significantly differ.

there was significant interaction effect in the AEA's level of job satisfaction irrespective of gender leading to the rejection of the null hypothesis. In other words, in each of the states, there were significant variations in job satisfaction among the male and female AEA's on some of the intrinsic factors listed. Based on the result, mean separation was done and the results are presented state by state in Figures 3-8.

Comparing Gender Job Satisfaction in Kwara State

The comparison of gender job satisfaction in Kwara State is presented in Figure 3. The result showed that in Kwara State, male and female AEA's showed no difference in their level of job satisfaction for six of the variables but the female AEA's differed in relation to the extent they were recognized in their job compared with their male counterparts. This result implies that the female AEA's in Kwara State receive more recognition from their superior in the office. This chart indicated that despite the same responses from both gender in almost all the factors, female still had distinguishing response in one of the factors, supporting the findings of Dhawan (2000) that found women to be more satisfied than their otherwise equal male counterparts.

Comparing Gender Job Satisfaction in Kogi State

The comparison of gender job satisfaction in Kogi State is presented in Figure 4. The result showed that in Kogi State, male and female AEA's differed in their level of job satisfaction in relation to three out of the seven intrinsic variables. The male AEA's derived higher level of job satisfaction from level of feedback on their performance, degree they were trained/developed and the amount of responsibilities they possessed in their job compared with their female counterparts. This result indicates that the male AEA's in Kogi State receive more attention from their superior in the office as it concerns feedback on their performance, okay with the amount of responsibilities they possessed and had more opportunities to take part in some training/developmental programmes. The result of this study is in agreement with the results of Pook et al. (2003) whom in their study suggested that women are less likely to receive help from their managers toward advancement and are less satisfied than men with the job they do.

Comparing gender job satisfaction in Niger State

The comparison of gender job satisfaction in Niger State is presented in Figure 5. The result showed that male and female AEA's in the State differed in their level of job satisfaction for two of the variables. These were extent of advancement in knowledge and skill and extent of involvement in ADP's decision-making processes. This indicates that the female AEA's in Niger State had more opportunities to advance in their knowledge and skill and were involved in ADP's decision-making processes in larger

extent. It implies that in Niger State female AEA's were more active in extension service delivery compared with their male colleagues. The result of this study is in disagreement with the results of Pook et al. (2003) whom in their study suggested that women are less likely to receive help from their managers toward advancement and are less satisfied than men with the work they perform.

Comparing gender job satisfaction in Nasarawa State

Figure 6 showed comparison of gender job satisfaction in Nasarawa State. The result showed that male AEA's had higher level of job satisfaction than their female counterparts in their extent of involvement in ADP's decision-making processes while their satisfaction in other intrinsic variables gave them equal satisfaction. This result implies that male AEA's were likely to be more involved in the decision-making processes of ADP compared to their female counterparts. It was observed that the female AEA's were not involved by Nasarawa State ADP administrative in the decision-making process and therefore, adjustment must be made to incorporate the female AEA's in the process of decision making as it concerns Nasarawa State ADP. This finding supports that of Muhammad et al. (2005) whom after their investigation, noted that there were hardly any gender difference regarding job satisfaction, even though, there were less scope of promotion possibility in most of the organizations.

Comparing gender job satisfaction in Benue State

Figure 7 showed comparison of gender-job satisfaction in Benue State and the result indicated that there were no job satisfaction differences across gender in all the indicators. Benue State, unlike some of the other States, showed that for all indicators the situation of both genders were the same. It therefore, implies that in Benue State, both male and female AEA's faced similar treatments in their ADP. With these responses, one can deduce that there is no gender discrimination among male and female AEA's in the Benue State ADP based on the above listed intrinsic variables. This is in agreement with the finding of Sumner and Niederman (2002) that found no statistical gender differences when measuring overall job satisfaction among information technology professionals.

Comparing gender job satisfaction in Plateau State

The result of the comparison of gender job satisfaction in Plateau State is shown in Figure 8. The result shows that female AEA's had higher level of job satisfaction than their male counterparts in on three intrinsic variables namely; degree to which they were trained/developed, amount of responsibilities they possessed on their job and extent of involvement in ADP's decision-making processes. This implies that female AEA's in Plateau State were satisfied with

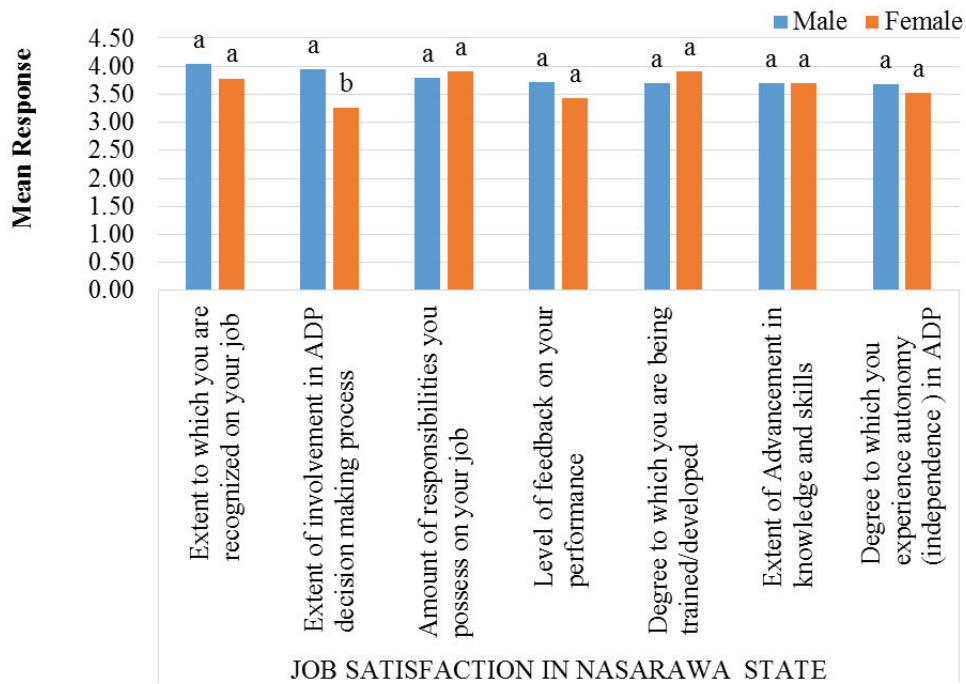


Figure 6. Comparing gender job satisfaction in Nasarawa State.

Note: Means with same alphabet (for the same indicator) did not significantly differ.

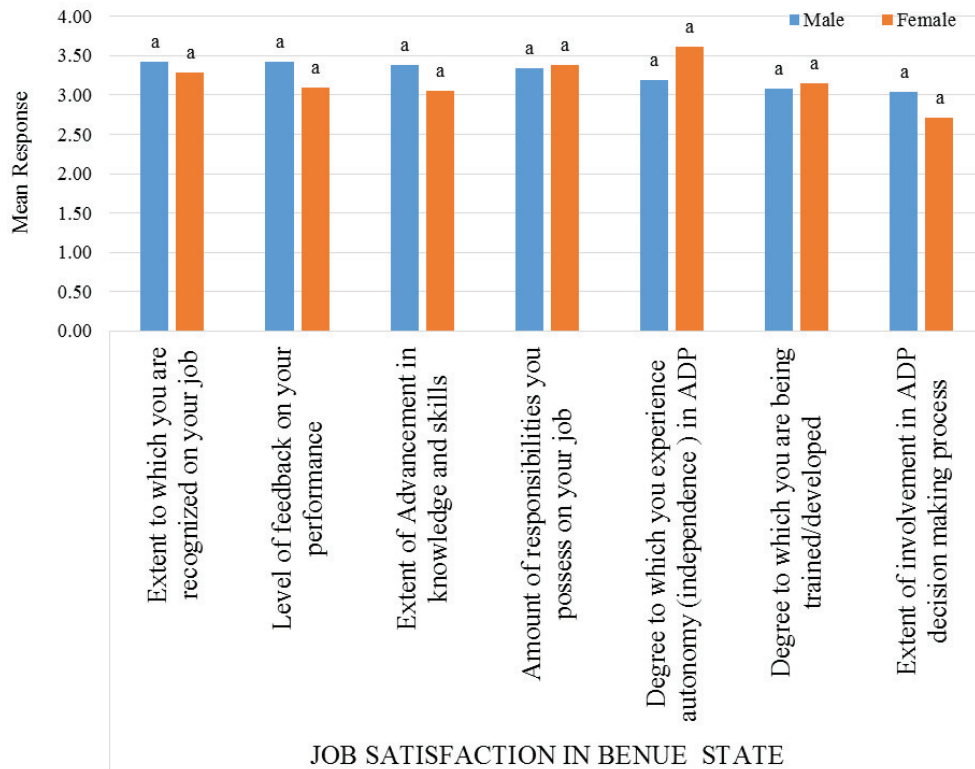


Figure 7. Comparing gender job satisfaction in Benue State.

Note: Means with same alphabet (for the same indicator) did not significantly differ.

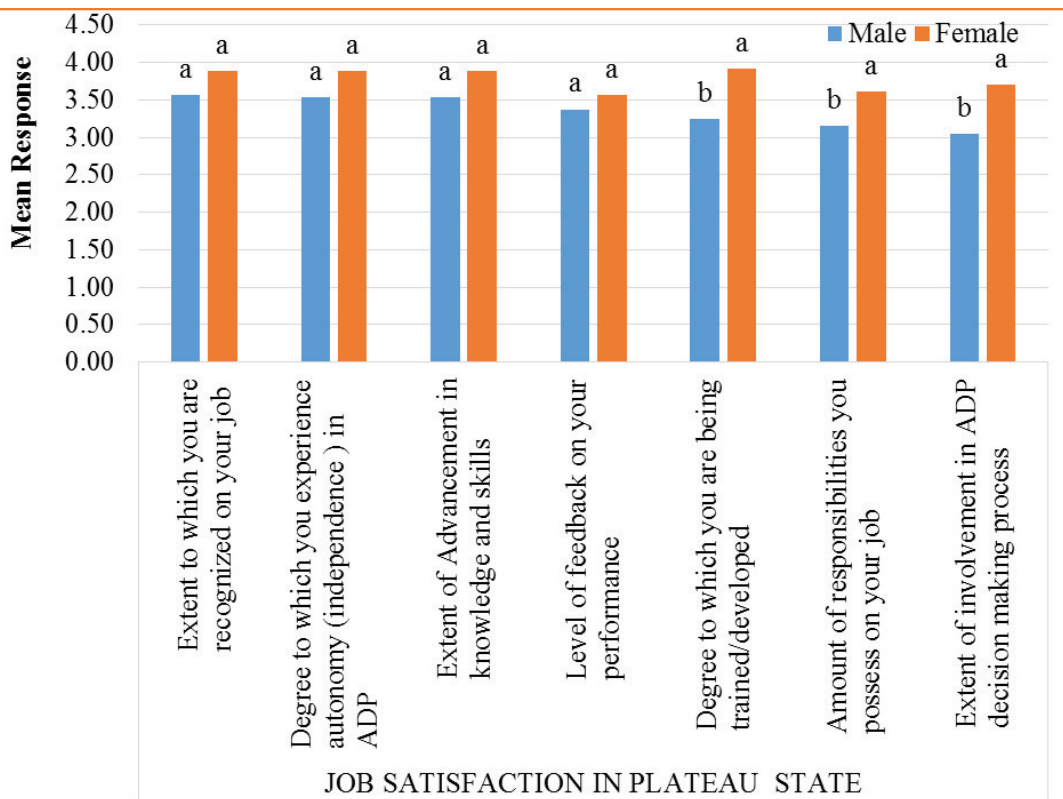


Figure 8. Comparing gender job satisfaction in Plateau State.

Note: Means with same alphabet (for the same indicator) did not significantly differ.

the conditions of the three variables in relation to their job than their male counterparts. Looking at this result, one could deduce that the female AEAs in the state were more favoured in these three areas as against the male counterparts. This finding is in support of that of McDuff (2001) who had found women to be more satisfied than their otherwise equal male counterparts.

CONCLUSION AND RECOMMENDATION

Base on the research results on the activities of AEAs so far in Nigeria, they have shown that AEAs are the major players in technology transfer to the end-users (farmers). As gatekeepers in transferring of agricultural technology and new innovations, the study evaluated the perception of the factors affecting the level of job satisfaction among the male and female AEAs in the north central Nigeria. Emphasis was laid on intrinsic factors that affect job satisfaction. Generally, among the intrinsic factors studied, *“the extent to which the AEAs were recognized in their job”* gave the AEAs the highest level of job satisfaction. This was followed by *“the degree they experienced autonomy (independence) in ADP”*.

This emphasizes the fact that the AEAs were recognized in their job. This is very important because it boosts staff productivity and effectiveness given them sense of belonging. On the other hand, the least satisfying intrinsic factor identified was the *“extent of involvement in ADP decision-making processes”* as well as the *“degree to which they are trained/developed”*. This calls for a great attention especially if Nigeria actually wants to get it right in the achievement of a food secured nation. Considering the fact that achieving a food secured nation will be easier if the demand-driven approach of technology transfer is given utmost priority and that should start in the ADP top administrative level to the AEAs who are expected to reciprocate same to farmers. In the same vain, agricultural policy makers and other stakeholders need to work round the clock to ensure that AEAs are carried along in all policy issues that regard extension services delivery, more especially their involvement in the ADP decision-making processes and as well give them regular training to able them meet the test of time considering the fact that the world is now digital. Without reference to any particular intrinsic factor, there was no significant difference in the level of

satisfaction between female and male AEAs. This implies that, on average, both the female and male AEAs in the north central Nigeria are given equal treatment under ADP. The policy implication of the gap that exists on the part of both genders as regards to none involvement on the ADP decision-making processes as well as the degree to which they are trained/developed is that, if not carried along in ADP decision-making processes and are not given up to date training on the new trends, may result in difficulty meeting up with the needs of the farmers. Finally, for effective and efficient delivery of new agricultural technologies to the end users (farmers), we strongly recommend that the job satisfaction of the AEAs should be giving a high level of priority. This can be done by conducting periodic research on job satisfaction on ADP staff.

Conflict of Interests

The authors declare no conflict of interest.

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