BIBLIOGRAPHIC DATA SHEET	1. CONTROL NUMBER PN-AAJ-530	2. SUBJECT CLASSIFICATION (695) AC00-0000-G726

3. TITLE AND SUBTITLE (240)

Job environment and job consciousness of agricultural graduates under the Ministry of Food, Agriculture and Irrigation

4. PERSONAL AUTHORS (100)

Shrestha, U. M.; Pradhan, Umeswar; Shrestha, T. B.

5. CORPORATE AUTHORS (101)

Agr. Development Council

6. DOCUMENT DATE (110)	7. NUMBER OF PAGES (120)	8. ARC NUMBER (170)
1980	22p.	NP331.763.S561

9. REFERENCE ORGANIZATION (130)

ADC

10. SUPPLEMENTARY NOTES (500)

(In Research paper no. 7)

11. ABSTRACT (950)

12. DESCRIPTORS (920)

Agricultural workers
Management
Personnel development
Job analysis
Nepal

13. PROJECT NUMBER (150)

14. CONTRACT NO.(140)

AID/asia-G-1199

15. CONTRACT TYPE (140)

16. TYPE OF DOCUMENT (160)

AID 590-7 (10-79)

PN-AAJ-530

NP
331.763
S561

HMG-USAID-A/D/C PROJECT
IG NEPALESE IN AGRICULTURAL RESEARCH
AND DEVELOPMENT PLANNING

RESEARCH PAPER SERIES

No 7 September 1980

Job Environment and Job Consciousness of Agricultural Graduates

Under The Ministry of Food, Agriculture & Irrigation

Tek B. Shrestha
Uma M. Shrestha
Umeswar Pradhan

A/D/C

The Agricultural Development Council, Inc.
1290 Avenue of the Americas
New York, N. Y. 10104, U.S.A.
and G.P.O. Box 1312
Kathmandu, Nepal.

AGRICULTURAL PROJECTS SERVICES CENTRE NEPAL 1975

APROSC

Agricultural Projects Services Center
G.P.O. Box 1440
Kathmandu, Nepal.

FOREWORD

The Ministry of Food and Agriculture of His Majesty's Government of Nepal is pleased to cooperate with the Agricultural Development Council in the Project "Training Nepalese in Agricultural Research and Development Planning". This Project has been made possible by substantial financial support from the U.S. Agency for International Development (USAID), while the Agricultural Projects Services Center (APROSC) provides management services in implementation.

One of the most important components of this Project is advanced training, at the Masters and Ph.D. levels of young professional staff of Ministry-related institutions. Up to now, more than forty A/D/C fellows have been selected for advanced training in Asia, Australia and the U.S.A. Most of them have written a thesis based on their research in a particular problem-area in Nepal's agricultural and rural development. In addition this Project sponsors problem-oriented research activities, which are carried out by the staff of Ministry related institutions with the cooperation of A/D/C staff.

The purpose of this Research Paper Series is to make the results of these research activities available to a larger audience, and to acquaint younger staff and students with advanced methods of research and statistical analysis. With more than 90% of our population being dependent on agriculture for their livelihood, it is hoped that the publication of this Series will stimulate discussion among policy-makers and thereby assist in the framing of policies which are suitable to the development of Nepal's agriculture.

The Ministry of Food and Agriculture appreciates the efforts of Dr. Shao-er Ong and Dr. Veit Burger, the A/D/C staff in Nepal, and of Dr. Ram Prakash Yadav, the Executive Director of APROSC, in making the publication of this Research Paper Series possible.

February 1980

Bed B. Khadka
Secretary
Ministry of Food and Agriculture

The views expressed in this Research Paper Series are those of the authors, and do not necessarily reflect the views of their respective parent institutions.

"The Council supports teaching and research related to the economic and human problems of agricultural development, primarily in Asia".

JOB ENVIRONMENT AND JOB CONSCIOUSNESS OF AGRICULTURAL GRADUATES UNDER THE MINISTRY OF FOOD AGRICULTURE & IRRIGATION

Tek B. Shrestha, Uma M. Shrestha and Umeswar Pradhan*

ABSTRACT

Agricultural graduates are the key implementing officers of the national agricultural development programs in Nepal. Their number is small and their work efficiency is low—particularly due to the poor working conditions at the district level. This study investigated whether these graduates were satisfied with their work, and evaluated their job environment and job consciousness factors affecting the work performance. Based on the local needs, this study also recommends certain measures for attaining greater job satisfaction.

INTRODUCTION

From the first to the fifth Five-Year Plan, agriculture has been regarded as the major component affecting the economy of Nepal. The agency under His Majesty's Government (HMG) responsible for raising the level of living of the Nepalese farmer as well as improving the economic base of the country is the Ministry of Food, Agriculture and Irrigation (MFAI). At present, the MFAI includes eight functional organizations, each with its own development activities and roles. These organizations are:

1. Department of Agriculture (DA)
2. Department of Irrigation, Hydrology and Meteorology (DIHM)
3. Department of Food and Agricultural Marketing Services (DFAMS)
4. Agricultural Development Bank, Nepal (ADB/N)
5. Agricultural Inputs Corporation (AIC)
6. Nepal Food Corporation (NFC)
7. Dairy Development Corporation (DDC)
8. Agricultural Projects Services Center (APROSC)

All these organizations, except for APROSC, maintain field staffs in most dis-

---

* Tek B. Shrestha is an Economist in the Ministry of Food, Agriculture and Irrigation and the leader of this research team which included Miss Uma M. Shrestha and Mr. Umeswar Pradhan, Assistant Economists, Mr. Shiva P. Devkota, Technical Assistant, and Mrs. Sita Tripathi, Research Assistant, all under the same Ministry. The Team is highly indebted to Dr. Titava Suvanajata and Dr. Vudhichai Chamnong, both from the National Institute of Development Administration (NIDA), Bangkok, Thailand, who as A/D/C short-term consultants, provided expert guidance in research design, data analysis and report preparation. This paper is a condensed version of the detailed research report. This research was financed by the A/D/C.

tricts to carry out their functional duties. The DFAMS and the DDC, however, have limited extension activities in the districts.

All of these organizations involve themselves in implementing programs at the district level and aim at increasing agricultural production and farm income. Department of Agriculture conducts research and extension programs with a view toward changing traditional agricultural practices into improved and more productive ones. DIHM launches different irrigation projects providing for irrigation and drainage facilities in the field. ADB/N is responsible for credit requirements for farming and various types of agricultural business. AIC makes available agricultural inputs (fertilizer, seeds, implements, pesticides and insecticides) to the farmers. Similarly, DFAMS and NFC inspect the food situation as well as trading and distribution of food. As such, all the divisions of agricultural development carry out their functions as regular development activities in almost every district of the kingdom.

The incumbents who are responsible for the implementation of agricultural development programs at various levels of the MFAI are agricultural graduates, whose minimum qualification is a Bachelor's degree in agriculturally-related sciences either from the Tribhuvan University or other universities outside Nepal recognized by HMG. This study included only officers at or above the agricultural graduate level.

The total number of such incumbents in various departments and corporations currently working at the district level is 1,065 (Table I). With the increasing volume of development activities, this small number of agricultural graduates has to be spread sparsely over the Kingdom. Inadequate services and extra duty assignments cause inconvenience and hardships to those incumbents who are posted in the field.

Table I : Number of Agricultural Graduates in those Organizations under the MFAI who work at the District Level.

Organizations	No. of Agricultural Graduates
1. Department of Agriculture (DA)	416
2. Department of Irrigation, Hydrology and Meteorology (DIHM)	131
3. Department of Food and Agricultural Marketing Services (DFAMS)	37
4. Agricultural Development Bank (ADB/N)	271
5. Agricultural Inputs Corporation (AIC)	112
6. Nepal Food Corporation (NFC)	85
7. Dairy Development Corporation (DDC)	13
TOTAL	1,065

Complaints are frequently heard that agricultural graduates posted in the field are either in the wrong position or in the wrong place. Many new graduates have become hesitant to accept appointments outside Kathmandu. The commonly called "job satisfaction" problems have therefore emerged.

Objectives

Recognizing the importance of this problem, the MFAI proposed to conduct a research on job satisfaction among agricultural graduates. The main purpose of this study was to help planners and administrators find ways and means to raise the work efficiency of incumbents.

More specifically the objectives of this study were :

a. To evaluate the level of job consciousness (personnel interest, work satisfaction, etc.)

b. To identify job environment factors (salary, promotion, etc.)

c. To assess the relationship between the level of job consciousness and job environment factors.

d. To recommend measures for the improvement of management.

Previous Studies

The fact that the work environment influences the employee has been documented by various researchers. Roger (1957) observed that the satisfied member of an organization was the most productive employee. Vandersal (1968) distinguished between "satisfiers" and "dissatisfiers". Satisfying factors (achievement recognization, challenging job, responsibility, and advancement) affect job attitude positively whereas dissatisfying factors (unsatisfactory policy of the organization, poor interpersonal relations and technical supervision, low salary, and poor working condition) affect job attitudes mostly in a negative way. "Satisfiers" lead to increased interest, increased enthusiasm, and increased productivity, where as "dissatisfiers" accomplish the opposite and ultimately may cause the worker to resign.

Pyakural (1974) studied the problem of job satisfaction among junior technicians. He found that, among field level junior technicians, the satisfied ones were : those who had interest in the present job from the time of entrance into service (2/3 respondents), those who lived with their families (2/3 respondents), and those who are either unmarried or married with fewer family problems in the field (approximately 2/3 respondents); the dissatisfied subjects (1/3) had opposite and different situations.

Another research study concentrated on identifying the sources of dissatisfaction (New ERA, 1973). The study found that frustration was derived mainly from the absence of promotion. The non-gazetted technician had little chance of being promoted. Whenever there was a chance for promotion or for further training abroad, nepotism prevailed. The study revealed that other causes of frustration were posting, transfer policies, and biased evaluation of work performance.

Job satisfaction of junior technicians (JTs) and junior technical assistants (JTAs) working in extension programs also received the attention of the Agricultural Department (Department of Agriculture, 1977). Variables affecting the level of satisfaction as identified by this study were : transfer, willingness to stay in the district, pre-service training and superviser's visit and reactions. Since this study was limited to three districts, it may not be generalized for the whole country.

This study departs from the previous studies mentioned above on the following points :

a. It makes no attempt to assess the relationship between job satisfaction and job efficiency.

b. In this study, job satisfaction is a unidimensional variable derived from the interaction between job consciousness and job environment.

Job Consciousness and Job Environment Defined

a. Job Consciousness

Job consciousness is the emerging affective and/or cognitive response derived from the incumbent's experience in carrying out a task. It is a compound variable composed of (a) liking the job, (b) enjoying the work, (c) giving priority to the job, (d) perception of esteem, and (e) sense of competency.

b. Job Environment

Job environment consists of those materials, opportunities and relationships which are designed to facilitate the task. As is commonly seen, an incumbent, though satisfied with his job in the beginning, may become dissatisfied and frustrated later because of changes in the environmental factors (independent variables). These factors include : (a) salary, (b) promotion, (c) facilities, (d) training, (e) security and safety, (f) interpersonal relations, and (g) relative deprivation.

Satisfaction in general means a state of mind and personal feeling being the affective component of the attitude. The satisfaction is sensitive to several other factors rather than the job alone. Therefore, the job consciousness would be more reliable factors that influence the level of satisfaction. Then, the man is said to be satisfied with his job if he personally likes the job, enjoys the work, gives priority to the job and feels a sense of esteem and competence. Along with these dependent variables determining someone's personal satisfaction with his job, there are also independent variables such as salary, promotion, facilities, admiration of his performance, training, security and safety, interpersonal relations and relative deprivation which determine the level of satisfaction. For instance, if a person gets a raise in salary, his dissatisfaction with his job would be reduced.

It must be realized that job consciousness of the implementing officers does have a great influence on the success or failure of program implementation. In order to make program implementation a success, the organization should promote and maintain the job consciousness and job environment of the responsible incumbent.

In the present study, the implementing officers are agricultural graduates working under various offices (DA, DIHM, DFAMS, ADB/N, AIC, NFC, DDC) at the district level. There are at present 1,065 graduate incumbents working for various agricultural development programs under these departments and corporations. How to improve their job consciousness and job environment are our main concerns.

RESEARCH METHODOLOGY

Unit of Analysis and the Sample Size

Information for the current study was gained largely through the interview of program implementing officers of various district level departments and corporations

under the Ministry of Food, Agriculture and Irrigation. The unit of analysis was the individual incumbent responsible for the implementation of agricultural development program at various levels. All incumbents were agricultural graduates. This study sample was composed of 307 out of the total of 1,065 incumbents.

Selection of Districts to be Studied

The study was designed to cover all the geographical and development regions of the kingdom. The study also endeavoured to represent the wide spectrum of stituations prevailing in the country as well as problems faced by the incumbents under study. A multi-stage sampling technique was followed. Firstly, the study tried to select sample districts from the four administrative regions of the kingdom where agricultural development programs already had been executed. Secondly, in each region, mountain, hill and terai districts were included in order to represent the full range of topographical difficulties encountered by the incumbents. Thirdly, an attempt was made to maintain a proper ratio among selected districts and the total number of districts in each region. Lastly, due to limited time, only easily reachable districts were selected for study. The distribution of sample districts with respect to region, topography and development strategy is shown in Table II. Thus, this study focused on 22 districts of the kingdom.

Table II: Number of Interviewees in Different Districts and Regions, 1978.

Development Region	Geographic Region			Total
	Mountain	Hill	Terai	
Eastern Development Region	—	7	48	55
Dhankuta	—	6	—	6
Illam	—	1	—	1
Morang	—	—	26	26
Jhapa	—	—	11	11
Saptari	—	—	11	11
Central Development Region	—	142	53	195
Nuwakot	—	6	—	6
Kathmandu	—	125	—	125
Makwanpur	—	8	—	8
Kavre	—	3	—	3
Sarlahi	—	—	5	5
Parsa	—	—	26	26
Chitwan	—	—	22	22
Western Development Region	3	25	4	32
Mustang	2	—	—	2
Manang	1	—	—	1
Tanahu	—	6	—	6
Kaski	—	18	—	18
Syangja	—	1	—	1
Kapilavastu	—	—	1	1
Rupandehi	—	—	3	3
Far Western Development Region	2	—	23	25
Jumla	2	—	—	2
Banke	—	—	19	19
Kailali	—	—	4	4
TOTAL	5	174	128	307

Sample of Interviewees

For the selection of incumbents for interview, firstly, a list of district level graduate officers working under various development projects and/or organizations in the sample districts was prepared.

From this list, the officers in class I (less than 10% of the sample) and class II were classified into strata I and class III officers into strata II. Then, using the class list, the sample was drawn by random selection so as to constitute the sample of 307 officers to be interviewed.

Data Collection

The main instrument employed for the collection of data was a structured interview schedule prepared by members of the research team. The interview schedule was brought into practice after proper pretesting in the field. In order to evaluate the appropriateness of the questions in the interview schedule as well as to anticipate problems in approaching and interviewing the respondents, a pilot test was undertaken in the western development region. Twenty officers of Kaski, Syangja, Palpa and Rupandehi districts were approached and interviewed.

In September and October of 1978 data were collected in the field. Compilation was completed in November. From December until April, tabulation and analysis of data were conducted.

Components of the Interview Schedule

The schedule was designed to collect three types of information, i. e. the personal characteristics of the respondents, their job environment, and their job consciousness. In Part I of the questionnaire, Question Nos. 1 through 20 dealt with personal characteristics and Question Nos. 21 through 44 dealt with factors of the job environment.

There were three questions in Part II of the questionnaire. Question No. 45 was concerned with the evaluation of job consciousness.

Question Nos. 46 to 47 elicited information on the general reaction to the informant's job i.e. the factors which they thought determined job satisfaction or dissatisfaction.

OVERVIEW OF GENERAL CHARACTERISTICS, JOB ENVIRONMENT AND JOB CONSCIOUSNESS

General Characteristics

Five important characteristics, namely, marital status, family size, education, salary, and years of service were analyzed.

a) Age, Marital Status and Family Size

The majority of the respondents (85.7%) were between 25 and 39 years old. This indicated that field incumbents were young, with vigour and stamina for physical and mental duties. Male incumbents constituted 93.5% of the sample, reflecting the

meagre participation of female incumbents (6.5%) in field programs.

Ninety percent of the officers were married. Nearly 40% reported having a family of 6 members or less while 35% had 7 to 12 members, and the remaining 25% had a family size above 12. 72.3% of the respondents were members of joint families and the rest were members of nuclear households. Most of them (79.2%) lived with their families.

b) Educational Background

Of the 307 persons interviewed, 56% were found holding Bachelor's degrees, 39.4% Master's degrees, and the rest had diplomas or Ph.D. degrees. Fifty-three percent received their degrees from Indian Universities, 36% from Tribhuvan University, and the rest (11%) from U. S., European or other Asian Universities.

It was interesting to note that almost 50% of the respondents graduated after 1970. This was due mainly to the increased emphasis given to agricultural development programs after the Fourth Five-Year Development Plan and the enlarged facilities of higher education in the country during the 1970s.

Among the respondents, 13% had 1 to 3 educated family members, 16.2% had 3 to 6 and 7. 5% had more than 6 educated family members. Forty-nine percent of the respondents reported that their spouse's education was a School Leaving Certificate (SLC) or above.

c) Service Period

Regarding the year of entering service, 56% joined after 1970, 36% during 1960–1969 and the rest before 1960. Most of them at the time of entering the service were gazetted Class III officers. The sample contained 68.6% of respondents in Class III, 22.5% in Class II and 9. 4% in Class I.

d) Salary. Family Employment and Dependency

A majority of the incumbents (88%) received a salary in the range of Rs.600 to Rs. 1,000 per month, the average being Rs.972 per month. As many as 46.6% of the incumbents' family members were in jobs varying from teaching, government service, banks, to corporations, etc. The percentage of dependents was high with completely dependent members amounting to more than 83% and partially dependent members being nearly 52%.

e) Transfer and Attempt for Other Jobs

Forty-three percent of the incumbents had had no transfers at all, while 51% had experienced changes in place or position once or more. About 35% of the respondents had attempted to change positions. As high as 42% of them considered the next best alternatives to be working with research divisions, foreign agencies or other HMG departments.

Job Environment

Job environment in the present context is a combination of various independent variables, such as, monetary income, promotion, facilities, training, job security and safety. inter-personal relations, relative deprivation, etc. The influence of job environ-

mental factors varies from person to person and may be perceived differently as an individual's experience and time at a particular post increases.

a) Monetary Income

The salary income and expenditures of respondents are shown in Tables III and IV respectively. The difference between the average income per month of Rs.872 and the average expenditure of Rs. 1,631 is striking. To make ends meet, the respondents depended on income from other sources. Most of the gap was filled by agricultural income which accounted for 48% and by salaries of family members, 8%.

Table III: Monthly Salary-Income of Respondents in Rupees, 1978.

Level	% of Respondents
Upto Rs. 600	3
601 to 700	14
701 to 800	35
801 to 900	14
901 to 1,000	15
1,001 to 1,200	8
1,201 to 1,400	6
1,401 to 1,600	3
Above 1,600	1
No answer	1
TOTAL	100

Average salary per month is Rs. 872.00
Exchange rate: US$ 1 = NC Rs. 11.90 in 1978.

Table IV: Monthly family Expenditure of Respondents in Rupees, 1978

Level	% of Respondents
Upto 600	4
601 to 700	6
701 to 800	5
801 to 900	4
901 to 1,000	5
1,001 to 1,500	31
1,501 to 2,000	15
2,001 to 2,500	10
2,501 to 3,000	8
Above 3,000	11
No answer	1
TOTAL	100

Average family expenditure per month is Rs. 1,631.00

Annual increment of salary varies from Rs. 15 to 60 per month which can hardly cover the difference. However, it may provide a minor incentive for long service person-

nel. Forty-three percent of respondents received various kinds of allowances, such as, difficulty allowance, field allowance, meeting allowance, out station allowance, housing allowance and other allowances.

b) Promotion

Promotion means both higher position and income, and depends largely on the incumbent's performance and evaluation by his superiors. As high as 90% of the incumbents expected promotion within a period from 1 to 10 years, but more than 60% disliked the present system of promotion. The main reasons for these views were stated to be the defective marking system, limited posts and inappropriate and unevenly applied rules and regulations. On the other side, the causes of encouragement were the importance given to experience, high marks for serving in remote areas, seniority, and high assessment based upon education and performance.

c) Facilities

Facilities include the presence of hospitals, supply of electricity and water, availability of schools and colleges, transportation, and access to markets. Respondents from districts sampled reported adequate provision of these services mainly because their offices were located in the district headquarters where social services are generally available.

According to the respondents' ranking of facilities required, residence received the highest priority. The order followed in favor of nearness to town, health care, provision of vehicle, local cooperation, communication and access to official information supply and schooling. Nearly 50% of the incumbents were dissatisfied with their present residence facilities.

d) Security and Safety

Respondents considered job security and personal safety as important environmental factors. Eighty-four percent of the respondents reported feeling adequate job security while 11% felt insecure because of inconsistent administrative policy, risk of being suspended, and other unknown reasons. Concerning physical safety, 84% felt secure while the rest reported feeling physically insecure due to climati conditions, unsafe working place, nature of work, etc.

e) Interpersonal Relation

The failure of program implementation can occur due to the lack of good interpersonal relation. This may create frustration and tension between field workers. This study found fairly good interpersonal relationships existing among supervisors, subordinates and clients. For program implementation, help from the district administration is important. Among the respondents, 76% felt that district administration was very helpful and cooperative and the rest, 33%, felt that the district administration had played no helpful role in their programs.

f) Relative Deprivation

Relative deprivation occurs when two persons have the same background, ability and experience, but receive different benefits in performing different jobs under different

situations. In such circumstances, the persons on the lower side of benefit often feel dissatisfied. This study revealed that 44% of respondents felt that they were receiving less salary as compared with similarly qualified contemporaries.

Authority, responsibility, status and salary each plays a vital role in job performance. This study showed that the majority of respondents had assumed more responsibilities but they had not been delegated with higher authority and that their salary had not been raised . A majority of the incumbents expressed the desire that efforts should be made to improve the present situation.

g) Training

Training imparts new ideas and fresh knowledge to workers and often provides incentive to improve job performance. This study revealed that nearly 50% of respondents never received any opportunity for further training. Of those who received training opportunities, 58% received training once and 28% attended two to four times. So far as the need for the training is concerned, 93.2% of respondents expressed an affirmative view.

Job Consciousness

Job consciousness here is treated as the "compound variable" of five different aspects: liking the job, enjoying the work, giving priority to the job, perception of high esteem, and feeling of competency. Each aspect and the response to it will be discussed below:

a) Liking the Job

This factor reflects the reaction of an incumbent's attitude toward his assignment. If he likes the job very much, his attitude is more favourable toward the job It was encouraging to note that 73% of respondents liked the job they performed. The rest, 27%, held the opposite view.

b) Enjoying the Work

Although a high percentage of respondents liked their jobs, only 35% of them really enjoyed the work. A majority of incumbents enjoyed their work only moderately.

c) Giving Priority to the Job

An incumbent will give priority to his job when he feels that it is a worthwhile and rewarding endeavour. 91% of the respondents gave high priority to their respective jobs.

d) Perception of High Esteem

High self-esteem reflects an incumbent's own evaluation of his job performance. As a result of seeing the end product of his endeavour and the role he played in its completion, one may feel personal self-esteem. In this study, only 50.5% of the respondents reported that they felt high self-esteem. The rest, 47%, perceived moderate to low self-esteem.

e) Sense of Competency

If an incumbent has confidence in his competency, he is capable of carrying out his job successfully. This study found that 55% of the respondents had a sense of high

job competency in their respective jobs, 40% felt moderately high job competency and 5% felt lower than moderate competency. Approximately 45% of the respondents who had moderate and low job competency felt that their skills were not suitable for their present jobs.

Among the five aspects of job consciousness, the strongest positive response was received on giving high priority to one's job. The lowest level of favourable response was related to enjoying the work. The remaining three aspects were not very high but moderate or slightly better than moderate.

RELATIONSHIPS AMONG JOB CONSCIOUSNESS, RELATIVE DEPRIVATION, JOB PERFORMANCE AND SOME CHARACTERISTICS

In the previous section, this study provided information on general characteristics, job environment and job consciousness of the incumbents with their feelings and the actual situation they were facing. In this section, we discuss the relationships between various components of job consciousness and some characteristics, between relative deprivation and some characteristics, and between job performance and some characteristics. All these relationships reflect the level of job satisfaction of the incumbents.

The Relationships between Job Consciousness and Some Characteristics

Important characteristics as discussed here include geographical setting, age, education, types of organizations and official status. Since the response and the level of satisfaction in the given situation ruled by different characteristics are expected to change, the degree of such change will be very meaningful and applicable to determining the level of job satisfaction. Emphasis has been laid on the evaluation of all components of attitude toward job, namely affective, cognitive and behavioural aspects.

a) Geographical Setting

Responses to all components of job consciousness were different between incumbents working in the Hill and incumbents working in the Terai. Table V shows that the former had a higher job consciousness than the latter, except for enjoyment of work. Giving priority to the job had the highest response from incumbents in both Hill and Terai. Physical difficulties and hardships may make incumbents in the Hill areas less happy about their work. However, the hills peoples' respect may be giving them a feeling of high self-esteem and competence.

Table V. Relationship Between Geographical Setting and Job Consciousness of the Respondents, 1978.

Job Consciousness	% of respondents	
	Terai (N=127)	Hill (N=175)
a. Liking job more and very much	37.0	54.3
b. Enjoy working more and very much	32.3	18.9
c. Giving high priority to the job	46.6	72.3
d. Perception of high esteem	33.3	37.9
e. Sense of high competency	33.8	38.6

b) Age

Variations in job consciousness among the incumbents in three age groups (Young: 16-29; middle: 30-39;and old: 40 and over) were observed in each of the five components. All three age groups gave highest rating to giving high priority to the job and liking the job and gave lowest rating to enjoying the work. Among the three age groups, however, differences existed. Responses to giving high priority to the job and liking the job were highest among younger personnel because they felt challenged and at the same time more optimistic. The older group scored the highest mark in perception of high self-esteem and sense of high competency. The middle age group stood in-between the young and old groups in response to all five components.

c) Education

Has the level of education anything to do with the level of job consciousness? The findings of this study did not seem to offer an unambiguous answer to this question. The sample contained a majority of incumbents having bachelors (56%) and Masters (39.5%) degrees. The levels of job consciousness of these two degree holders were found to vary from one aspect to another, showing the highest response to giving priority to the job followed by liking the job, sense of high competency, perception of high esteem and enjoying the work.

Between the two categories, the response from the Masters degree holders was slightly higher on giving high priority to the job and liking the job. However, the Bachelors degree holders scored higher responses in sense of competency, perception of esteem and enjoying the work. As a matter of fact, there was not much major difference in the level of job consciousness between these two groups.

d) Organizations

Different opinions and views regarding job satisfaction were noticed among the personnel in the different department and corporation agencies. Each sees the other as better off. Of all given components, response of both agencies was reported to be the highest on giving high priority to the job, followed by liking the job, sense of competency, perception of self-esteem and enjoying the work. Between departments and corporations, the consciousness among departmental personnel was found to be higher in all aspects except for giving high priority to the job. It was also found that overall job consciousness was higher among departmental personnel.

e) Official Strata

In this study, the respondents were classified into two categories : Strata I and Strata II. The former included Class I and Class II officers and the latter Class III officers. Data showed that there was no significant evidence which would lead one to conclude that difference in strata has any effect on the job consciousness of the incumbents.

The responses from Strata I and II were the highest on giving high priority to the job and liking the job. The response from Strata II was either or nearly at par when compared with those from Strata I on all aspects of job consciousness, except the perception of high esteem.

f) Family Size

The sample was divided into three family-size groups (up to 6 members, 7–12 members and 13 or more). The consciousness as to giving high priority to the job and liking the job was found to be highest among all three groups, followed by sense of competency, perception of high esteem and enjoyment of work. However, differences in five aspects of job consciousness among these three groups did exist. Small family size had greatest influence on perception of high esteem and enjoyment of work. The largest family size had the lowest response to all five aspects of job consciousness.

The Relationship Between Relative Deprivation and Some Characteristics

Variability in relative deprivation due to feelings of job insecurity, low salary, little outside contact and few public facilities which caused dissatisfaction was measured according to age group, education level, organization type, and official strata.

a) Age

The responses to relative deprivation on account of less job security, lower salary, little outside contact and few public facilities among different age groups of the incumbents are shown in Table VI. The figures reveal that some of the older personnel had bad feelings about job security and less frequent contact with superiors. Deprivation due to lower salary was proportionately more in all age groups. Comparatively, more younger employees were deprived due to fewer public facilities at their posts.

Table VI : Relationship Between Relative Deprivation and Age of the Respondents, 1978.

Relative Deprivation	Age Group (Years)		
	16–29 (N=101)	30–39 (N=170)	40 and over (N=33)
	Percentage of Respondents		
a. Less security	12.8%	11.1%	27.2%
b. Less salary	46.5	41.7	45.4
c. Less contact	12.8	11.1	3.0
d. Less facility	44.5	40.0	27.2

b) Education

Incumbents with Bachelor's degree felt that they were relatively deprived of contacts and facilities while incumbents with Master's degree felt that they were relatively deprived in terms of job security. Both groups had bad feelings because of low salary.

c) Organization

The relative deprivation due to less security, lower salary, less contact and few facilities between departmental and corporation personnel didn't show any major difference. Generally speaking, the corporation personnel felt that they were less secure, received a lower salary, but had more outside contact and better facilities.

d) Official Strata

Of the two strata, Strata II personnel were observed to be more deprived as compared to Strata I on all four given aspects. However, the response that the job was less secure was reported by very few respondents in both strata (less than 15%). Similarly, fewer than 12% respondents offered a negative view regarding infrequent contact with their superiors.

The Relationship Between Job Performance and Some Characteristics

To achieve better job performance, four characteristics (authority, responsibility, status, and salary) in relation to age, education, organization and strata under two conditions, present situation and future possibilities, were studied. Thus the variability of responses for both factor to factor and characteristics to characteristics could be observed under both situations. The findings showed that responses to the present level of authority, status and salary to be high were quite negligible but responses to the present level of responsibility to be high were quite substantial in each case. While looking at the situation on what ought to be desired condition for better job performance, the responses from different backgrounds in age, education, types of organization and strata were for higher or better than the present situation for all four characteristics. It was thus inferred that job performance at present is unsatisfactory and is suffering from lack of adequate authority, responsibility, status and salary.

JOB ENVIRONMENT AND JOB CONSCIOUSNESS

As discussed earlier, the environmental components (income, promotion, facilities, training, security, interpersonal relationships and relative deprivation) affect the working behavior and attitude of the personnel. Although the incumbent may carry high consciousness (liking the job, enjoying the work, giving high priority to the job, perception of self-esteem and sense of competency), he may become dissatisfied if the job environment becomes unfavorable. As two major types of environment exist—the power aspect and the reward aspect—the former is seen as omnipotent and the latter (may be seen) as benevolent. This study attempted to determine how job consciousness is influenced by the different independent environmental variables.

Income

Income of an incumbent as a vital factor of the job environment is composed mainly of salary and allowances. Every HMG employee earns a monthly salary but not all of them have a supplementary allowance.

TableVII shows the relationship between three levels of salary and job consciousness of the respondents. All three income groups give high priority to the job. The high income group liked the job more and perceived high self-esteem more than the other two groups but they had low scores in enjoyment of work and sense of competency as compared with the other two. Among the five aspects of job consciousness, it was interesting to note that, except for the equal sense of competency, the low income group had higher job consciousness than the middle income group.

Table VII: Relationship Between Salary Levels and Job Consciousness of the Respondents.

Job Consciousness	Monthly Salary (Rs.)		
	700-below (N=54)	701-1,000 (N=195)	1,001-over (N=58)
a. Liking the job	72.2	71.8	79.3
b. Enjoying the work	46.3	32.8	31.0
c. Giving high priority to job	94.4	90.8	89.7
d. Perception of esteem	50.0	48.7	56.9
e. Sense of competency	57.4	57.4	44.8

The study showed no relationship between the provision of allowance and job consciousness. Although salary and allowance were essential factors of job efficiency, the influence of them on job consciousness was not significant.

Promotion

Promotion raises status and salary and also provides an incentive for better job performance. According to the HMG regulations, any incumbent with less than five years of service is not eligible for promotion. Promotion is usually based on the scores for education and experience, length of service in the remote areas, assessment of job performance, confidential report from the supervisors, health report, etc. Due to different interpretations of the HMG promotion rules, the present promotion system was liked by those who were benefited and disliked by those who had suffered.

Among 307 respondents, 206 perceived a chance of promotion while 92 perceived no chance of promotion. Both groups had high responses to giving high priority to the job, perception of high self-esteem and sense of competency. Those who perceived no chance of promotion had slightly lower job consciousness on these three aspects than those perceiving a chance of promotion. Those who perceived a chance of promotion enjoyed their work more than those of the other groups. Findings from this study justify the conclusion that there is a positive correlation between job consciousness and promotion.

Facilities

Facilities (i.e. housing, transportation, schooling, health care, nearness to town, communication, supplies, local cooperation, access to official information, etc.) were very much related to the job performance. The respondents (307) were divided into more facilitated (85) and less facilitated (222) groups. Not much variation was seen between these two groups in liking the job. For the other four components, the level of consciousness was found higher in the more facilitated group when compared with the less facilitated one. This proved that the provision of better facilities improved the job attitude of the personnel.

Training

In addition to their basic qualifications as agricultural graduates, respondents wished to have opportunities for further training in more diversified development fields,

such as, agriculture, fishery, irrigation, livestock and veterinary science, food science, rural development and planning, project analysis, etc. either within or outside Nepal. Of the total 307 respondents, nearly 50% received additional training in various fields and the rest reported not having had opportunities for being trained.

There was a positive relationship between training and these four aspects (liking the job, giving priority to the job, perception of self-esteem and sense of competency) of job consciousness between the two groups, i.e. with additional training and with no additional training. A strange phenomenon from this study was that those having additional training opportunities didn't give as high a response to liking the job as that of the opposite group. As a whole, those having additional training opportunities were more satisfied with their job than those without additional training opportunities.

Security

Respondents were divided into two groups, one feeling secure (257) and the other not feeling secure (50). The former had a higher response for liking the job, enjoying the work, giving high priority to the job and perception of high self-esteem than the latter. On sense of competency, both groups were at par. The findings of this study showed a positive relationship between job consciousness and feeling of job security.

Interpersonal Relations

Efforts were made to evaluate the job consciousness of the incumbent who had interpersonal relations with his supervisor, immediate supervisor, colleagues and friends, subordinates, and clients. The assumption was that better personal relations would result in better programs.

For the sample, the majority of respondents had good interpersonal relations with those who worked with them. Of the 307 respondents as many as 224 incumbents reported good contact with their supervisors, 248 had good interaction with their immediate supervisors, 274 had good relations with colleagues and 267 had good relations with subordinates.

The relationship between job consciousness and interpersonal relations with supervisors, immediate supervisors, colleagues, subordinates, and clients showed the same trends. Although the minority of respondents who had poor interpersonal relations did show lower job consciousness than the majority, all incumbents gave a high response to giving priority to the job and liking the job but a very poor response to enjoying the work— regardless of how good the working relationship with others was.

Relative Deprivation

To compare the feelings of respondents on salary difference affecting their job consciousness, this study showed no major impact. Of 307 respondents, 134 felt that they were paid less than their colleagues and 173 felt that they received the same or slightly more salary than others with the same qualifications. Between these two groups, responses to the five aspects of job consciousness were almost identical. Accordingly, the factor of relative deprivation didn't have any effect on job consciousness.

Reasons for Job Satisfaction

In this study, efforts were made to analyse personal judgement relating to the

factors of satisfaction towards the incumbent job. Nine factors were identified. Out of 307 respondents, 257 gave their views. The results are shown in Table VIII.

Table VIII : Factors of Job Satisfaction

Factors	% of Respondents (N=257)
1. Job according to personal interest and subject	22.7
2. Satisfactory salary, facilities, benefits, etc.	22.0
3. Development-oriented job with public relation	17.8
4. Adequate authority, responsibility and status	11.7
5. Proper job assignment and support from higher authority	6.7
6. Cooperation and coordination	5.6
7. Job security	5.5
8. Better chance of training and further study	3.6
9. Others	4.4
TOTAL	100.0

Incumbents have job according to personal interest and subject (22.7%) and satisfactory salary, facilities, benefits etc. (22%) as the first and second most important factors leading to job satisfaction. Next in the order of importance were development-oriented job with public relation (17.8%) and adequate authority, responsibility and status (11.5%). The other five factors were less important. What was important was respondents put job according to personal interest and subject above satisfactory salary, facilities, benefits, etc. and in fact as the top important factor of satisfaction.

SUGGESTED IMPROVEMENTS

Based on the findings of this study, the research team would like to make the following suggestions for the improvement of both job environment and job consciousness.

On Job Environment

1. Education

Since the present number of agricultural graduates is too small to be responsible for the implementation of so many agricultural development projects in the Kingdom, the majority of this small number of graduates have been assigned to work either in Kathmandu or in the regional headquarters. Consequently, the remaining number of agricultural graduates working at the district level becomes small. Many districts have no graduate officers. Shortage of trained manpower has, therefore, become very serious. Under such a condition, the Class III officers have been asked to carry out duties which supposedly should have been done by Class II officers. Sometimes they have been asked to solve highly technical problems which even Class I officers may have difficulty with. To meet urgent needs in implementing agricultural development programs, it is suggested that a large number of junior officers should be sent to receive degree training at the B.SC.,

M.Sc., or Ph.D. levels. To post more and better trained people at the district level is the only long-run solution insuring successful implementation of planned agricultural development programs.

2. **Salary and Allowance**

At present, the average monthly salary for graduates working in the field is Rs. 872.00 and the average monthly expenditure is Rs. 1,631.00. The gap between salary and expenditure is apparently very wide. The Government may have to consider the revision of the present pay scale. Additional allowance for residence, health care, schooling, etc., may help close the gap. Undoubtedly increased income will reduce dissatisfaction of officers to the minimum.

3. **Transfer**

As reported by respondents, the present transfer policy has a lot of flaws and inconsistencies. It is related neither with the field of specialization nor with economic background of the incumbents. Most transfers were observed to have taken place by the supervisors rather than by self preference. It is suggested that transfer should be based on the incumbent's job specialization. For more generalized type of posts, transfer should be based on the incumbent's economic background and convenience. With as high as 42% of the sample expressing their views for getting alternative jobs, this percentage could be reduced if a proper transfer system can be devised.

4. **Promotion**

Promotion signifies the progress of the incumbents in term of status, authority, responsibility and income. Normally, every jobbed personnel hopes to get promotion sooner or later. Majority of the sample (61.5%) were, however, dissatisfied with the present promotion system. Even though nearly 67% of the incumbents perceived chance of promotion, they were not sure when will they get the chance.

According to this study, the present marking system used for promotion was found to be defective in that it attached highest importance to seniority followed by education, performance, geographical difficulty, medals (special recognition of work by His Majesty the King of Nepal) and inchargeship. Injustice in promotion did seem to have occured by following the above order of importance. Moreover, the present evaluation of work performance has to be improved. Sometimes it was done by the supervisor confidentially without maintaining proper work records of the incumbents.

It is therefore suggested that a proper evaluation of job performance based on work record should be made. Although seniority should be given due importance, yet it should not be used to discourage the quality of work of junior incumbents. Training opportunities should be given to juniors with high potential. At the same time, the weight of inchargeship should be reviewed. Whether an incumbent is in charge or not, as long as he can carry out his job satisfactorily, he should get the opportunities of promotion. There should also be more higher posts available for competent incumbents to be promoted.

5. **Facility**

This study has found that the general facilities, such as, hospital, electricity, school, transportation, water, and market do exist in many places but are quite inade-

quate and unreliable. Residence is one such needful facility for which the jobbed personnel are strongly pressing in view of their meagre income. Other facilities, such as, vehicle, communication, quick means of information etc., should also be developed in the best possible way.

6. **Job Security**

Very few officers in the corporations would like to discuss job security problems because of monopoly of the board of directors, the inconsistent administrative policy and others. Efforts should be made to correct the situation.

7. **Inter-personal Relationship**

This study found that most of the incumbents have good relationship with people both in and outside of the organization. However, one important lag is noticed when nearly 33% of incumbents see no significance of district administration. Since good cooperation with district administration is so essential for successful program implementation,it is suggested that jobbed personnel should build up good inter-personal relation with district administration for better job performance.

8. **Authority, Responsibility, Status and Salary**

Proper levels of authority, responsibility and salary are prerequisites for better job performance. Majority of the sample respondents are of the opinion that proper levels of authority and responsibility should be delegated to the officials who are not controlled at the top for any decision relating to program implementation. The respondents also believe that decentralization of authority and responsibility will bring the desired change.

9. **Training**

The great need for trained manpower in the field of food, agriculture and irrigation cannot be overemphasized. At present, most of the training—technical or management— is being made available to the jobbed personnel in foreign institutions under aid programs. How to make the best use of the limited number of trained manpower for program implementation should be carefully planned.

Considering the increased need for trained manpower, it is suggested that the technical departments and institutions under Tribhuvan University should be strengthened in the long run so that the various technical training programs may become possible within the country.

10. **Family Employment**

This study indicated that only 46.6 percent of incumbents have their family members employed in different jobs. Since family employment substantially helps improve the economic disparity among the incumbent, it is suggested that schemes, such as training of unemployed and under-employed family members for subsidiary jobs be implemented. Such a scheme will provide skill to family members to enable them to generate additional income which may indirectly maximize job satisfaction of incumbents.

On Job Consciousness

This study centered on five aspects of job consciousness, i.e., liking the job, enjoying the job, given priority to the job, perception of high self-esteem and sense of

competency. The study also covered the reactions of these five aspects of job consciousness with different job environmental elements and general characteristics of jobbed personnel. High job consciousness on acount of certain job environment variables means more satisfaction. Conversely, dissatisfaction grows with lower job consciousness intermingled with certain job environment variables. It is, therefore, suggested that job consciousness of a graduate should be well understood before he is recruited for the job. It is also suggested that consciousness of incumbents can be improved by efforts to improve the job environment and other general characteristics as outlined in this report.

NOTE

1. When the Team started to prepare the report in May 1979, the Department of Irrigation, Hydrology & Meteorology was transfered from the MFAI to the Ministry of Water and Power. In October 1979, the Department of Agriculture was split into two departments: Department of Agriculture and Department of Livestock and Animal Health. This paper deals with organization of MFAI before these reorganizations.

REFERENCES

Gurung, D. B., S. B. Mathema and H. P. Bimb, "A Study on Job Satisfaction of the Agricultural Extension Workers of the Three Districts– Kathmandu, Lalitpur and Bhaktapur", Division of Agricultural Extension and Training, Department of Agriculture, Ministry of Food, Agriculture. and Irrigation, 1977–78 (Mimeographed report).

New Educational Reform Associates (New ERA), "A Study of Attrition among Middle Level Technical Personnel in Nepal", The National Planning Commission, HMG, September 1973.

Pyakural, K. N., "Establishing Certain Criteria for the Job Satisfaction of the Junior–Technical Assistants and Junior Technicians", 1974.

Rogers, F. E., "Supervision in Cooperative Extension Service", National Agricultural Extension for Advanced Study, 1957.

Vandersal, W. R., "The Successful Supervisor", Harper & Row Publisher, New York, 1968.

Cover Photograph: Terraces in the Nepalese Hills,
Courtesy of **Claes W. Jernaeus**, Asst. Information Officer.
UNICEF, Kathmandu.

Printed in Nepal at Sahayogi Press, Kathmandu.

Other papers in this series:

No. 1 Bekha L. Maharjan, "Intermediate Technology: Alternative Production Systems for Small Farms in Nepal".

No. 2 Devendra P. Chapagain, "Agricultural Productivity Pattern in Nepal and its Regional Variations".

No. 3 Som P. Pudasaini, "Farm Mechanization, Employment, and Income in Nepal: Traditional and Mechanized Farming in Bara District".

No. 4 Ganesh P. Rauniyar, "An Economic Analysis of Flue-Cured Tobacco in Nepal".

No. 5 Ramesh P. Sharma, "Uncertainty and Subjective Beliefs in the Adoption of Modern Farming Techniques: A Case Study of Nepalese Farmers".

No. 6 Arjun J. Shah, "The Determinants of Demand for Agricultural Labor in Laguna (Philippines) Rice Farms".

No. 7 Shrestha, T. B. U. M. Shrestha and U. Pradhan, "Job Environment and Job Consciousness of Agricultural Graduates under the Ministry of Food, Agriculture and Irrigation".

In preparation:

Govinda Koirala, "Impact of Agricultural Credit on Farms in the Rupandehi District of Nepal".

Kamal Banskota, "Some Aspects of the New Home Economics".

Ganesh B. Thapa and J. Roumasset, "The Economics of Tractor Ownership and Use in the Nepal Terai".

Tilak Rawal, "Factors Affecting the Adoption of HYV Rice Seeds in Kosi Zone, Nepal".

Bharat B. Karki, "The Impact of HYV Rice on Farmers' Income and Income Distribution in Kosi Zone, Nepal".

Chandra M. Rokaya, "The Impact of the Small-Farm Credit Program in Nepal on Output, Net Income and Adoption of New Methods".

Suggested citation: Shrestha, T. B., U. M. Shrestha and U. Pradhan, "Job Environment and Job Consciousness of Agricultural Graduates under the Ministry of Food, Agriculture and Irrigation", HMG-USAID-A/D/C/ Project on Training Nepalese in Agricultural Research and Development Planning, Research Paper Series No. 7, Kathmandu: The Agricultural Development Council, Inc., September 1980.