



**UNIVERSITI PUTRA MALAYSIA**

***FACTORS ASSOCIATED WITH JOB SATISFACTION AMONG  
OFFICERS  
IN AN AGRICULTURAL RESEARCH INSTITUTION***

**NAZIRAH BINTI CHE JAAFAR**

**FP 2018 59**



**FACTORS ASSOCIATED WITH JOB SATISFACTION AMONG OFFICERS  
IN AN AGRICULTURAL RESEARCH INSTITUTION**

By

**NAZIRAH BINTI CHE JAAFAR**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in Fulfilment of Requirement for the Degree of Master of Science**

**February 2018**

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment  
of the requirement for the degree of Master of Science

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**February 2018**

**Chairman : Associate Professor Norsida Man, PhD**  
**Faculty : Agriculture**

This study was conducted to identify the job satisfaction level amongst officers in an agricultural research institution. The specific objectives of this study were: 1) To determine the job satisfaction level, knowledge, attitude, skills, social demographics, and job factors of officers; 2) To determine the significance of the relationship between job satisfaction and social demographics, knowledge, attitude, skills, and job factors; and 3) To determine the determinant between social demographics, knowledge, attitude, skills, and job factors towards job satisfaction of officers. Therefore, a questionnaire was used to collect the study data. The census method has been used to obtain respondents since the total population of respondents was only 254. SPSS version 21.0 was used to analyse the data.

This study found that 77.2% of respondents had high job satisfaction level and 22.8% had moderate job satisfaction level. This indicated that the job satisfaction level amongst officers in an agricultural research institution was high. This study also found that there was a positive and significant relationship at level of significance of 0.01 between job satisfaction and selected independent variables, namely salary ( $r = .509$ ), promotion opportunities ( $r = .629$ ), supervision ( $r = .578$ ), co-workers ( $r = .512$ ), work environment ( $r = .522$ ), work itself ( $r = .616$ ), knowledge ( $r = .568$ ), attitude ( $r = .534$ ), and skill ( $r = .550$ ). Multiple regression analysis indicated five predictors of job satisfaction of officers, namely knowledge, skill, promotion opportunities, work itself, and work environment. The predictor factor described 65.4% variance of job satisfaction of officers.

To ensure continuous job satisfaction amongst officers, contributing factors towards satisfaction and dissatisfaction should be given attention by the management. This was because job satisfaction of workers would impact the work performance and the performance of the organisation.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Master Sains

## **FAKTOR BERKAITAN KEPUASAN KERJA DI KALANGAN PEGAWAI DI INSTITUSI PENYELIDIKAN PERTANIAN**

Oleh

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**Februari 2018**

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Kajian ini dijalankan bagi mengenal pasti tahap kepuasan kerja di kalangan pegawai di institusi penyelidikan pertanian. Objektif khusus kajian adalah untuk: 1) Menentukan tahap kepuasan kerja, pengetahuan, sikap, kemahiran, demografi sosial dan faktor kerja di kalangan pegawai ; 2) Menentukan kesignifikan perkaitan di antara kepuasan kerja dengan demografi sosial, pengetahuan, sikap, kemahiran dan faktor kerja; dan 3) Menentukan penentu di antara demografi sosial, pengetahuan, sikap, kemahiran serta faktor kerja terhadap kepuasan kerja pegawai. Sehubungan dengan itu, soal selidik digunakan untuk mengumpul data kajian. Kaedah banci telah diguna pakai untuk mendapatkan responden memandangkan jumlah populasi responden hanyalah 254 orang. SPSS versi 21.0 diguna pakai untuk analisis data.

Kajian ini mendapati bahawa 77.2% daripada responden mempunyai tahap kepuasan kerja yang tinggi dan 22.8% mempunyai kepuasan kerja sederhana. Ini menunjukkan bahawa tahap kepuasan kerja di kalangan pegawai adalah tinggi. Kajian ini juga mendapati terdapat perkaitan secara positif dan signifikan pada aras keertian 0.01 di antara kepuasan kerja dengan pemboleh ubah bebas yang terpilih iaitu gaji ( $r = .509$ ), kenaikan pangkat ( $r = .629$ ), penyeliaan ( $r = .578$ ), rakan sekerja ( $r = .512$ ), persekitaran tempat kerja ( $r = .522$ ), pekerjaan ( $r = .616$ ), pengetahuan ( $r = .568$ ), sikap ( $r = .534$ ) dan kemahiran ( $r = .550$ ). Analisis regresi berganda menunjukkan lima peramal kepuasan kerja pegawai iaitu pengetahuan, kemahiran, peluang kenaikan pangkat, pekerjaan itu sendiri dan persekitaran tempat kerja. Faktor peramal tersebut menerangkan 65.4% varians kepuasan kerja pegawai.

Bagi memastikan kepuasan kerja dalam kalangan pegawai yang berterusan, faktor-faktor yang menyumbang kepada kepuasan dan ketidakpuasan seharusnya diberi perhatian oleh pihak pengurusan. Ini kerana kepuasan kerja pekerja akan memberi kesan terhadap prestasi kerja dan pencapaian organisasi.

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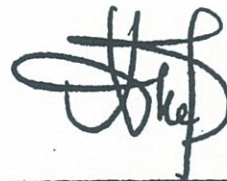
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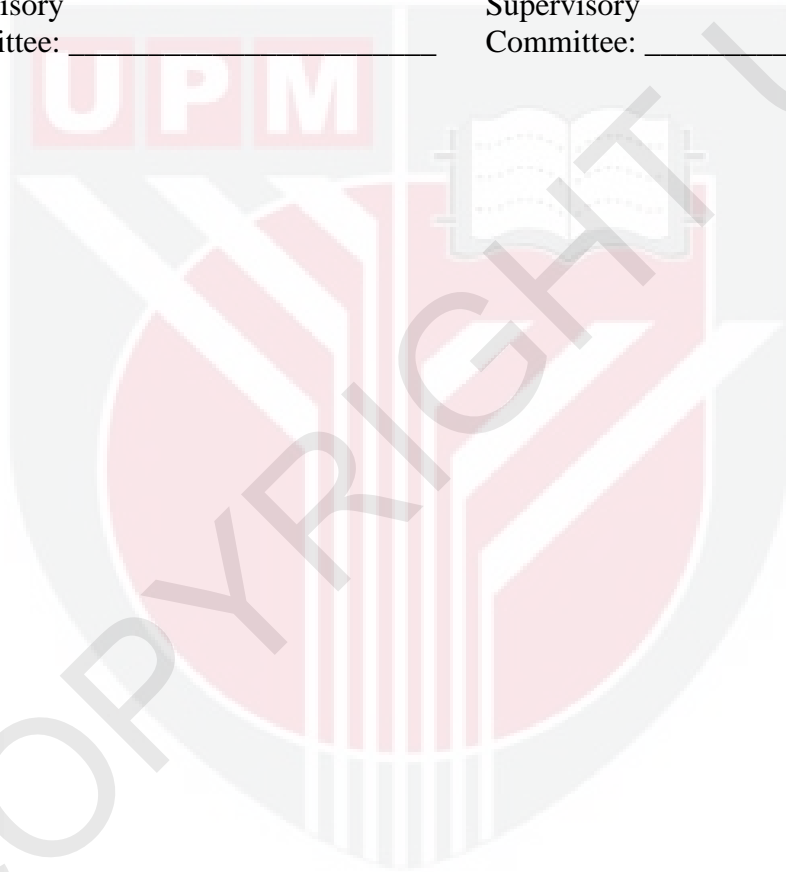
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# CHAPTER 1

## INTRODUCTION

Chapter one provides the introduction of the study. This chapter cover the background oil palm industry, agriculture extension and organization, problem statement, objective and significant of the study also organization of the thesis.

### 1.1 Background of Study

An organization, whether government or private, is one of the main players in the drive to advance a nation. Apart from technology, equipment, financial resources and time, human resource also plays an important role in an organization because it could influence an organization to operate effectively, smoothly, and continue to prosper, or otherwise. In the mission to achieve the goals of an organization, management always advises the staff to work hard, be efficient, and be disciplined. Nevertheless, management should know how to plan, direct, control, and motivate the staff to execute the assigned responsibilities. It is very important that each staff is pleased with the assigned responsibility. If the importance of human resource is not given due attention by the management, the organization would definitely not operate as envisaged.

### 1.2 Oil Palm Industry

Agriculture refers to matters pertaining to the productions of food and goods through farming, cultivation, husbandry and forestry. Agriculture is an important development to the rise of civilization when cultivating and husbandry bring about surplus food, which further enables the development in ever growing and classed societies.

The agricultural sector could be categorized as a primary sector. This primary sector also encompasses several other activities, such as mining, fishery, as well as, forestry. The agricultural sector is very important economic activity in developing or third world countries, such as Malaysia, Thailand, Indonesia, and so on and forth. In fact, in Malaysia, this sector is still the life blood of the nation's basic economy, other than industries and services, due to its contribution of various sources of raw materials for the domestic and international markets, alike. In 2012, the agricultural sector (including husbandry, forestry, and fishery) was estimated to contribute RM 751,471 million or 7.3% to the Gross Domestic Product (GDP).

The oil palm industry in Malaysia started in 1917 when the Tenammaran Estate in Kuala Selangor was cultivated with the seeds of Dura Deli from Rantau Panjang. When the inheritance of traits of the fruits was understood, commercial cultivation switched from the dura material to the cross of Dura and Pisifera (DxP). Cultivation in plantation using the DxP material took place abruptly in the early 1960s, when FELDA developed palm settlements on a large scale (Aziz, 2012). The oil palm industry in Malaysia plays an important role in the growth of the agricultural sector in this country, through its contribution to the Gross Domestic Product (GDP), foreign exchange and employment.

The Malaysian palm oil industry which rapidly develops since the last four decades has witnessed the increase in the production of the nation's palm oil. This circumstance also helps to boost the status of palm oil in the production and export of the world vegetable oils. Palm oil is currently the largest vegetable oil in the world, which recorded a production of 59.32 million tonnes or 34% of the world production of vegetable oils in year 2014 (MPOB, 2014). Whereas, in terms of export, almost 60% of the world market of vegetable oil is dominated by palm oil. Malaysia is the second largest producer of the world palm oil. In 2014, 19.67 million tons or 33.16% of the world production of palm oil was from Malaysia (MPOB, 2014). The total land areas cultivated with oil palm for 2014 was 5.39 million hectares, 72% of the total agricultural areas in Malaysia (Department of Agriculture, 2015).

The oil palm plantation sector in Malaysia comprises two main sectors, namely the estate sector and the smallholder sector. The smallholder sector, in turn, is divided into two groups, namely organized smallholders and independent smallholders. Organized smallholders come under the auspices of the federal or state government agencies, such as FELDA, RISDA and FELCRA. Meanwhile, independent smallholders do not come under the auspice of any agency. For independent smallholders whom do not come under the auspice of any agency, MPOB has been entrusted to convey information/technologies, and to provide advisory service to them. The areas of oil palm planted area by categories are as shown in Table 1.1.

**Table 1.1: Distribution of oil palm planted area by category (2014)**

Category	Hectares	%
Private Estates	3,316,862	61.5
Government Schemes:		
FELDA	693,708	12.9
FELCRA	169,489	3.1
RISDA	76,636	1.4
State Schemes/Govt. Agencies	328,532	6.1
Independent Smallholders	807,008	15.0
<b>Total</b>	<b>5,392,235</b>	<b>100</b>

Source: MPOB (2014)

### 1.3 Agriculture Extension and Technology Transfer by MPOB

The rapid development of oil palm industry is the result of the involvement of various sectors such as estate, smallholders, manufactures and mill. To ensure this growth continues, research and technological development must be in line with current needs. Agriculture extension is an activity relating to the human resource development (HRD) and technology and knowledge transfer from agricultural research centres to farmers. Empowering the human resource development in society, especially among farmers, is important for agriculture and social development. Extension officers are the ones responsible to develop and increase the standard of living of an individual in society. Technology transfer could be defined as a process to convey technology from one entity to another. Technology transfer could be deemed as successful if the recipient of the technology receives, knows about and uses the technology. Technology transfer process may involve physical assets, technical know-how and knowledge.

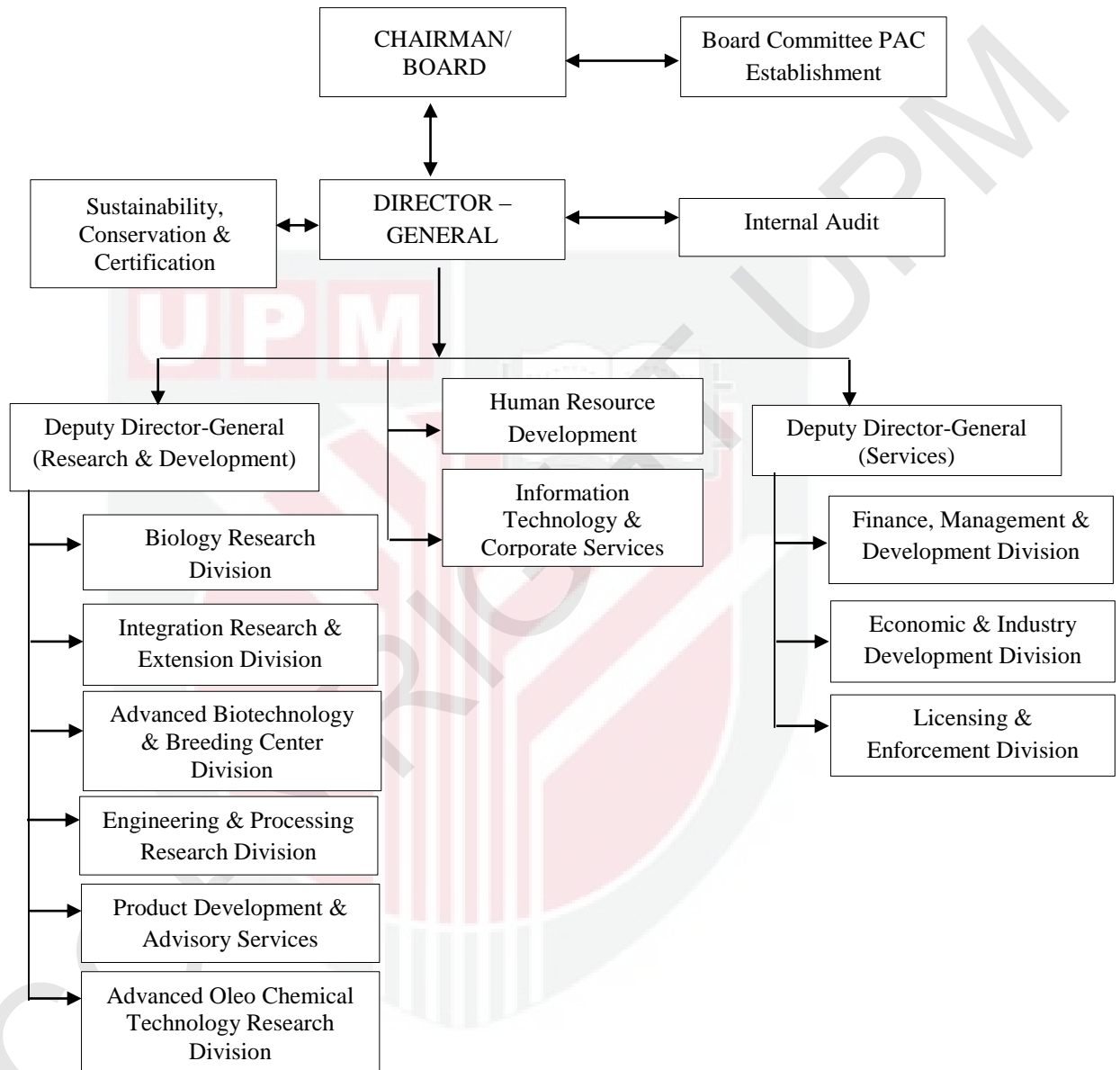
In the efforts to transfer new technology to farmers, researchers found it rather difficult to convey direct to and to convince farmers to make use of the technology. This fact is due to time constraint for researchers to meet each farmer personally and also the responsibility to persuade and convince the farmers to make use of the latest technology. Likewise, it was hard for farmers to come to the research stations to obtain information and latest technology. Therefore, there was a need for an agency to transfer technology to farmers, and identify the needs and problems faced by farmers to research on. The gap is filled by the extension agents (Swanson, 1997).



**Figure 1.1: Agriculture Extension Linkages**

Transfer of technology and dissemination of oil palm management to independent oil palm smallholders carried by MPOB. MPOB plays an important role in the development of oil palm industry and also smallholders. MPOB is the premier government agency to serve the country's palm oil industry. Its main role is to promote and develop national objectives, policies, and priorities for the well-being of the Malaysian palm oil industry. It was incorporated by Act of Parliament (Act 582) and was established on 1<sup>st</sup> of May, 2000, taking over, through a merger, the functions of the then Palm Oil Research Institute of Malaysia (PORIM) and the Palm Oil Registration and Licensing Authority (PORLA). Both organizations have been involved in the palm oil industry for more than 20 years. In order to render more effective services, as well as, to give a greater national and international focus to the industry, MPOB was instituted. MPOB is committed to assisting the industry to maximize productivity and production, increase product ranges, introduce new technologies, and create opportunities for the Malaysian palm oil industry. Figure 1.2 shows the organization chart of MPOB. There are ten (10) divisions, six of which are responsible to undertake research and development activities, namely: 1) Biology

Research Division; 2) Integration Research and Extension Division; 3) Engineering and Processing Research Division; 4) Product Development and Advisory Services Division; 5) Advanced Oleo Chemical Technology Division; and 6) Advanced Biotechnology and Breeding Centre.



**Figure 1.2: The MPOB Organization Structure**

Four (4) other divisions are responsible for providing services to strengthen the development of oil palm study and industry, namely: 1) Information Technology and Corporate Services Division; 2) Finance, Management and Development Division; 3) Economic and Industry Development Division; and 4) Licensing and Enforcement Division.

### 1.3.1 Integration Research and Extension Division (IRED)

The IRED was established by MPOB to reach, train and increase the productivity and incomes of oil palm smallholders. Basically, the main function of the division is to increase the incomes of smallholders, dissemination of good agricultural practices, training, and improving the incomes by using some of the technologies and innovations developed by MPOB. The vision, mission, and function of the division are:

MPOB functions in IRED are: 1) To carry out research on extension and mixed farming; 2) To provide planned and effective extension services; 3) To develop best models of crop and livestock integration with oil palm; 4) To provide excellent advisory and consultancy services; and 5) To ensure efficient delivery system of development projects.

The division is organised into three (3) units, each with its respective goals:

#### ***1) Extension Services Unit***

The goal of Extension Service Unit is to increase the independent oil palm smallholders' productivity and incomes from oil palm by conducting training courses/lectures on various technical topics, forming 30-tonne clubs, and adopting Good Agricultural Practices (GAP).

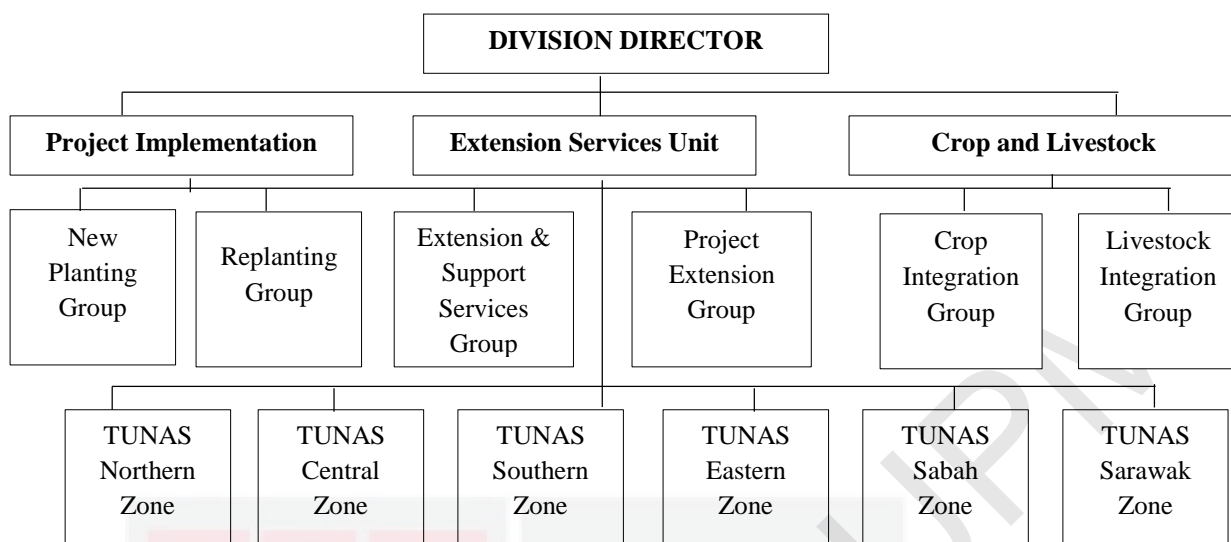
#### ***2) Crop and Livestock Integration Unit***

Meanwhile the goal of Crop Livestock Integration Unit is to develop appropriate and profitable crop and livestock integration technologies for the smallholder oil palm growers.

#### ***3) Project Implementation Unit***

The goal of the unit is to channel and implement the various smallholder assistance schemes proposed by the Government for the oil palm smallholder sectors.

The Figure 1.3 shows the organization chart of IRED headed by a director and three head of units which represents three units in this division. Each unit has two groups that carry out different activities. In addition, under the Extension Services Unit, there are TUNAS Centre housed in six regions to implement the extension activities to the independent oil palm smallholders in the respective area.



**Figure 1.3: The Integration Research and Extension Division Structure**

### 1.3.2 Centre for Oil Palm Guidance and Advisory (*Tunjuk Ajar Dan Nasihat Sawit* - TUNAS)

In an effort to empower independent oil palm smallholders, MPOB has established the Centre for Oil Palm Guidance and Advisory, or in Malay, *Pusat Tunjuk Ajar Dan Nasihat Sawit* (TUNAS). The vision of the establishment of TUNAS Centres is to increase the oil palm productivity of the independent oil palm smallholders (ISH) to surpass that of the national average. The mission of TUNAS Centres is to transfer the oil palm technologies so that the right practices of oil palm agriculture are implemented by smallholders.

The main objective of TUNAS Centres is to transfer and disseminate the knowledge pertaining to oil palm technologies to the independent oil palm smallholders. MPOB believes that, a technically knowledgeable smallholder could transform his/her farm into a high productivity lot. The fresh fruit bunch (FFB) yield of the smallholders' sector in 2013 was about 18.21 tonnes/hectare/year. MPOB target of the FFB yield for independent oil palm smallholders is 22 tonnes/hectare/year. As at December 2014, there were 206,831 independent oil palm smallholders working on a total land area of 807,008 hectares registered with MPOB (Table 1.2).

**Table 1.2: The total numbers of independent oil palm smallholders as at December 2014**

<b>State</b>	<b>No. of ISH</b>	<b>Area (Ha)</b>
Johor	68,053	201,257.58
Kedah	4,991	23,657.84
Kelantan	1,190	4,574.70
Malacca	2,297	10,570.75
N. Sembilan	4,590	22,046.35
Pahang	9,461	42,689.28
Perak	36,250	103,575.32
Perlis	12	68.2
Penang	1,743	8,878.88
Selangor	19,703	43,093.04
Terengganu	2,643	10,353.27
Sabah	32,835	214,817.82
Sarawak	23,063	121,424.69
<b>Overall Total</b>	<b>206,831</b>	<b>807,007.72</b>

To execute this responsibility, Field TUNAS Officers (PTK), would be posted in areas with high population of independent oil palm smallholders. The PTKs are appointed from among those who possess at least certificates from Malaysian Agricultural Institute. Before being posted in the area of operation, they would undergo an oil palm intensive training programme. Every six or seven of them would be supervised by a staff that holds a Diploma in Agriculture, or its equivalent and they are known as TUNAS Zone Assistant Coordinator (PPTZ). A TUNAS Zone Coordinator (PTZ) supervises at least four to six PPTZs. To date, the numbers of TUNAS Officers are 206, of which nine are PTZs, 36 PPTZs and 161 PTKs. All of these TUNAS Officers are posted in six regional offices throughout Malaysia. With the present capacity, the PTK to clientele ratio is about 1:1,000. Even though the ratio is high, each PTK is advised to concentrate his services to a more reasonable number of about 450 to 600 smallholders.

As a start, the PTKs conduct registration exercises within their working areas to register independent oil palm smallholders who are in need of technical advice. Subsequently, those who have registered are divided into small groups of 10-20. It is through these smaller groups that extension activities are conducted and focused on. The extension activities run by TUNAS Centres are small group meetings, farm visits, distribution of pamphlets, and visits to demonstration plots and MPOB Research Station.

Besides conducting the above extension activities, the PTKs are also responsible for other extension support activities, such as maintaining data bases of clients, the establishment of demonstration plots, identifying independent oil palm smallholders achieving 30 tons/hectare as model farmers (30 tonnes club members), evaluating oil palm nurseries for Oil Palm Nursery Certificate of Competency (OPNCC), implementing government assistance, and writing articles for *Peladang Sawit/Berita Sawit*.

## **1.4 Job Satisfaction**

Idris (2009) in his study of the impact of TUNAS officers on smallholders, indicates significant changes in the increase in FFB production and adoption rate of oil palm technology. Extension agents are not limited to serve smallholders pertaining to oil palm management and technologies per se only; rather, they provide for assistance scheme, supply input, and information and technology development service. They are entrusted with and expected to implement multiple roles in the overall development and empowerment process of smallholders. The various roles held by extension agents are huge responsibilities and loads for the development of the oil palm industry.

Nonetheless, Banmeke and Ajayi (2005) in their study of extension agents, indicate the difference in the perception and performance of their roles and satisfaction on their job. Satisfaction refers to a feeling of pleasure, the attainment of wants and needs, and the action of fulfilling desires and demand (Hornby and Cowie, 1995). Job satisfaction for extension agents carries the meaning of the duties and feelings towards achievement/success attained in carrying out their responsibilities (Kelemu et al., 2014). Job satisfaction is so needed by every worker. A satisfied worker would be very productive and generate quality work for the organization. On the contrary, a dissatisfied worker would be compelled to be absent from work, and in turn, would tend to quit. On the part of an organization, it is fundamental to maintain or increase this job satisfaction for the better and for productivity. Job satisfaction is an important ingredient for evaluating the success of an organization (Takele and Naredranath, 2013).

## **1.5 Problem Statement**

Job satisfaction is important in any job. The same is true with job satisfaction of extension officers. Several past studies have empirically revealed the importance of job satisfaction of extension officers (McCaslin, 1994; Long, 2007; Okwoche, 2015). According to Scott et al., 2005, studying job satisfaction is important because organizational productivity is influenced by the quality of the relationship between people and the jobs they do.

At present, the transfer of oil palm technology management, specifically to independent smallholders are the responsibility of MPOB TUNAS officers. Besides the actual duty as extension officers, they are also responsible for implementing projects and channelling of government aids, such as oil palm new planting and replanting, livestock and crop integration. With over workloads, the TUNAS officers indirectly need to increase their knowledge and skills in new fields apart from oil palm management, such as animal husbandry, cash crop, and the latest, sustainability certification. This is because they are the front line officers who are the first reference for independent oil palm smallholders.



Actually, there were measures planned and implemented by the management to reduce their problems, measures such as the restructuring of the organization, specialisation of job description, in-service training, and organising formal and informal meetings with TUNAS officers. However, these measures probably did not garner much attention and participation of all staff, and this definitely would cause the decrease of the actual achievement. Several previous studies have been carried out related to factors affecting job satisfaction have shown that there was a relationship with promotion (Kostes, 2010), salary (Kessuwan and Muenjohn, 2010), supervisors and co-workers (Bartola and Furlonger, 200), the work itself (Siti Nur Zahirah, 2013), work environment (Dawal and Tahan, 2006). Nevertheless, these studies focused on the difference sector, such as administrative, automotive and fabrication sectors.

Even though there were many researches pertaining to job satisfaction conducted, the job and work environment always changed according to current development, hence issues relating to job satisfaction are always relevant to be studied. For instance, work environment of extension agents in other countries might differ than that in Malaysia. Most studies on job satisfaction of extension agents have been carried out outside of Malaysia, for example, in Nigeria. There are very few studies towards extension agents done in Malaysia, specifically in the extension of the oil palm industry. Oladele and Mabe (2010) have mentioned that job satisfaction were very important for extension officers to boost their morale for a higher level of performance. Therefore, a study needs to be done to study job satisfaction amongst them to help create a perfect and peaceful living condition. This study was conducted to provide answers to questions such as: -

- 1) What is the level of TUNAS officers' job satisfaction?
- 2) What is the level of knowledge, skill and attitude (KAS) of TUNAS officers towards the organization and the job itself?
- 3) What is the relationship between socio-demographic factors, level of KAS, job factors and the level of job satisfaction?
- 4) What is the extent to which selected socio-demographic characteristics and selected independent variables influence the respondents' job satisfaction?

## **1.6 Objectives of the Study**

### **1.6.1 General Objectives**

The general objective of this study is to identify the job satisfaction level of TUNAS officers who are currently employed by MPOB.

### **1.6.2 Specific Objectives**

The specific objectives are:

- 1) To determine the level of job satisfaction, knowledge, attitude, skill, job factors and socio-demographic of respondents.
- 2) To determine the relationship between job satisfaction, socio demographic profiles, level of knowledge, attitude, skill and job factors.

- 3) To determine the determinants between knowledge, attitude, skill, socio demographic profiles and job factors towards job satisfaction.

## **1.7 Significance of the Study**

This study was conducted to obtain information pertaining to the job satisfaction level of TUNAS officers employed by MPOB. It is hoped with this study could give information and interests to: -

- 1) First, the management of MPOB, from the results of the study, would be provided input to evaluate, plan, implement, and provide courses and trainings in fields related to extension officers for staff development.
- 2) Second, the management of MPOB would be able to improve the work environment, such as comfortable office space, sufficient office equipment and gear, guide new workers, create good rapport between superiors and co-workers, and so on and so forth, so that they could taste job satisfaction.
- 3) Third, this study could highlight factors contributing to job satisfaction and dissatisfaction of extension officers. To identify whether they are satisfied with their jobs or not, factors influencing job satisfaction, such as salary, promotion opportunities, supervision by superiors, and the like, need to be given attention. Information gained from this study could be used as feedbacks to the management to improve their well beings, and as such, could further improve the quality of administration and management.
- 4) Fourth, knowledge pertaining to job satisfaction is important to the administration because it is their hope to carry out jobs that could give job satisfaction. Any factor in a job that could bring about job dissatisfaction would adversely affect the mental and physical health, in addition to, affecting work performance in an organization.
- 5) Last, this study could increase the knowledge treasure base in the field of administration and management, in addition to, improve theories pertaining to administration and management, motivation, and human resources development.

## **1.8 Limitation of the Study**

The findings of the study are limited to several factors which would confine the discovery of the study findings. Firstly, the study only focused on extension officers who were still in service with the organization and did not take into account extension officers who had resigned from the organization within the period of the study. The study also only focused on several variables to be tested on their relationship with the degree of job satisfaction amongst TUNAS officers. The variables constituted socio-demographic such as age, length of services, dimension of job satisfaction and knowledge, attitude and skills towards organization. Even though the researchers were aware of the other variables also influencing individual job satisfaction, based on the study sample, the researchers were of the opinion that the selected variables were sufficient. The validity of this study also depended on respondents' willingness to cooperate in answering the survey questions distributed to them. However, to enable this study to be implemented and completed within the scope of a Master's research,

a researcher needed to make the assumption that all respondents' answers were true, honest, and sincere.

## 1.9 Definition of Terms

Several key terms were used in this study, namely: -

- 1) Job Satisfaction  
Each individual has different satisfaction level, as defined by Kreitner & Kinicki (2005) who state that job satisfaction is the effectiveness or emotional reactions towards various aspects of the job. In this study, job satisfaction referred to the officers' satisfaction levels towards the organization and factors influencing their job satisfaction.
- 2) Knowledge  
Refers to how well a worker knows all aspects relating to his job. With knowledge, a worker is able to complete his job faster.
- 3) Attitude  
Attitude is the concept one believes pertaining to emotional reaction on whether to react in a good or bad way towards something given (Oskamp and Schultz, 2005). The attitudes and emotions of an officer are the value, motivation, and sentiment to carry out his duties and responsibilities.
- 4) Skill  
Defined as to how well a worker could coordinate or handle a task. Skill also refers to the ability of a worker in communications, socialising, and leadership.
- 5) Salary  
Rewards in the forms of monetary, allowance, benefits, or other facilities received in return of services.
- 6) Promotion Opportunities  
Refers to whether there is any promotion opportunity that would change a worker's status or position in the organization.
- 7) Co-workers  
The relationships and interaction between workers and co-workers in an organization while in service.
- 8) Work Itself  
Refers to activities carried out by TUNAS officers at the work place.
- 9) Supervision  
Refers to any guide, instruction, reminder, and advice related to their work given by the supervising or superior officers.
- 10) Work Environment  
Cosy and pleasant work environment which could affect job satisfaction of a worker.
- 11) Age  
Age of an individual. The meaning of age for this study is the legal employment age.
- 12) Length of service  
The length of service of a person at any one place.

## **1.10 Thesis Organization**

To give an idea of the issues discussed in this study, a systematic writing has been organised into five chapters.

Chapter One discusses the overview of the study and explains the research problem. It consists of background of agriculture in Malaysia, the oil palm industry, the problem statement, the objectives of the study and the significance of the study. While Chapter Two reviews past studies concerning the subjects. It consists of elaborates on the agricultural extension, reviews of related theoretical model and reviews of previous finding regarding job satisfaction.

Chapter Three explains the research methodology. It consists the area of research study, population and sample size, research instruments, data collection procedure and statistical analysis. Chapter Four discusses and interprets the research result. It covers the response rates, respondents' profiles, descriptive and inferential statistics.

Chapter Five concludes the thesis with the data analysis, implications, limitation, summary of the research and recommendations for future study.

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