

Job Satisfaction Level of New Agricultural Employees Working in Agricultural Extension in Salah al-Din Governorate

¹ Ahmed Sabah Jadallah Al-Jubury & ² .Ali Ahmed Ghaidhaib Hassan Al-Jubury

¹ Economics and Agricultural Extension Department, College of Agriculture, Tikrit University, Tikrit, Iraq.

² Economics and Agricultural Extension Department, College of Basic Education, Al-Sharqat, Tikrit University

¹E-mail: aj21019pag@st.tu.edu.iq & ²E-mail: ali.ahmed@tu.edu.iq

Abstract

The research aimed to identify the level of job satisfaction among new agricultural employees working in agricultural extension in Salah al-Din Governorate, as well as to identify the level of job satisfaction in the area of satisfaction with job work in agricultural departments in general, and to determine the descending order of research areas according to percentage weight, and to find the correlation between job satisfaction and each of the following studied variables: age, gender, educational attainment, number of years of service, specialization, openness and readiness for change, level of career ambition, educational ambition, desire to attend courses, and renewal and innovation. Fifty percent of the agricultural divisions in the governorate were randomly selected, totaling 28 divisions; thus, the number of divisions subject to the research became 14, including (251) agricultural employees. Subsequently, 50% of the employees in each division were selected using simple proportional random sampling, thus the number of employees subject to the research procedures became (118) employees. The scale and its scores can be set generally, as well as the fields and the date the research was conducted. To achieve the research objectives, the level of job satisfaction of new agricultural employees was measured using (30) items distributed across the research areas. The results showed that job satisfaction was generally high across most research areas, except for salaries and incentives, where the average was also high, and also showed that the level of job satisfaction was high in most research areas, except for the area of job satisfaction regarding salaries and incentives, where its average tended to be high. The results also showed that the descending order of job satisfaction areas was led by the area of

the internal work environment. The study recommends the necessity of having a great and high motivation among most employees in Salah al-Din Governorate, as well as the necessity of paying attention to providing financial support in the form of incentives and rewards for creative agricultural employees.

Keywords: Job satisfaction, agricultural employees, agricultural extension, career ambition.

Introduction

Job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their work. It is not achieved merely by the absence of problems, but by the presence of motivational factors such as achievement, recognition, the nature of work, responsibility, and opportunities for growth. Higher-order needs such as recognition and self-actualization are considered the most important in creating continuous motivation. Therefore, employee satisfaction is not limited to salary but includes their organizational relationship, clarity of tasks, opportunities for development, and professional recognition [1]. An extension agent who works within a supportive organizational environment, receives a clear job description, and interacts with colleagues and supervisors is more committed and performs better, while task ambiguity, weak empowerment,

and neglect of human aspects lead to a sense of job alienation even if material incentives are available [2]. Expectancy theory suggests that satisfaction is related to perceiving the relationship between effort and reward and the extent to which they align with the individual's values. Therefore, clarity of promotion and recognition opportunities enhances job satisfaction. Psychological and professional factors such as ambition, readiness for change, and desire for development also play a pivotal role in shaping satisfaction or dissatisfaction [8]. In the Iraqi context, new agricultural extension agents face a gap between their academic aspirations and the reality of work. They suffer from weak incentives, vague job titles, lack of training, difficulty in mobility, and bureaucracy. They may be assigned tasks without providing the necessary tools, leading to frustration and

possibly job withdrawal. Hence, a fundamental problem emerges regarding how to build an effective extension system in light of this contradiction, necessitating a comprehensive study of new employee satisfaction that includes salary, incentives, work environment, job titles, and nature of tasks [3]. A research gap appears in this field, as previous studies have not sufficiently focused on new employees in Salah al-Din Governorate, nor have they addressed some modern aspects such as clarity of job titles and professional psychological factors, which confirms the need for a specialized study that addresses these dimensions precisely [3]. Agricultural extension is an essential developmental function that connects scientific knowledge with rural society [7]. It is not limited to transferring technologies but is based on social interaction aimed at enabling farmers to make informed decisions that contribute to increasing production and improving livelihoods. It stems from a comprehensive vision to develop economic, social, and environmental aspects through spreading awareness, developing capacities, and encouraging the use of modern technologies to raise the

efficiency of resource utilization. The agricultural extension agent acts as a knowledge intermediary and change agent [6], transferring innovations from research centers to the fields and explaining agricultural policies in a manner consistent with the farmers' reality. The effectiveness of this role depends on the efficiency of the workers and their psychological and professional stability, making job satisfaction a fundamental factor in the success of the extension process [4]. In Salah al-Din Governorate, which is distinguished by its important geographical location and diverse agricultural resources, the problem of job satisfaction emerges as one of the main challenges affecting agricultural production directly and indirectly. This problem increases the need for qualified agricultural cadres capable of managing scientifically, making studying the level of satisfaction of agricultural employees in this governorate an essential entry point for understanding the readiness of the agricultural sector to face these challenges. The level of satisfaction of agricultural employees is influenced by several variables, including age, which is related to practical experience, educational

qualification, which reflects the ability to understand and apply modern technologies, field experience, which enhances the ability to deal with agricultural problems, in addition to continuous training, which raises employee efficiency and updates their knowledge [5], as well as the institutional environment that provides the necessary support and capabilities to enhance performance. Hence, the current study sets out to answer A general research question is sufficient:

1. What is the general level of job satisfaction among new agricultural employees working in the Directorate of Agriculture of Salah al-Din Governorate and its affiliated agricultural divisions in general?
2. What is the level of job satisfaction among these employees in the

Research Objectives

1. To identify the level of job satisfaction among new agricultural employees working in the Directorate of Agriculture of Salah al-Din Governorate and its affiliated agricultural divisions in general.
2. To identify the level of job satisfaction among new agricultural employees in each of the following

following sub-areas: satisfaction with working in agricultural departments, satisfaction with salary, rewards, and incentives, satisfaction with the workplace, satisfaction with the internal work environment, satisfaction with the job titles granted to agricultural graduates, and satisfaction with the nature of job work?

3. Is there a statistically significant correlation between the level of job satisfaction and each of the following variables: (age, gender, educational attainment, specialization, openness and readiness for change, level of career ambition, level of educational ambition, level of desire to attend courses, renewal and innovation)?
4. What is the magnitude and most prominent problems facing new agricultural employees in their daily professional performance?

areas of job satisfaction: (area of job satisfaction about working in agricultural departments, area of job satisfaction about salary, rewards, and incentives, area of job satisfaction about the workplace, area of job satisfaction about the internal work environment, area of job satisfaction about the job titles granted to

agricultural graduates, area of job satisfaction about the nature of job work).

3. To find a correlation between the level of job satisfaction of new agricultural employees and each of the following independent variables: (age, gender, educational attainment, specialization, openness and readiness for change, level of career ambition,

Statistical Hypotheses

There is no correlation between the general level of job satisfaction and each of the following independent variables: (age, gender, educational attainment, specialization, openness and readiness for change, level of career ambition, level of educational ambition, level of desire to attend courses, renewal and innovation).

Operational Definitions

1. General Job Satisfaction: The feelings expressed by agricultural extension workers towards their work in the extension organization, arising from the employee's perception of the gap between what the job offers them and what is expected of them to provide. The smaller this gap, the better the relationships within the work environment.

2. Level of Career Ambition: The degree of aspiration expressed by

level of educational ambition, level of desire to attend courses, renewal and innovation).

4. To identify the magnitude of the most important problems facing new agricultural employees working in the Directorate of Agriculture of Salah al-Din Governorate and its affiliated agricultural divisions.

agricultural extension workers towards achieving future professional progress, arising from their belief in the possibility of growth and development within the extension structure. The more the employee aspires to promotion or taking on greater responsibilities, the higher their level of career ambition.

3. Employees in Agricultural Extension: Refers to new employees appointed to agricultural extension positions in the Directorate of Agriculture of Salah al-Din Governorate and its affiliated agricultural divisions, who perform tasks of communicating with farmers and providing technical and technological support in the fields.

4. Openness and Readiness for Change: The tendency expressed by agricultural extension workers

towards accepting modern methods and technologies in field work, arising from their realization that change contributes to improving their professional effectiveness.

Materials and Methods

Study Population and Sample:

The research population included agricultural employees in the agricultural divisions affiliated with the Directorate of Agriculture of Salah al-Din Governorate, numbering (370) agricultural employees distributed across (27) agricultural divisions. Fifty percent of the number

of agricultural divisions in the governorate were randomly selected, thus the number of divisions subject to the research became 14 divisions including (251) agricultural employees. The Al-Dujail agricultural division, which includes (15) employees, was excluded as a pilot sample. Subsequently, 50% of the employees in each division were selected using simple proportional random sampling, thus the number of employees subject to the research procedures became (118) employees, as shown in Table (1).

Table (1) Distribution of respondents across agricultural divisions

Final Sample	Research Population	Agricultural Divisions	No
8	16	Tikrit Agricultural Division	1
Exploratory sample	30	Al-Dujail Agricultural Division	2
6	12	Bayji Agricultural Division	3
8	16	Al-Alam Agricultural Division	4
6	11	Hamrin Agricultural Division	5
6	13	Tulul Al-Baj Agricultural Division	6
14	27	Al-Sharqat Agricultural Division	7
8	16	Left Bank Agricultural	8

		Division	
14	28	Tuz Agricultural Division	9
9	19	Samarra Agricultural Division	10
14	28	Al-Dour Agricultural Division	11
11	22	Al-Dhuluiyyah Agricultural Division	12
6	11	Balad Agricultural Division	13
8	17	Al-Ishaqi Agricultural Division	14
118	251	Total	

Directorate of Agriculture of Salah al-Din Governorate, Human Resources Division, Date: 16/12/2025.

Survey Questionnaire:

After reviewing the literature, previous studies, scientific research, and consulting experts and specialists in the research field, the questionnaire form was prepared as a means of collecting field data from the respondents. It included three parts as follows:

Part One: Included some independent variables related to agricultural employees, namely: (age, gender, educational attainment, job satisfaction).

Part Two: This part included (3) areas for measuring the level of knowledge of agricultural employees in the field of saline soil management in Salah al-Din Governorate, namely:

- (Satisfaction with working in agricultural departments,
- Satisfaction with salaries, rewards, and incentives,
- Satisfaction with the workplace).

It included 30 items as shown in Table No. (2).

Table (2) Shows the research areas and the number of field in each area.

Number of final field	Number of deleted field	Number of field	Area	No
11	5	16	Satisfaction with working in agricultural departments	1
10	2	12	Satisfaction with salaries, rewards, and incentives	2
9	1	10	Satisfaction with the workplace	3
30	8	38	Total	

Pre-test

After completing the final formulation of the questionnaire and taking into account all expert modifications regarding face validity and content validity, the researcher selected a random sample from the research population but outside the main study sample, consisting of (15) respondents. The aim was to extract

the reliability coefficient and validity coefficient. The reliability value reached 0.82 and the validity coefficient reached 0.90. Reliability is considered acceptable if it is 0.70 or more, and it becomes more acceptable the closer it is to 1.00. Data were collected during the period from (27/10/2025 to 7/12/2025).

Measurement of Research Variables:

First - Measurement of Independent Variables: The independent variables included in the research were measured as follows:

1. Age: Measured by the number of years of age of the respondent at the time of data collection.
2. Gender: Measured through two alternatives (male and female), assigned numerical values (2, 1) respectively.
3. Educational Attainment: Measured through the following alternatives:

(Agricultural Preparatory School, Agricultural Diploma, Bachelor's in Agriculture, Master's in Agriculture, Doctorate in Agriculture), assigned numerical values (1, 2, 3, 4, 5) respectively.

4. Number of Years of Job Service: Measured by the number of years the

employee has spent in their position up to the time of data collection.

5. Job Satisfaction: To measure this variable, the researchers used (9) sources, placing four alternatives before each: (Always, Sometimes, Rarely, I do not obtain), assigned numerical values (3, 2, 1, 0) respectively. Thus, the values expressing this variable range between (0 – 27).

Second - Measurement of the Dependent Variable:

Data Collection:

After conducting the pre-test for the development and improvement scale and the independent variables and confirming their reliability and validity, the study data collection process commenced using a questionnaire and the personal interview method. The data collection process took place from (22/10/2025 to 19/2/2026). All distributed questionnaires were retrieved from

Results and Discussion:

First Objective: To identify the level of job satisfaction among new agricultural employees working in agricultural extension in Salah al-Din Governorate. (128 – 206) 175.15

The level of job satisfaction was measured using (30) items distributed across the research areas. Before each item, the following alternatives were placed: (High need, Moderate need, Low need, No need), assigned numerical values (4, 3, 2, 1) respectively. Thus, the values expressing the knowledge of agricultural employees range between (30 – 120).

the agricultural employees, representing (100%) of the total number of (118) employees.

Statistical Methods:

To achieve the research objectives, several statistical methods and tools were used, such as: Range, Arithmetic Mean, Simple Correlation Coefficient (Pearson), Spearman's Rank Correlation Coefficient, Percentage Weight, t-test, and Percentage.

The results showed that the lowest value of job satisfaction was 128 and the highest value was 206, with an average job satisfaction of 175.15 and a standard deviation of 17.03. The respondents were divided into three

categories using the range law, and it was found that the highest percentage

was within the medium category, as shown in Table (3).

Table (3): Numbers and percentages of respondents according to job satisfaction categories.

Average	%	Frequency	Satisfaction Categories	No
143.47	11.5	15	Low (153 -128)	1
168.25	43.9	57	Medium (179 -154)	2
190.12	44.6	58	High (206 -180)	3
Sd=17.03	%100	130	Total	

It is evident from Table (4) that the highest percentage, 44.6% of the respondents, fell within the high category, followed by the medium category at 43.9%. This result indicates that the level of job satisfaction is high among a good proportion of the respondents. The reason for this may be that the respondents' level of satisfaction is driven by their eagerness to obtain the job, regardless of the value of salaries, incentives, rewards, the nature of the work, the workplace, or other reasons related to the job and what the respondent can obtain from it.

Second Objective: To identify the level of job satisfaction in each area of the research areas.

First Area: Satisfaction with working in agricultural departments (17 – 39) 31.89

The results showed that the lowest value of job satisfaction in the area of satisfaction with working in agricultural departments was 17, and the highest value was 39, with an average job satisfaction of 31.89 and a standard deviation of 5.03. The respondents were divided into three categories using the range law, and it was found that the highest percentage was within the high category, as shown in Table (4).

Table (4): Numbers and percentages of respondents according to categories of satisfaction with working in agricultural departments.

Average	%	Frequency	Satisfaction Categories	No
18.83	4.6	6	Low(23 -17)	1
27.69	32.3	42	Medium(30 -24)	2
35.00	63.1	82	High -31) above(	3
Sd=5.03	%100	130	Total	

It is evident from Table (5) that the highest percentage, 63.1% of the respondents, fell within the high category of satisfaction with working in agricultural departments, followed by the medium category at 32.3%. This result indicates that the level of job satisfaction is high among more than half of the respondents. The reason for this may be that the respondents are graduates of agricultural studies, and obtaining a job in agricultural departments is considered a professional achievement within their agricultural specialization, which is consequently

reflected in their level of job satisfaction.

Second Area: Satisfaction with salaries, rewards, and incentives (18-36) 27.19

The results showed that the lowest value of job satisfaction in the area of satisfaction with working in agricultural departments was 18, and the highest value was 36, with an average job satisfaction of 27.19 and a standard deviation of 4.22. The respondents were divided into three categories using the range law, and it was found that the highest percentage was within the medium category, as shown in Table (5).

Table (5): Numbers and percentages of respondents according to categories of the area of satisfaction with salaries, rewards, and incentives.

Average	%	Frequency	Satisfaction Categories	No
21.12	13.1	17	Low (18-23)	1
26.34	51.5	67	Medium (24-29)	2
32.37	35.4	46	High (30-36)	3
Sd=4.22	%100	130	Total	

It is evident from Table (6) that the highest percentage, 51.5% of the respondents, fell within the medium category of satisfaction with salaries, rewards, and incentives, followed by the high category at 35.4%. This result indicates that the level of job satisfaction is medium, tending towards high, among more than half of the respondents. The reason for this may be that the respondents are graduates of agricultural studies, and obtaining a job in agricultural departments is considered a professional achievement within their agricultural specialization, which is

consequently reflected in their level of job satisfaction.

Third Area: Satisfaction with the workplace (13-33) 27.45

The results showed that the lowest value of job satisfaction in the area of satisfaction with the workplace was 13, and the highest value was 33, with an average job satisfaction of 27.45 and a standard deviation of 4.47. The respondents were divided into three categories using the range law, and it was found that the highest percentage was within the high category, as shown in Table (6).

Table (6): Numbers and percentages of respondents according to categories of satisfaction with the workplace.

Average	%	Frequency	Satisfaction Categories	No
15.29	5.4	7	Low (13-19)	1
23.85	30.8	40	Medium (20-26)	2
30.22	63.8	83	High (27 and above)	3
Sd=4.47	%100	130	Total	

It is evident from Table (7) that the highest percentage, 51.5% of the respondents, fell within the medium category, followed by the high category at 35.4% in the area of satisfaction with the workplace. This result indicates that the level of job satisfaction is high among more than half of the respondents. The reason for this may be that the respondents are graduates of agricultural studies, and obtaining a workplace in agricultural departments is considered a professional achievement within their agricultural specialization. This indicates the importance of obtaining a job within their specialization

regardless of the workplace, which is reflected in the level of job satisfaction of new employees in agricultural departments and the provision of extension services.

Third Objective: To identify the descending order of research areas according to percentage weight.

The results of the descending order of job satisfaction areas showed that the highest percentage weight was 87.0 for the area of satisfaction with the internal work environment, and the lowest percentage weight was 75.5 for the area of satisfaction with salaries, rewards, and incentives, as shown in Table (7).

Table (7): Descending order of job satisfaction areas according to the calculation of percentage weight.

Rank	Percentage Weight	Maximum Score	Mean	Areas	No
1.5	87.0	39	33.94	Satisfaction with the internal work environment	1
2	83.2	33	27.45	Satisfaction with the workplace	2
3	82.0	33	27.06	Satisfaction with the nature of work	3

It is evident from Table that the two areas (satisfaction with the internal work environment) ranked first with the highest percentage weight, reaching 87.0. The reason for this may be that the respondents are satisfied with the basic requirements of the internal environment, or that a suitable internal environment was provided, thus this area achieved the highest percentage weight. The area

of (satisfaction with the workplace) ranked second with a percentage weight of 83.2. The reason for this may be that the respondents are graduates of agricultural institutes and colleges, and working in agricultural departments is consistent with their academic qualifications. The area of satisfaction with the nature of work came in last place.

Conclusions

1. The results showed that the overall level of job satisfaction was high among a large percentage of the respondents, indicating a high degree of job satisfaction among agricultural employees in Salah al-Din Governorate.
2. The results showed that the level of job satisfaction in most of the

studied areas was high, except the area of

the area of (salaries, rewards, and incentives), which came at a medium level tending towards high, indicating the need to pay attention to increasing salaries, rewards, and incentives, given the living and economic conditions faced by employees.

3. The research results showed that the descending order of job satisfaction areas was as follows: satisfaction with the internal work environment, followed by satisfaction with the workplace, then satisfaction with the nature of work, which reflects a high level of conviction and satisfaction towards the internal work environment among the respondents.

4. The research results revealed a significant correlation between the level of job satisfaction and most of the studied independent variables, namely: gender, educational attainment, specialization, openness and readiness for change, level of career ambition, level of educational ambition, and desire to attend training courses.

Recommendations

1. Work to raise the level of job satisfaction among agricultural employees by increasing rewards and incentives, especially for creative employees.

2. Enhance continuous moral support for employees, as it has a positive impact on raising the level of job satisfaction, which is reflected in improving professional performance

and increasing agricultural production.

3. Organize training courses, workshops Organize training courses, workshops, and seminars on an ongoing basis, to develop the capabilities of agricultural employees and enhance the continuity of their job satisfaction.

References

:

- 1- Chambers, R. (2017). Rural development: Putting the last first. London: Longman.
- 2- Kassa, G. (2016). Determinants of job satisfaction among agricultural extension workers in Southwest Ethiopia. American Journal of Agriculture and Forestry, 4(5), 112–117.
- 3- FAO. (2022). Digital agricultural advisory services in Iraq: Project brief. Food and Agriculture Organization of the United Nations.
- 4- Ahmad, T. A., & Mohammed, M. O. (2025). Job satisfaction of agricultural extension workers in Sulaymaniyah Governorate and its relationship with some variables. University of Thi-Qar Journal of Agricultural Research, 14(2), 44–50.
- 5- Vroom, V. H. (2019). Work and motivation. New York: John Wiley & Sons.
- 6- Shada, M. S., Abdul Wahhab, R. R., & Hasan, Y. H. (2025). Training and knowledge needs of wheat farmers in the villages of Siha Othman and Ain Hayawi. Tikrit Journal for Agricultural Sciences, 25(2), 94–106.
<https://doi.org/10.25130/tjas.25.2.9>
- 7- Alexander, R., & Fuqua, M. (2024). Ruraling career guidance research and practice: learning from rural perspectives. International Journal for Educational and Vocational Guidance.
<https://doi.org/10.1007/s10775-024-09699-y>
- 8- Soo, C. W., Devinney, T. M., & Midgley, D. F. (2007). External knowledge acquisition, creativity and learning in organisational problem solving. International Journal of Technology Management, 38(1/2), 137.
<https://doi.org/10.1504/ijtm.2007.012433>