

ROLE ACCORD AND JOB SATISFACTION OF
COUNTY AGRICULTURAL AGENTS IN TEXAS

A Thesis

by

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CHAPTER I

INTRODUCTION

Statement of the Problem

The growing complexity of change in our society has affected county agricultural agents in both the United States and Texas. What are some of the changes? The most apparent change has been the population shift from rural to urban areas with its accompanying occupational shift, new value orientations and other similar problems for both areas. Two other changes have been the growth of agribusiness and the role of government in agriculture.

The population shift. In 1900, 83 percent of the population of Texas was classified as rural, leaving only 17 percent in the urban category.^{1/} The rural farm people constituted a vast majority of the total population even allowing for those who lived in the rural area but did not farm. The census indicates that Texas did an about-face concerning residence and occupation by 1960 with 75 percent of the population urban and 25 percent rural. An example is McLennan County which changed from 65.4 percent rural in 1900 to a Standard Metropolitan Statistical area or 100 percent urban in 1960.^{2/}

The rural sector is broken into rural farm and rural non-farm.

^{1/} United States Census of Population, 1920 Bulletin, Population: Texas (Washington, D.C.: U.S. Department of Commerce, Bureau of the Census) p. 29.

^{2/} R.L. Skrabanek, "A Decade of Population Change in Texas," Texas Agricultural Experiment Station, Texas Agricultural Extension Bulletin No. 1000, September, 1963.

The rural farm population includes persons living in a rural territory or places of 10 or more acres from which sales of farm products amounted to \$50 or more in 1959, or on places of less than 10 acres from which the sale of farm products amounted to \$250 or more in 1959. The rural non-farm population includes any people who live in a rural territory or place but do not fit the above definition. The 1960 census indicates that 7.3 percent of the people of Texas were in the rural farm category.

Some county agents have been primarily involved with rural farm people. With 7.3 percent of the population to serve instead of approximately 83 percent, these county agents should be able to perform their jobs much better. The situation has not evolved, however, in that manner. Some county agents now try to involve as many people as possible in their work through the county program building committees. The reorientation of the county agent's job has caused problems and conflicts because some of the people in the extension service are trying to serve the goals of helping only farm people, and they have not adjusted to the new goal of helping all the people of the county, regardless of rural or urban classification.

New farm concept. The style of life in rural areas of the early 1900's may be called a folk culture. Custom and tradition were the norm of the community, and farming was not only an occupation but an end in itself. The pace was leisurely, including farming, fishing and hunting, visiting with friends, with little emphasis on wealth or money making. Many sociologists (Tönnies, Durkheim, Weber, etc.) put this

way of life at one end of a continuum and city life at the other end. Tönnies called the continuum Gemeinschaft-Gesellschaft. Today, life in the rural areas, for the most part, is closer to the Gesellschaft—the city way of life—end of the continuum. The continuum has decreased in breadth. A commercial culture has replaced the folk culture. The farm is operated to make a profit to enable the farm family to buy things it once did without or produced itself. Farming is still an occupation, but it has ceased to be an end in itself. It is now a means to an end.

In order to make a profit the farmer must buy improved seeds and commercial fertilizer, and must efficiently manage his resources. Demonstrations of new crop varieties and fertilizers help the farmer to select the ones which will give him the highest profit ratio. This is one of the important ways the extension service helps him.

Agribusiness. The increasing complexity of the off-farm agricultural sector of the economy has caused a new type of business to develop—agribusiness. The term agribusiness is applied to businesses that supply, process, or market primarily for agriculture. The growth of these businesses has been helped by technological improvements both on the farm and in the particular industries. Agribusiness is becoming so large that the farmer is now primarily concerned with working the land, or if he is a rancher, taking care of his livestock. His production is processed off the farm or ranch and marketed by others.

The extension service is working to help agribusiness. Marketing specialists help the farmer obtain marketing information and help agribusiness improve its marketing structure. Other specialists are

responsible for getting information on new processing methods to any interested business.

Government. Another change that is occurring in farming is the increasing control of government over production. Today, there are cotton allotments, grain allotments, and restrictions on many other things the farmer was previously free to produce without limits. These programs were initiated to help the farmer make a better living and have in many cases realized this goal.

The extension service works in two ways to assist the farmer in the programs. First, it is in large measure responsible for explaining what the programs mean and how they operate. This service is accomplished by publications, meetings, and individual visits with the county agents. Second, the extension service gives information to the farmer on how he can best use the resources of the programs. By putting the information to use, the farmer can hopefully achieve a higher profit.

Other changes. A new technique being used by farmers to determine the single most profitable combination of their resources is linear programming. It was originated during World War II and was used by the Navy for finding the best shipping routes. Since then the technique has been adapted to electronic computers and has been used by many different industries.

Linear programming consists of a mathematical manipulation of the resources of the farm to determine the single best use of the resources. It is comparable to a budget except that a budget will not give a single best answer. Farmers, through the extension service, can determine

with this technique their best use of resources and thus maximize their profits.

To meet these changes and their accompanying problems and to understand their impact on the extension program and the county agents, it is necessary to examine the goals of the extension service.

"The Scope Report"^{3/} states that the extension goals as defined by the Smith-Lever Act are "... to aid in diffusing among the people of the United States useful and practical information on subjects related to agriculture and home economics, and to encourage the application of the same...." In its broadest terms this means that objectives of the extension service are to educate people. Farm people or those engaged in agriculture are primarily involved. However, this does not exclude the urban population. A question arises as to what proportion of time should be allocated to each group. In many cases the answer must be given by the agent of each county. The decision-making process brings to light several problems; for instance, what guidelines shall be used to determine the time allocation. The agent can use the old guidelines for time allocations in serving farmers, but with the vast amount of new knowledge, he cannot help all of his clients as much as he has in the past. Thus there may emerge feelings of conflict between his role definition and his role performance, and these feelings may be intensified if he does not meet the problems of change. The growing complexity of change is causing

^{3/} Subcommittee on Scope and Responsibility, "The Cooperative Extension Service...Today", Federal Extension Service U.S.D.A., 1957.

the county agent to turn to the district and state levels for guidelines on the extension worker's role and responsibilities.

Another problem relates to the question: "Should the county agent be a 'generalist' or a 'specialist'?" Some argue that technology is advancing so fast that no agent can keep up with all of the new discoveries and that he must rely on a staff of specialists to advise him. Others may argue that he must be a specialist in one field of agriculture and that he not concern himself with anything outside that field unless it directly affects his primary job.✓

The two problems mentioned are important to attaining the goals of the extension service as well as the goals of the county agent. The agent's role is of concern in this study because he is the link between the people he serves and the organization by whom he is employed.

A knowledge of some of the components of a county agent's job should contribute to an understanding of his job and the broader goals of the extension service. When knowledge of the goals of the extension service are understood, appropriate means can be devised to promote or achieve the goals. However, problems arise for the agent in defining his role when there are ill-defined goals. Thus, an important question to be dealt with in this study is: "What are the goals of the extension service and of its agents?"

The findings of this study should help the administrators and

✓
John E. Hutchinson, "Facing Up to Needed Adjustment in Extension", Texas Agricultural Progress, Vol. 8, (March-April 1962), pp. 3-9.

county agents to understand better the existing differences between the role definitions and the role performances of agents. It should also point up the correlations of role accord with job satisfactions and pinpoint specific areas of accord as well as discord. The accumulation of this knowledge should contribute to better job descriptions and improved planning for programs in agricultural extension.

The specific objectives of this study shall be:

1. To determine how the county agricultural agent defines his role.
2. To determine the role performance of county agricultural agents.
3. To determine the relationship of role definition to role performance (role accord).
4. To determine the relationship between role accord and job and career satisfaction.
5. To relate role accord and job and career satisfaction to selected socio-economic factors.

Review of Literature

The concept role is not clearly defined in the literature. Some individuals include the situational aspects^{5/} in a definition of role, while others define it in terms of normative patterns only.^{6/} The definition that shall be used in this study is that of Sarbin^{7/} who defines role as learned actions performed by an individual in the light of his definition of the interaction situation. In other words, it is the expectations that the actor and the "significant others" hold about the behavior that will take place when the role is being played.

A student who feels sleepy in a classroom may be aware of the fact that the professor is so absorbed in his own remarks that he would not notice his taking a nap. But because he feels that students should not sleep in a classroom, he makes an effort to remain awake. As the professor drones on, he tries to take notes, awakening with a start from time to time to notice how his handwriting is wandering all over the page. He does his best to remain awake, largely in an effort to live up to his conception of his role. If the professor catches him

5/ Talcott Parsons, The Social System, (Glencoe: The Free Press, 1951) pp. 38-39 and Charles P. Loomis, Social Systems, (Princeton: D. Von Nostrand Company Inc., 1960) p. 19.

6/ Ragnar Rommetveit, Social Norms and Roles, (Minneapolis: University of Minnesota Press, 1954) p. 84 and Frederick L. Bates, "Position, Role and Status: A Reformulation of Concepts," Social Forces, Vol. 34 No. (May, 1956) pp. 314.

7/ Theodore P. Sarbin, "Role Theory" in Gardner Lindzey, Handbook of Social Psychology, Vol. I. (Cambridge: Addison-Wesley Publishing Co., Inc., 1954) p. 26.

not meeting his obligations, he will take such sanctions as reprimanding him in class or asking him to leave. His fellow students may also evoke such sanctions as ridicule until he meets his obligations, depending on their conceptions of their individual roles and that of the teacher.

In this study a county agent's role definition is what he thinks his role is, his personal definition of his job, and the situation in which he finds himself.

Role performance is manifested by how the agent reacts to his concept of role definition. It is his actual behavior, not what he says he will do. When there is ambivalence toward the expectations of the role there is role conflict. All of the studies reviewed by the writer dealt with that aspect of role theory concerning the expectations of the actors and the significant others and how these expectations affected the behavior of those involved.

A concept similar to role conflict or its opposite, role consensus, is role accord. Role accord refers to the agreement or disagreement between an agent's role definition and his role performance. Thus, when there is role accord, an agent's definition and performance of his role are highly correlated. When there is role discord, there is zero or negative correlation between the two variables.

Job satisfaction is related to the state of being happy or content with the job one is performing. Some of the personal factors that have been found to relate to job satisfaction are sex, number of dependents, age, time on the job, intelligence, education, personality, type of work, skill required, occupational status, geography, and size of organization. Some variables that are controlled by management which can affect job

satisfaction include security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers, responsibility, supervision and communication.^{5/}

If an agent is not satisfied with his job, he will not be as effective an educator or motivator as if he were satisfied. Morse^{6/} suggests that one way to increase job satisfaction is to reduce monotony. The increasing atomization of an assembly line job decreases worker satisfaction, and Morse found the same relationship to be true in white-collar jobs. The agent's job description reveals that this is probably not a significant problem because he is involved in such tasks as:

In cooperation with the county home demonstration agent, shares responsibility for an effective county extension program. Gives active support to other extension personnel in the county in discharging their full responsibilities or serves as an educational arm of the United States Department of Agriculture. Under the supervision of the district agricultural agent, the county agent is responsible for the following:

Serves as a member of the county extension team and keeps the district agricultural agent informed of situations in the county and obtains accurate and complete information needed by the administration when requested. Keeps self informed on changing technology and scientific findings and carries out special and emergency assignments as directed by his district agent. Works in cooperation with agent to improve the organization and management of the county extension office and the quality of the work done by the personnel in the county. Assists in securing needed supplies and equipment, conducting program development and projection, leader training, 4-H Club work, and

^{5/} Thomas M. Harrell, Industrial Psychology, (New York: Holt, Rinehart and Wilson, 1960) pp. 260-273.

^{6/} Nancy C. Morse, Satisfactions in the White-Collar Job, (Ann Arbor: University of Michigan, 1953) p. 164.

preparation of annual plans of work. Assists in maintaining adequate office maintenance, equipment, office space for county extension personnel, and keeps an inventory of all office equipment and demonstration materials. Meets periodically with the County Commissioners Court reporting accomplishments of extension programs that are his responsibility. Maintains favorable relationships with the Commissioners Court, other agencies, and other organizations.

Assists in organizing and maintaining an active county program building committee involving representatives from neighborhoods and communities, including business, agriculture, home economics, youth and industry groups. Supplies leadership procedures, training and guidance that result in the dynamic activated longtime program for people in the field of agriculture and related industries and urban areas. Periodically evaluates and revises existing projects and helps plan and initiate new projects in keeping with economic changes and demands of the people. Implements and facilitates new teaching methods and procedures, good communication, use of mass media, local leaders and committees in disseminating information.

Provides counseling services on farm, home, youth and urban problems, and assists families in developing group action. Helps mobilize and train people to meet emergencies and develops with families an understanding of economic and social factors affecting family life.

Maintains good communication with county office personnel, district agents, and other extension personnel along with the Federal, State, County, private agencies, groups, and the public in general. Keeps self and those county extension personnel responsible to him current on scientific findings, on teaching techniques and opportunities for professional improvement. Attends and participates in state training conferences; confers regularly with extension subject matter specialists to keep self up-to-date with research findings and to adequately service the people in the county. With county home demonstration agent makes an agenda and calls a weekly office staff conference to facilitate understanding, review progress to date, and to promote teamwork, submitting minutes to district agents.

Prepares monthly, annual and special reports at extension activities and accomplishments in the county. Evaluates self, county extension program in relation to the use of advisory groups, techniques for planning and carrying out the program, working relationships,

public relations, professional improvement, office management, reporting and making plans for future improvement. Revises, analyses, and evaluates at regular intervals the results of county programs and annual plan of work as a basis for future improvement.^{7/}

A study of the role of the county agent in Wisconsin^{8/} found that the degree to which he satisfies his role definition varies with his personal orientation to his superiors and peers in the organization. An hypothesis is advanced by this study that county personnel will tend to conform to the expectations of those with whom they work at the local level or with those on a higher level depending on the type of rewards they seek and control of relationships at the respective level.

The role structure of the county agent occupation was studied by Dolan^{9/} who asked five groups in the Louisiana Extension Service what they thought county agents actually do and should do concerning selected value and functional role-orientations. He found that consensus existed among county agents, assistant county agents and home demonstration agents on the perception of all the value-orientations he studied. Of the functional role-orientations county agents agreed on all but one.

Researchers in job satisfaction have pointed to another variable,

^{7/} Job Description of a County Agricultural Agent, Texas Agricultural Extension Service, College Station, Texas, May, 1960.

^{8/} Eugene A. Wilkening, "The County Extension Agent in Wisconsin", Wisconsin Agricultural Experiment Station, Research Bulletin 203, September 1957.

^{9/} Robert J. Dolan, "An Analysis of the Role Structure of a Complex Occupation With Special Emphasis on the Value and Role Orientations Associated with the County Agent Situs", (Unpublished Ph.D. dissertation, Louisiana State University, Baton Rouge, 1963).

role consensus. Gross, Mason and McEachern^{10/} found that a common consensus on role definition was positively correlated to the expression of job satisfaction for both school superintendents and school board members. Vocational agriculture teachers were judged more effective and expressed higher job satisfaction when there was a greater degree of consensus on role definition according to Bible and McComas.^{11/} Consensus on role definition was also found to be positively correlated with job satisfaction by Bible and Brown^{12/} in a study of extension advisory committee members.

The literature does not reveal one important aspect of job satisfaction, namely, the degree of consensus or accord between role definition and role performance. From the studies of consensus on role definition and job satisfaction and effectiveness one may hypothesize that accord between role definition and role performance is positively correlated to job satisfaction. If a county agent defines his role in a certain way and carries it out in that way he should be fairly satisfied with his job. Internal conflicts and low job satisfaction may arise when the agent wishes to do what he thinks is right

10/

Neal Gross, Ward Mason, and Alexander McEachern, Explorations in Role Analysis: Studies of the School Superintendency Role, (New York: John Wiley and Sons, 1958) pp. 319-327.

11/

Bond L. Bible and James D. McComas, "Role Consensus and Teacher Effectiveness: A Study of the Vocational Agriculture Teacher's Role", (paper read to Annual Meeting of the Rural Sociological Society, Washington D.C., August 28-31) p. 15.

12/

Bond L. Bible and Henry J. Brown, "Role Consensus and Satisfaction of Advisory Committee Members", Rural Sociology, Vol. 28, No. 1, (March 1963) pp. 81-91.

but is required to perform in an opposite manner. This study shall be concerned with this particular problem of the county agent's role.

CHAPTER II

THEORETICAL FRAMEWORK

Analysis of the data and their interpretation followed Parson's^{1/} schema of a social system, with the personality system represented by county agents, the social system by the extension service and various cultural systems by communities and organizations.

The main focus was on the correlation of the county agent's role accord with job satisfaction. Further analysis attempted to show how various personal factors and system-produced factors affect the correlation.

The social system referred to above consisted of eight components:

1. Goals or objectives. These may be specific of general or formal or informal.
2. Norms or rules. Indicates the appropriate or inappropriate behavior patterns of the society.
3. Status system. Consists of a collection of status positions and roles.
4. Power. The exercise of control by sanctions, etc.
5. Social rank. In addition to a functional role a person has a general social position.
6. Communication. The flow of information in all directions by either formal or informal means.
7. Decision making. The solving of problems that arise in the system.

^{1/} Talcott Parsons, The Social System. (Glencoe: The Free Press, 1951).

8. Boundary maintenance. The tendency for a system to maintain itself.^{2/}

Two components of the social system, goals and boundary maintenance, seem to be particularly important. The goals are important because there seems to be a discrepancy between how the agents and their superiors think they should be reached. Boundary maintenance appears to be important because the agents are trying to maintain the system of decisions coming from the state or district level and are not converting too readily to the new concept of local program planning.

Several articles and books have been written using the social system model to analyse complex organisations. The name that most frequently appears is Talcott Parsons, but others have attempted analysis of this type. Blisshen, et. al.,^{3/} edited a book on Canadian society which uses this method. Another work using this model to analyse culture is by Bredemeier and Stephenson.^{4/}

A methodological work edited by Etzioni^{5/} uses the social system as a framework for comparing complex organisations. Eisenstadt, in one section of the work, postulates three variables to be used for

^{2/} Adapted from Charles P. Loomis and Zona K. Loomis, Modern Social Theories, (Princeton: D. Van Nostrand Company, Inc., 1961).

^{3/} Bernard R. Blisshen, Frank E. Jones, Fasper D. Neagle, and John Porter, Eds., Canadian Society. Sociological Perspectives, (New York: The Free Press of Glencoe, Inc., 1961).

^{4/} Henry C. Bredemeier and Richard M. Stephenson, The Analysis of Social Systems, (New York: Holt, Rinehart and Wilson, Inc., 1962).

^{5/} Amitai Etzioni, Complex Organisations a Sociological Reader, (New York: Holt, Rinehart and Winston, Inc., 1961).

studying bureaucracies - (a) the goals, (b) the place of the goals in the social structure of the society, and (c) the type of dependence of the bureaucracy on external forces.^{6/} He further develops hypotheses about what conditions should exist for the process of bureaucratization or debureaucratization.^{7/}

The Old Order Amish have been studied as a social system by Loomis,^{8/} using a "Processually Articulated Structural Model". He illustrates the model by the change in belief about the ownership of automobiles and their use.^{9/}

^{6/} Ibid. p. 272.

^{7/} Ibid. p. 274.

^{8/} Charles P. Loomis, Social Systems: Essays on the Persistence and Change, Princeton: D. Van Nostrand Company, Inc., 1960) p. 8.

^{9/} Loomis, op. cit., pp. 242-247.

CHAPTER III

PROCEDURE

Reservation of sample. In order to obtain a representative sample of county agents, six districts were picked from the twelve districts in Texas. The odd numbered districts were chosen with the exception of District 11. District 11 was not chosen because with it in the sample, there would have been three contiguous districts of very similar composition. (Figure 1, p. 19) There are 127 counties in the sample. Only those extension workers who had been with the service one year or more were interviewed.

A total of 218 county extension personnel were interviewed of which 108 were county agents, 79 were home demonstration agents, and 31 were assistant agents, either agricultural or home demonstration.

The questionnaires were submitted to the agents during the summers of 1962 and 1963.^{1/} After instructions were given by the field-worker, the usual procedure included the completion of questionnaires in his presence.

Statistical procedure. Simple correlation at the .05 level of confidence was used to determine whether to accept or reject the null hypothesis; role accord is not correlated with job satisfaction. The figures for the correlation were obtained by taking the absolute difference between the role definition score and the role performance

^{1/}

The data for this study are a part of a larger project conducted by Bardin H. Nelson and Dan R. Davis, "An Analysis of the County Agent's Concept of His Role," The Texas Agricultural Experiment Station, Texas A&M University, College Station, Texas.

Counties Included in the Sample

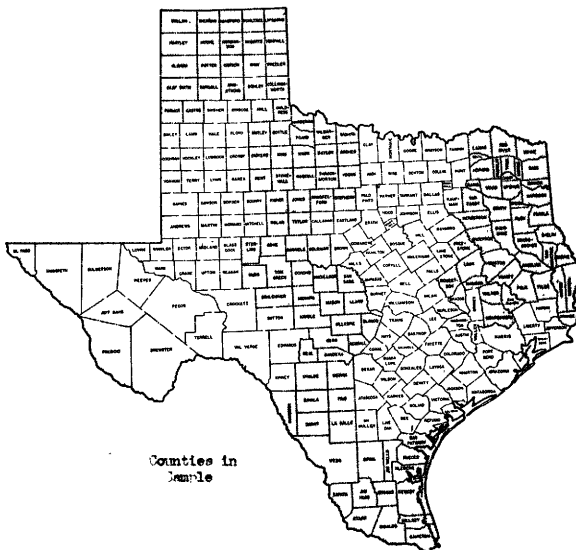


Figure 1

score for each question, adding the differences to get a total for each questionnaire. The questionnaires were totaled to get a total role accord figure for the study. This constituted one major dependent variable. The other major dependent variable, job satisfaction, was obtained by taking the sum of the responses to job satisfaction questions and summing them over the total number of job satisfaction questions for each questionnaire. A correlation was then made for all questionnaires in the sample.

A basic assumption was that there was no difference in job satisfaction between the four types of agents. This was tested by grouping the questionnaires as to type of agent and using Student's T-test at the .05 level of significance to test the four s derivations from the r values.^{2/} The null hypothesis was accepted so the sample has been treated as a single entity.

Each variable was dealt with in the form of a continuum having no less than three discrete subgroups. These variables included age, length in service and educational background.

Limitations of the study. Findings of this study may be generalized to the State of Texas. Any further generalization should be done with caution because each state's extension organization and problems may be different.

^{2/}

Robert G. D. Steele and James H. Morris, Principles and Procedures of Statistics, (New York: McGraw-Hill Book Company, Inc., 1960) p. 190.

CHAPTER IV

ROLE DEFINITION

The definition of a role is influenced by many factors among which are the actor, his goals, goals of the particular social system, the "significant others" or reference persons and the particular situation in which the role is to be played. County agricultural agents in Texas are influenced by all these factors; consequently, the questionnaire utilized was designed to determine the relevant effects of the factors on the agent's definition of his role. Particular attention was given to his relationship to certain reference groups. Twelve categories of questions dealt with the relationships of the agent to:

- (1) 4-H and Home Demonstration
- (2) Subject-matter Specialists
- (3) District Agents
- (4) County Advisory Committee
- (5) County Commissioners
- (6) Farmers
- (7) Agricultural Dealers and Privately Employed Home Economists
- (8) State Administrative Staff for Agricultural Extension
- (9) Time Allocation
- (10) Organizational goals
- (11) Personal Service
- (12) Other Agencies

Answers to questions relating to 4-H and home demonstration work indicated that agents favored being involved in these activities. Most agents felt that they should participate in both 4-H and home demonstration activities and that this participation should not be considered a minor part of their job. There was only one question which did not reflect a high degree of consensus. This question concerned whether agents in general should actually attend home demonstration council meetings regularly. In Texas the county agricultural agents have no responsibility for the conduct of the home demonstration part of extension work. Still there was general agreement that they should attend such functions in order to keep informed concerning the total extension program. However, 35.8 percent felt that this was not part of their role definition. Since women constituted 36.2 percent of the sample, it is apparent that only about one fourth of the sample was involved in just maintaining contact. The responses to the remaining questions were, as previously indicated, in consensus that agents should do such things as make all major 4-H and home demonstration club work decisions in regular staff conferences jointly with all agents, present method demonstration and carry on regular 4-H club meeting activities in the absence of the assistant or associate agent and participate in 4-H club work to the extent of being highly familiar with detailed activities and accomplishments in each phase. From the responses one quickly receives the impression that agents have a very broad definition of their overall role or job. But, as will be seen in responses to other questions, the agents do limit their role at

times.

Agents are somewhat uncertain as to what their exact role is in terms of their relationships to specialists. There was clearcut agreement or disagreement on three of six questions asked concerning this relationship. Two of the questions on which agreement was lacking dealt with the use of specialists in the county. When asked whether specialists should be used as "trouble-shooters" for local problems, most agents felt they should not be used in that manner, but a sizeable percentage (25.7 percent) felt they should. A majority of the agents thought specialists should be used to teach farm practices directly to local people, but again a fairly large percentage (30.3 percent) disagreed.

Agents were agreed that subject-matter specialists should train local leaders who would in turn teach local people. In general the responses indicated that specialists are not thought of as "one shot" problem solvers but rather as resource people at a higher level in terms of program development.

From the different responses, one might assume that some agents would not utilize the help of specialists until particular problems arose. However, others would utilize them in developing a broad continuing education program. However, a few specialists would probably not be asked, and thus would only get into counties by district or state directives involving them.

Since district agents are the county agent's immediate supervisors and thus their reference persons, they figure prominently in the

agent's definition of his role. There was almost complete consensus on the relationship of county agents to district agents. The relationship was viewed positively by the agents who saw the district agent as approachable and easy to talk to concerning the various aspects of the program. This same feeling carried over to district teams of specialists including their constructive criticisms. Agents indicated they made a personal effort to keep the district agents informed of county happenings and that they liked frequent visits from him or her. However, they felt they should be given advance notice of the visits.

The orientation to the district agent is undoubtedly a reflection of the closer contacts between agent and district agent. It also is related to the role of the district agent who as the agent's supervisor recommends promotions, pay raises, honors and other fringe or special benefits. Since these things are significant to the agent, he considers it "good business" to keep the district agent informed and happy concerning activities in the county. Advance notice of the district agent's visit permits an agent to get things in order and arrange special programs of particular interest to the district agent. The responses clearly indicate that the role of district agent is a key factor in the role definition, behavior and morale of an agent.

The county advisory committee is a significant reference group for agents. This group is ordinarily composed of a representative sample of important groupings in the county. The term "important groupings" reveals why the extension service at times has been

criticized for its failure to understand and work effectively with the underprivileged or low-income people.

Agents were in general agreement that they should keep a well-organized and functioning county advisory committee and that this group should help in collecting and interpreting facts to be used in developing the county situation. The agents were in general agreement on their relationships to this committee. However, on two questions there was considerable disagreement. When asked if the agent should personally select the members of the committee, most agents said no. But, 24.3 percent thought they should. When asked if agents should plan and develop the meeting agenda for the advisory committee, most agents responded negatively, but again 24.8 percent thought they should perform that service.

The agent's responses indicated general acceptance of the advisory committee and its functions. Since the committee is very broad in terms of composition and functions, it seems logical that broadening of the role definition to include all the people of the county would be acceptable to agents.

Within the county the county commissioners are, in one sense, the supervisory body for the agent. They allocate local funds for the extension program and have a voice in the hiring and firing of agents. Agents generally conceded that the county commissioners should be kept informed on the programs in the county, that they should be invited to major events and that there should be some continuing contact between agents and county commissioners. However, some agents were undecided

as to what they should do about suggestions the county commissioners make about the extension program. While a majority thought such suggestions should be incorporated into the program as soon as possible, 20.2 percent of the agents did not think they should be and still another 21.1 percent were undecided. Judging from their responses, one could assume that the county commissioners are not as significant a reference group for these agents in terms of their program as one might expect in view of their relationship. They were more strongly oriented toward suggestions or recommendations from either the district agent or the county advisory committee.

Traditionally, farmers and their families have been the main clientele of the extension service. Thus one might expect a rather firm role definition by the agent concerning his relationship to farm people. Such was not the case. Goals seem to be shifting from helping farmers and rural people to helping all the people of the county. Questions pertaining to which goals are proper stand out in terms of disagreement among agents. One question asked whether farmers should be helped through planning or by giving information on specific practices. The majority thought they should engage in planning but 18.3 percent thought they should just give information on specific practices. Another 19.2 percent were undecided as to their role.

A second question concerned whether agents should work primarily with those who could be classified as cooperators or people who listen to extension agents and follow their recommendations for approved practices. A slim majority thought they should work mainly with this

group while 39.4 percent thought they should not, and an additional 12.5 percent were undecided as to whom they should serve.

The last question on which there was some disagreement concerned whether agents should work mostly with the larger more progressive commercial farmers, putting emphasis mainly on economic goals. Most agents didn't accept this idea; however, some 10.2 percent felt they should work mainly with the larger commercial farmers.

It is thus apparent from these responses that agents are not in agreement as to which type of farmers should be their primary clientele. Nor are they certain as to just how they should serve a particular group—whether on a broad basis or a more limited one. For the extension service to continue functioning effectively, some decisions need to be made which will give the agent some basis for confidently defining his role.

Considerable agreement existed among agents as to what their relationships with other agencies should be. For example, on the question concerning cooperating closely with other agricultural agencies such as SCS, FHA and ASC, 92.1 percent of the agents agreed that they should cooperate with these programs. When asked whether they should work closely with the District SCS Board of Supervisors, serving in an advisory capacity, 86.6 percent of the agents agreed that they should. But when asked if they should pursue their own program and let other agencies do what they are supposed to do, 23.4 percent of the agents agreed and 9.2 percent were uncertain. While these two groups make up less than half of the 65.9 percent of the agents who

disagreed with the idea, it does indicate some limitations in the minds of some agents concerning cooperative relationships with other agencies.

The same general response pattern occurred in the question of whether agents should serve as permanent secretary to one or more county agricultural organizations, breed or commodity groups. Those disagreeing numbered 66.9 percent as opposed to 23.4 percent agreeing and 9.6 percent undecided. This division became even greater in response to the question whether agents should serve as committee chairman for drives for the Red Cross, United Fund, etc. Although 58.6 percent did not accept this as a function of an agent, some 27.0 percent of the agents did accept it. Furthermore, 13.3 percent were undecided.

Although agents indicated a strong consensus on the matter of working with agricultural dealers such as feed, seed and fertilizer dealers or with home economists employed by utility companies or other private agencies, the exact working relationship is not as clearly established in the minds of the agents. For example, 92.5 percent of the agents interviewed agreed that they should work with dealers. When asked if they should send all latest recommendations regularly by mail to dealers, only 71.9 percent agreed. The undecided group numbered 18.8 percent. When asked about arranging local workshops for agricultural dealers, 68.7 percent agreed and the undecided group rose to 20.2 percent. Thus while most agents agree in principle with the idea of cooperation, approximately 20 percent are uncertain as to just what form such cooperation should take. Comments from a considerable number of agents further revealed some anxiety concerning these

individuals. Some agents view them as competitors who may gain a more favorable position in the future rather than as resource people.

Agents, both in response to the scheduled questions and in follow-up discussions after completion of the schedule, indicated considerable uncertainty in terms of their relationships to the state staff. In response to the idea that agents give the impression that reports and other written requirements of the state office are just necessary evils, 60.9 percent of the agents disagreed. But, 25.2 percent accepted the idea and 13.8 percent were uncertain. Approximately the same response pattern occurred to the idea that agents attend subject-matter training meetings because they feel obligated rather than because of their personal professional needs.

While the majority of agents disagreed with the statement that agents give the impression that reports and other requests from the state office interfere with putting over the local program, 25.6 percent agreed. Another 11.9 percent were undecided as to whether they agreed or disagreed with the statement.

A much stronger division of opinion occurred in response to questions dealing with state versus local orientation. In response to the statement that agents are caught in the cross-current between the thinking of local governing bodies and the state staff, but lean more to the local side, 48.1 percent of the agents expressed agreement. A smaller group (30.7 percent) disagreed that agents should do this and the remainder, 20.2 percent, were undecided. Essentially the same response pattern occurred toward the idea that agents should respond

more to local pressures than state pressures because of the lack of a strict system of rewards and penalties from the state office. The undecided group of 20.2 percent for the first statement increased to 27.5 percent for the second statement.

The responses were quite different to the statement that agents should spend a great deal of time in meetings outside the county away from regular county duties. Only 17.4 percent of the agents thought they should as opposed to 73.3 percent who thought they should not spend so much time away from the county.

In general, responses to statements concerning what agents should do revealed a broadening of the role to include other than farm people. Despite the emphasis on program planning, agents still have the feeling they should respond to human need even if it results in one shot approaches. For example, 21.1 percent of the respondents thought agents should spend most of their time handling emergency problems of farmers. Also agents tend to look more toward the state level for direction and conceive of themselves as a part of a large organization. But, it is obvious that new definitions are evolving because in several significant areas there was considerable disagreement as to what an agent should do. In terms of actual functioning of the office, agents felt there should be local orientation, usually from the county advisory committee. Nevertheless, in terms that approached evaluation or supervision, there is no mistaking that agents think they should look to the district agent and the state office.

The broadening phase was mentioned earlier when it was pointed

out that most agents feel they should be familiar with all phases of the extension program including 4-H and home demonstration work. In response to the statement that agents should work mostly in the agricultural phase with as little time as possible in 4-H and home demonstration phases, only 16.5 percent of the agents agreed. The broadening role has also resulted in an emphasis on administrative and organizational routines that consume a considerable amount of an agent's time. In response to whether agents should give administrative and supervisory duties as much emphasis as disseminating practical agricultural information and encouraging its application, 56.8 percent of the agents thought they should. An additional 18.8 percent were undecided. When one considers that dissemination of agricultural information involves the traditional role of the agent, the fact that only 23.6 percent of the agents felt that administrative duties should not receive as much emphasis is therefore significant.

A second statement put the matter of administration on a little higher level. It stated that agents should spend time in the office on administrative matters even though it cut down on personal farm assistance that could be given. Opinion was equally divided with 42.6 percent agreeing that agents should curtail personal farm assistance in order to devote time to administration. However, 41.7 percent disagreed with the statement and 15.1 percent were undecided. Thus, it is quite obvious that administration is assuming greater significance in the thinking of agents. This conclusion is further supported by the fact that only 16.0 percent of the agents thought agricultural agents

should spend practically all of their time on the production side of agriculture.

With reference to time allocation, there was also a considerable difference in opinion about group work versus personal visits with farmers. Some 33.4 percent of the agents thought they should spend more time in personal visits while 48.1 percent favored the group approach. The undecided group numbered 14.7 percent.

These responses reveal a striking lack of consensus and they possess serious implications. It appears that although many agents have accepted the new goals of extension, a substantial number have not. At some points, even those agents who have accepted the new goals of helping all the people of the county, resort to boundary maintenance and indicate that agents should follow particular approaches that are traditional. But by and large the trend away from traditional approaches in the extension service is obvious. Agents think they should strive to reach all people, seek out new clientele, and attempt to provide equal educational assistance to all people. When specific questions went into the hows and the wherefores concerning these new approaches, it became obvious that agents still have a number of unanswered questions concerning their role.

Apparently the agents recognize some of the difficulties in making what they think are desirable transitions in role. For example, 77.4 percent of the agents thought that they should avoid personal service work whenever practical and possible as contrasted to 13.7 percent who favored personal service work. Still a larger group (81.9

percent) thought they should explain to people in a very tactful way when asked to perform personal services that the primary job of extension is education and that the agent would be happy to teach individuals or groups how to perform the practices. But when agents were asked if they should perform individual personal service for clientele in order to maintain good public relations, only 44.9 percent disagreed. Thus, a considerable number felt that under special circumstances, personal service should be rendered. The special circumstances are probably exchanging personal service for special favors from other groups or people. This is an example of how the informal operations of the extension service affect the role definition of its agents.

CHAPTER V

ROLE PERFORMANCE

Role definition as indicated in the previous chapter may be the result of many factors. These same factors or influences may also affect the role performance of an agent, to be specific, the definition of the situation (situational pressures) may play a key part in role performance. Even if all agents had the same role definitions, the particular situation each agent found himself facing might require a different performance. Thus it would be expected that responses to role performance would vary more than responses to role definition. The same twelve categories of relationships used for definition were utilized in analyzing performance.

Most agents present method demonstrations and carry on regular 4-H club meeting activities in the absence of the assistant or associate agent (71.4 percent of the respondents). A slightly larger number (76.0 percent) participated actively in local and state livestock shows and fairs. Agents (58.6 percent) shared in 4-H summer activities by rotating participation with agents doing 4-H Club work.

Some 59.5 percent of the agents indicated that all major 4-H and home demonstration club work decisions pertaining to agents were made in regular staff conference jointly with all agents. It was not expected that agricultural agents would attend home demonstration council meetings regularly so the fact that only 33.9 percent positive responses were received was not significant since 36.2 percent of the sample were women.

The responses indicated that in terms of actual performance there was tremendous variation among agents.

Agents (77.9 percent) indicated they did not attend subject-matter training meetings merely because they felt obligated to attend; they went because they thought they would learn something. However, their practices with reference to the use of specialists varied widely. For example, 41.3 percent indicated they used subject-matter specialists mostly to train local leaders who in turn taught local people. But, 47.2 percent did not use specialists in that way. Agents who used subject-matter specialists to teach farm practices directly to the local people numbered 47.2 percent while those not using them in this fashion numbered 47.0 percent. The remaining 5.8 percent did not respond.

Consensus was somewhat greater concerning the use of specialists as "trouble shooters" for local problems. Only 28.4 percent used specialists for this purpose as opposed to 63.2 percent who did not.

Most agents did accept and put into practice most recommendations of specialists (88.9 percent versus 5.0 percent). But when asked if they considered that subject-matter specialists had the right to conduct work in the county even though the county staff might not be in favor of it, 82.4 percent said they did not allow this practice. Only 6.9 percent of the agents indicated actual practice of this procedure.

The role of the district agent in terms of his actual relationships to agents is clear-cut. Based on their experience, agents indicated they found the district staff approachable and easy to talk to;

welcomed district staff members and their constructive criticisms; and personally kept the district agent informed of county activities. Agents would prefer more frequent visits from the district agent but they wished to be given advance notice of his visit. This desire was related to their viewing the district agent's evaluation of their work as a key factor affecting prospects for promotion.

The responses indicated that the district agent plays a prominent role in determining an agent's behavior. Because of the high degree of consensus concerning this matter, district agents are actually in an enviable position. If they accept the basic goals of the extension service, they can guide the necessary behavioral changes that must occur on the part of agents if such goals are to be attained.

In practice county agents try to maintain a strong, well organized and functioning advisory or program committee. However, agents recognize that they must play a strong leadership and resource role for the group. But, agents are in agreement that this does not mean they are to use the committee as a "rubber stamp." A slim majority of agents indicated that they did not personally select the members of the advisory or program building committee. The majority also did not plan the agendas for their meetings. But, it is significant that about 40 percent of the agents indicated they did perform these functions.

Thus, while most agents are contributing to developing the human resources of the county, a significant group are performing in a dysfunctional manner. In discussions with the agents following their completion of the schedule, the interviewers were told that pressures of

habit, pressures from committee members possessing high prestige or at times pressures from county commissioners caused agents to play a more dominant role within the committee. These discussions revealed that performance of an agent can become quite difficult if his role is not well defined in the minds of various groups within the county. Also, if two groups have conflicting ideas concerning his role, the agent faces a difficult situation. Thus, when new goals evolve which require a change in the role of an agent, he has a tremendous educational job to gain acceptance of the new role by local groups.

Since county commissioners control the county purse strings, one would anticipate fairly significant influence over an agent's behavior by this group. On most of the questions pertaining to their relations to the commissioners, from 80 to 85 percent of the agents gave similar responses. Agents obviously consider that they have a significant public relations job to perform with this group. They try to keep them informed and try to incorporate their suggestions into programs. When asked if they personally invited commissioners to extension activities, 89.8 percent said they did not. The agents seem to be missing an opportunity to keep this group informed by not inviting them to the functions. In actual practice, agents seem to view the commissioners as a significant but not supervisory group.

In actual performance, the agents were not living up to their role definition. Of the 218 agents, 92.1 percent said they presented information to farm people which provided them a basis for making decisions. Only 19.7 percent of the agents said they spend most of their

time handling emergency problems. But beyond these actions, the picture changed. When asked if they gave considerable assistance to farmers through planning rather than just giving information on specific practices, only 32.9 percent said they did as opposed to 53.6 percent who did not. However, when asked if they provided educational assistance to farmers in all areas of farm and family life, such as recreation and career guidance, 54.0 percent said they did give such help. But 38.9 percent did not and 7.8 percent were undecided or did not respond.

What was thought to be a contradiction in responses to two related questions was readily explained by agents questioned concerning the apparent contradiction. Some 76.9 percent of the agents said they attempted to provide equal educational assistance to all classes including the low income and non-adapting groups. Only 16.5 percent said they did not. But 68.2 percent also said they worked mainly with rural farm people who could be classified generally as cooperators or those who adopted recommended practices. Only 27.0 percent said they did not work primarily with this group. When asked about this contradiction, the agents said they attempted to work with all classes, but the co-operators responded to their efforts. Since the first statement said attempt to work and the latter one said work mainly, this explanation was in order. But it does indicate pattern maintenance in that individuals find a workable routine and follow it rather than continue to try to overcome handicaps or obstacles that impede their effort.

Role performances of the agents varied more than role definitions.

While most engage in program planning, some indicated that their work is still largely the dissemination of information. In view of the changing goals in the state and in view of environmental variations from one area to another, there probably will always be considerable variation. But the personality factor cannot be overlooked as a causal effect on the variation in performance. For example, two adjacent counties in the same general area had county seats that had experienced phenomenal growth. Agriculture in both counties had grown becoming more commercialized in terms of size of operations. Industry had been developing at a rapid rate. Following the completion of the schedules, personal interviews were conducted with the agents in both counties. The agents in one county pointed out with the increasing complexity of agri-business, their work was more important than ever. They said that as a consequence their morale was high. They cited increases in 4-H Club work - that the increased number of clubs in the county seat had made it more difficult to help youngsters find meaningful projects. These agents were most enthusiastic and from all appearances were enjoying their work. They regarded representatives of agricultural firms and agencies as resource people.

In the other county, the agents pointed out that the county had experienced rapid turnover of personnel. Farm people were now big operators who turned more and more to feed, seed or fertilizer representatives for their information. The future of extension seemed poor to them and they mentioned other employment prospects. When asked about the 4-H program, they pointed out that it had changed to a

community program and that people in the communities had moved to the county seat or other urban centers. Since they had practically no communities to serve their program had declined. When asked about clubs in the county seat, they responded: "If we had helped form clubs everywhere they wanted one, we would have clubs running out our ears. Once you get started with these urban clubs, you've got a bear by the tail."

The environment appeared to be similar for extension programs in the two counties, but performance was remarkably different. Thus personalities and attitudes cannot be overlooked as a significant factor in performance.

In terms of their relationships with other agencies, a high degree of consensus existed among agents' practices. When asked if they pursued their own program and let other agencies do what they were supposed to do, 73.8 percent said they did not follow this practice. Approximately 90 percent said they cooperated closely with other agricultural agencies such as SCC, FNA and A3C in developing the program.

Performance varied somewhat more on the matter of serving as permanent secretary to one or more county agricultural organizations. While 31.1 percent of the agents indicated they served in such a position, 64.5 percent said they did not and 4.4 percent did not reply.

Agents were in agreement concerning working closely with agricultural dealers or privately employed home economists. But in terms of the nature of this cooperative relationship, there was disagreement. Some 55.9 percent of the agents said they maintained friendly

relations and sent information to these people only when it was requested. But 38.0 percent of the agents sent them the latest recommendations regularly by mail. A slightly smaller group (35.3 percent) said they arranged local workshops for agricultural dealers or privately employed home economists concerning the latest findings or recommendations for particular activities. But 56.4 percent of the agents said they never provided this type of service.

Agents' uses of their time varied considerably. For example, 40.3 percent spent more time personally visiting individual farmers than working with them in group meetings as contrasted to 50.4 percent who did not follow this practice. An even more equal division occurred between those who gave administrative and supervisory duties as much emphasis as disseminating practical agricultural information and those who did not. The former group numbered 43.9 percent and the latter 44.3 percent.

Agents associate administrative duties and reports with the district agent and the state office. Consequently, administrative details are thought to have a significant effect on chances for promotion. Thus 57.7 percent of the agents said they spent time in the office on such matters even though it cut down on the amount of assistance they could give. Despite the recognition of the role of reports, agents were not too fond of them. For example, 43.9 percent of the agents said they gave the impression that reports were just "necessary evils."

The actual performance of personal service was another point at which agents were fairly equally divided. While 49.9 percent of the

agents did personal service to maintain good public relations, 43.9 percent did not perform such services and 6.2 percent did not reply. But, 67.3 percent thought that it should be avoided whenever practical and possible.

It appeared that agents in performance were as concerned with keeping the system going (pattern maintenance) as they were with achieving the primary goals of the system. Such actions over time become dysfunctional. Thus, from time to time, critical appraisals should be made of the actual functioning or results of the reports and administrative details in which agents engage. The job of appraisal should not be given the agents for many reasons, a primary one being that agents would devote still more time to reports.

In terms of role performance there was consensus on several of the questions in the section on goals of the organization. Agents agreed that they usually attempted to provide equal educational assistance to all classes of rural people, attempted to reach as many people as possible through the use of mass media and group meetings, and gave equal attention to both rural and urban people in matters concerning agriculture and home economics. There was some disagreement on (1) whether all people in the county should be given equal educational assistance regardless of the economic importance of the enterprise and (2) whether new clientele should be sought. On both of these questions, approximately 25.0 percent of the agents indicated they did not practice these functions. Another revealing question was whether the general objective of the county program should be developing people and

raising economic standards or raising economic standards alone. Most agents usually included both in their performance but 25.0 percent of them included the latter objective only. There was a 15.0 percent undecided category for this question.

From the role performance answers it would seem that not all the agents are doing what the organization defines as its goals. It would seem that human development is a difficult area for agents to approach.

CHAPTER VI
RELATIONSHIP OF ROLE DEFINITION
TO ROLE PERFORMANCE (ROLE ACCORD)

Role accord is an expression to designate the relationship between role definition and role performance. The degrees of role accord were statistically computed by taking the absolute difference between the response on the definition part of a question and the response on the performance part of a question. The resultant score was used as a measure of role accord for that particular question. In this study the accord score on each question could be as low as zero for perfect accord or as high as 4 for complete discord. Role accord for each agent was computed by adding the absolute differences for all questions.

The total accord score for the entire sample was 3,757 (Table 1). The possible range for the total sample was from 0 to 57,552, the former representing total accord of the entire group and the latter total discord of the entire sample.

This total divided by the number in the sample (N) gives a mean score of 40.18 role accord score. If each agent had scored 1 on role accord for each question, the mean for the sample would have been 66. Thus one can see that the amount of role accord or agreement between role definition and role performance is fairly high. Obviously the same factors that affect role definition and role performance affect role accord because it is composed of these two parts. Role definition and the factors that influence it were discussed in Chapter IV where it was shown that agents have a fairly high degree of consensus on most

Table 1. Scores of Agents On Role Accord*

	N	Total Score for this Type Agent	Mean = \bar{x}
County Agricultural Agent	108	4110	38.06
Home Demonstration Agent	79	3356	42.48
Assistant County Agricultural Agent	20	827	41.35
Assistant Home Demonstration Agent	11	466	42.36

Total	218	8759	40.18

*Each agent answered 66 questions in this area with a resultant score from 0 - 264.

items. In approaching role accord, role definition was treated more as an independent variable while role performance was treated more as a dependent variable. The reason for this procedure is that once a definition is set, it tends to persist, whereas performance occurs in many situations and involves many different people, so it is more susceptible to change.

The twelve groupings of questions exhibited a varying pattern of role accord. The areas in which there was very high role accord were relations with district agents, relations with county commissioners, and relations with state administrators. Those areas that had fairly high role accord were 4-H and Home Demonstration relations, relations with specialists, relations with the county advisory committee, relations with farmers, relations with other agencies, goals of the organization and personal service. Two areas had low role accord or high role discord, namely, allocation of time and relations with agricultural dealers or privately employed home economists.

There was generally role accord in the area of 4-H and home demonstration club work. At one point there was a great amount of role discord which centered on the questions whether all agents should attend some home demonstration club meetings in order to get a good understanding of the home economics phase of the county program. There was also discord as to whether all major 4-H and home demonstration club work decisions should be made in regular staff conferences jointly with all agents. In response to the question concerning attendance at these meetings, 62 out of 218 agents thought that they should but

actually did not attend. In the latter question concerning decisions in regular staff conferences, 41 out of 218 agents thought they should make these decisions with other agents but did not do it. Responses to two questions indicated performance exactly opposite from the definition. One question having a great amount of role discord was the one having to do with attending Home Demonstration Club meetings. The other question dealt with attendance at County Home Demonstration Council meetings regularly. It is recognized, of course, that the responses were influenced by how strongly the total staff operated as a unit rather than as individuals.

One possible explanation of the responses to these two questions on which there was discord would be that the agents think they should keep themselves informed in this area but do not have the time. As a matter of fact, this theme is predominant in this section of questions. Even on questions on which there is little or no discord the responses indicate that the agents think they should perform a certain way, but actually do not carry through because of a lack of time. An implication of this would be that if a county is to have a strong 4-H and Home Demonstration program, agents, responsible for these programs must be willing to spend considerable time in this area. The county agricultural agent is probably not going to have time to become seriously involved in these activities. If in the future a county chairman or director is appointed as an administrator of the total extension program in the county, then the matter might be viewed differently.

In the area of relations with specialists, agents' performance

contradicted their role definition. The question asked was should agents use subject-matter specialists mostly to train local leaders who in turn will teach local people. Most agents responded that they should train local people. When asked about their performance, a majority responded that they did not usually perform their role that way. Thus, there were 69.7 percent of the agents who included this item in their role definition but only 41.3 percent who included it in their actual performance. The agents thus used subject-matter specialists as a combination of "trouble-shooters" and direct teachers of local people.

Using specialists in this way poses some problems for the organization in that most specialists would thus be used on terminal projects. In other words, the specialists would help solve local problems by teaching local people directly. When other problems came up, the specialist would be brought back to do another program. If the specialist trained local leaders, after a while the county would have its own staff of special resource people and would only have to use specialists to fill in the gaps on existing programs or to train local leaders on new problems.

Of all the sections of questions the responses to the one on relations with district agents exhibited the highest role accord or the most agreement between role definition and role performance. These responses were not unexpected because of the part the district agent plays in the county agent's role. He is the immediate representative of the organization and probably selected the agent in the first place, and is also one of the primary people who evaluate the agent and his

program. Because of these factors one would anticipate high role accord in this area. In other words, the relationship of district agent to county agent tends to insure that role performance follows very closely role definition. From their relationship as established by the responses of the agents, it would probably be safe to say that whatever the district agent wants or requests of the county agent will be done. Thus in terms of established relationships, there should be no problem of communication between the two roles, particularly from the district agent to the county agent.

Role accord concerning the county advisory committee is mixed. Agents thought the committee should be well-organized, functional in nature, and comprised of representative leadership of the county. Actual performance followed these same ideas. The problem of whether the agent should select all the committee members personally showed some role discord. Most agents did what they thought they should do, not personally select them. But there was a small minority who thought personal selection of committee members was part of their role definition but they actually did not do it. There was an equally small minority who thought that this was not part of their role but did select them anyway. Most agents were agreed in their definition that they should not personally develop the meeting agendas, but the performance told a different story. Twenty-five percent of the agents thought developing agendas should be part of their role definition, and 42.6 percent actually performed their role that way. The smallest amount of role accord was on the question of having the county advisory committee

assist in interpreting and collecting data as background information for developing the county situation. Quite a few agents (38 percent) thought they should have the committee perform this function while 61 percent actually had them do it. Most agents thought they should play a strong leadership and resource role while giving the committee a free hand during the meetings, and they performed that way. Finally the agents were in agreement that they should not use the committee as a rubber stamp and performed their role accordingly.

The data from this group of questions suggest that the agents have an ideal definition of what they should do, but they do not carry out their good intentions. One reason for this discrepancy may be they are working with a committee that is fairly heterogeneous. This would mean that many different ideas, backgrounds, and experiences concerning the same problems are present, and a consensus with the committee members would be hard to achieve. Thus it would be easier for the agent to function for the committee even though he might think the committee should be functioning. As a result of this practice, the agent excludes diverse ideas concerning the county situation, and thus makes it easier for him to perform his job.

The agent's role accord concerning the county commissioners, in one sense his supervisors in the county, is almost as high as that for the district agent group. The only question on which there was role discord involved keeping the commissioners well informed by personal contact. On this question 12 percent of the agents thought they should not do this, while, in terms of actual performance, 28 percent did not do it.

One reason for this discrepancy could be the time factor. As noted in previous sections, agents did not do some things that are in their role definition because they did not feel they had the time. In the questions on relations with the district agents the county agent responses were in almost complete accord. But their responses showed a low degree of role accord for keeping the county commissioners informed personally. These two responses would seem to reinforce the hypothesis that agents are more concerned with their relations to the state organization than to the local one.

The agent's role accord with relation to the farmer was probably the most mixed. On the question of presenting facts to farmers for them to make a decision, nearly all agents agreed that they should, and they actually performed that way. There was, therefore, a high amount of role accord. By contrast on the question of helping the farmer with planning or giving information on specific practices, most agents thought planning was the ideal definition. In practice, however, the majority gave information on specific practices. Thus, there was a low amount of role accord in this area. The two questions in this section dealing with general orientation of programs for farmers also had a relatively low amount of role accord. Most agents agreed that the program should be broad and include training in marketing, leadership and recreation. Performance on these two items was in general agreement, but the agents did not do this as much as they thought they should. The agents' orientation to the larger, more progressive farmer stayed

the same for both role definition and role performance. They thought that they should not work mainly with this group. Working mainly with the cooperators and adopters in the rural farm area was considered by a slim majority to be the proper role definition while a larger percentage—68 percent for performance versus 43 percent for definition—actually did work with this group.

This section again illustrates the problem of time the county agent apparently faces. He works with the cooperators and adopters because they show a result with less time devoted to them, but the agent does not go so far as to channel a large amount of his time to the larger farmers. He also presents more one shot programs than he thinks he should.

In their relations to agricultural dealers and privately employed home economists, agents had the least role accord or the highest role discord. The agents agreed in general that they should work closely with this group and keep them well informed on developments that affect them, and most agents did this. The discord occurred when the agents were asked how they should keep them informed. Most agents thought they should send all the latest information by mail to this group, but a majority of them did not perform that function. Seventy-two percent felt they should do this while 54 percent actually did not do it. In terms of definition there was a group constituting 20 percent who were undecided as to whether they should perform this service and they undoubtedly did not carry it out. On the question of whether the agents should arrange local workshops, a majority of the agents thought they

should, but an almost equal number did not carry through in practice. Here, as in the previous question, there was a 20 percent group who were undecided about the role definition. They could have answered, as before, that although they were unsure of the definition, they definitely did not perform the particular practice. A slight majority of the agents defined their role as being on a friendly basis with agricultural dealers and supplying them with information only when they requested it. More of the agents performed this function than included it in the definition of their role.

Agents are somewhat uncertain as to how closely they should work with this group or how well they should keep them informed. Indecision in this area could seriously hinder the agricultural phase of the program. If the agents view this group as being rivals, as they well could, because of the similarity of services, a conflict between the agents and this group could arise.

There was general role accord among the agents on their relations to the state administration. They thought that they should not give the impression that paper work was interfering with the local program or that reports were just "necessary evils." In practice most agents did not give such an impression. The accord on not spending a great deal of time out of the county and on attending subject-matter training meetings was almost unanimous that they should perform in this manner. The agents were not very much in accord about which side to lean toward if there was a difference between local and state thinking. A majority of them thought they should lean toward the local side and did in actual

practice. Those undecided on whether or not to favor the local view in the definition of role made up 20 percent of the total; in performance this dropped to 12 percent. When asked if they would respond to local pressures because of no strict system of rewards from the state, a majority said they thought they should and they did. In the definition section there was a 30 percent undecided response and in the performance section a 20 percent response of this type.

Some of the agents are not sure how they should get their rewards; they do not know if rewards should come from the state level or from the local level. They also seem to feel that paper work and written requirements from the state are interfering with their programs.

Allocation of time was another subject on which agents did not experience much role accord. They thought they should not spend most of their time handling the emergency problems of the farmer nor should they spend more time visiting them personally instead of working with them in group meetings. The agents performed their roles with relation to this group in exactly the same way as they defined it. A majority of the agents felt they should not devote practically all of their time to agricultural production but a scant majority actually performed that way. The agents did not think that they should work in the agricultural phase of the program to the exclusion of the 4-H and Home Demonstration phase. Their performance agreed with their definition. A small majority of the agents thought they should not spend time on administrative matters when it cut down on the amount of personal farm educational assistance that could be given. The reverse was

true in performance. Most of the agents did spend time on these matters to the exclusion of other things. Many agents thought they should give administrative and supervisory duties as much emphasis as those of disseminating practical agricultural information and of encouraging its application. In performance the agents were divided equally on whether they usually did or did not do it.

In general agents were in accord with reference to allocation of time to administrative duties. This accord probably stemmed from their orientation to keeping the system informed about what they are doing since their primary rewards come from this group.

Role accord on the goals of the organization was fairly high. There were some points of discord, however. Agents agreed that as many people as possible should be reached through the use of mass media and group meetings and they also performed their role in that way. They thought they should give all the people of the county equal educational assistance and that all people, both rural and urban should be given equal attention. There are, of course, a few who did not do these things, but the number and percentage was small. A few agents—8 percent—thought they should not seek out new clientele because they had enough already, while 28 percent actually did not seek out new clientele. Agents also had fairly low role accord on whether they should assist all classes of rural people, the non adopters and low income farmers. While only 3 percent thought they should not help these people, 17 percent actually did not help them. Finally on the question of basing the program on developing people rather than on raising

economic standards alone, most agents agreed that they should develop people. There was a group (comprising 13 percent of the total) who felt they should not do this while in practice 26 percent did not do it. Also there were approximately 16 percent who were undecided on performance.

In this section, as in others discussed, it would appear that agents did what requires the least amount of time and satisfies most by offering tangible rewards. Mass media and group meetings got results and did not take much time, so the role accord on them was fairly high. Basing the program on human development and not on economic development alone takes time, and there are no immediately visible signs of achievement, so it was not dealt with as much as the definition would suggest. Furthermore, agents are not trained in human development as intensively as in fields of agricultural production for economic gain; they may therefore feel inadequate in approaching the task of human development.

The agents were not in accord on telling people they could not perform personal services because they are supposed to be educators. Nine percent of them thought they should not do this, while 24 percent of them actually did not do it. The agents also were split equally on performing personal service for good relations. A slim majority define their role as not doing personal service, while in practice the majority actually performed such service.

Most agents thought they should not serve as chairman of such drives as the United Fund, and still a larger number of them actually

did not serve in these capacities. They felt that agents should not pursue their own program and let other agencies do what they are supposed to do. In general they performed in that manner, cooperating closely with other agencies.

The agents have a fairly high amount of accord on the questions in this section which would indicate that using other agencies in their program is what they think they should do and in practice actually do. Such attitudes should help as an orientation toward total county program planning involving all the people of the county.

CHAPTER VII
RELATION OF ROLE ACCORD TO JOB SATISFACTION

As previously indicated, role accord is an expression used to designate the amount of agreement that exists between what agents think they should do, the role definition, and what they actually do, the role performance. Job satisfaction is an attitude expressed by agents about how well they liked their job and the degree of satisfaction they received from various phases of the work.

Of the 34 questions in the job and career satisfaction portion of the questionnaire, only 3 were answered negatively. Examples of the questions responded to positively are: how satisfied are you that the extension work gives you a chance to do the things at which you are best, how satisfied are you with the work you are now doing in the organization, how satisfied are you with your present relationships with other county staff members, and how satisfied are you that you have been given enough freedom by your immediate supervisor to do your job well. The agents were satisfied with working conditions, relationships to supervisors and subordinates, and relationships to clientele. The agents were not satisfied with the amount of time they had to put into their job and the amount of reports and other required paper work.

With respect to how much opportunity they thought their job gave them to follow their leisure interest, 32 percent of the agents indicated they were not satisfied. An additional 13 percent were undecided about how their job affected their leisure time. On a similar question of how satisfied agents were with the amount of time they had to spend

on their job, 24 percent of the agents responded they were dissatisfied. The third question on which agents showed a lack of consensus was how satisfied were they with the number of reports and other paper work they were required to do. Twenty-four percent of the agents responded that they were dissatisfied.

Agents are responsible for all the extension work in the county from giving information on animal parasites to organizing rural civil defense. To be able to do all these things, an agent must obviously move beyond his particular specialty, the subject matter field he specialized in at college, and must learn something about various activities in the county concerning his job. Learning this new material takes time and cannot be accomplished at the office during an eight hour day filled with the scheduled activities of an average agent. Keeping abreast of changes and new developments may utilize most of an agent's leisure time. Because of the clientele's work schedule, the agents must also spend time on the job when other people have finished work. A meeting to discuss new techniques of farm record keeping would not have a very large attendance if it were held around three o'clock in the afternoon. Most of the people who would benefit from the information would still be in the fields or doing some work involving the farm. For a meeting of this sort to be effective, it would almost have to be held at night. The agent then gives up that additional leisure time that might have been devoted to rest or activities involving his family or study. In an active county there is a distinct possibility that every night of the week might be taken up by business

matters. The abundance of night and weekend meetings and the amount of time agents have to spend preparing themselves for thier job could explain why they are not satisfied with the amount of time their job requires.

A fourth of the agents expressed dissatisfaction with the numbers of reports and written work they were required to send to the district and state offices. The state administration requires a monthly report of work, day by day, and furnishes a check-list sheet that partially fulfills this requirement. To cover omissions in the check-list, the agent must write a short description of work performed. This report usually requires from half a day to one day and a half depending on the number of programs going on in the county for that month and the verboseness of the agent.

The agents are responsible for two annual reports: the annual plan of work and the annual work report. The plan of work is designed to give the state administrators and the district agents an idea of what subject-matter specialists are needed and where they are needed. Agents also try to coordinate all the county plans of work with a district plan in order to consolidate some programs. This report is further used to give the district agent and state administrators some objective basis for judging the agent's performance and relationship to the goals of the local program-building committee. If an agent is to plan a comprehensive yearly program that will help reach the goals of the county and solve some of the intervening problems, he must spend considerable time developing it. Of course, he has the old annual plan

of work and his latest annual work report as guides, but there are always some new problems ahead, and some of the goals are not reached in just one year. As a conservative estimate it should take an agent two to three weeks to make a comprehensive annual plan of work that would be both realistic and helpful in reaching the goals of the county.

The annual work report is, in practice, a collection of all the monthly work reports, but some time must be spent by each agent compiling these reports and giving them continuity. Other information must be supplied that the monthly reports do not cover. Since these reports are expected to be a more or less continuous narrative, the agent must worry about the transition from one month to the next. The state staff and the district agents try to review plans of work and annual reports with each agent at least once every three and a half years. This time interval between reviews is long because the same team of state people go over these reports with the home demonstration agents and county agricultural agents from each of the 254 counties in Texas. They spend a day with each agent reviewing his work, making constructive criticism and suggestions for improvement of the program in the county.

The agents are also concerned with reports other than the three that are regularly assigned. According to the state administration, agents are asked for not more than eight or ten special reports each year. These are usually one page long. If the agent is familiar with the particular information the questionnaire covers, he can fill it out quickly and return it immediately. If his knowledge concerning the particular matter is limited, he may have to do some research to complete

the questionnaire. Occasionally a report may involve contacting several individuals for their response. In some special cases a meeting may have to be arranged.

In addition to these recurring and special reports, the county agent is responsible for the management of his office and its personnel, equipment and funds. Although the county agricultural agents and the home demonstration agents operate separate programs, there are many joint responsibilities. In many ways, all agents in a county may function together. The county agricultural agent is expected to help the other agents with problems they encounter whether the problem directly concerns the agricultural agent's job or not. He is responsible for the equipment issued the extension program from both the state and county and must budget and account for the funds that are used by his office. Also if anything goes wrong or people have complaints about the program, the county agricultural agent is usually the first informed, through informal channels, because he is generally perceived as the head of the extension program in the county.

The state administration also expects the agent to review the county program at least every five years with the county advisory committee. This means that the agent and the committee must evaluate past programs in terms of the effect they had on meeting established goals and decide if there are appropriate new goals. If the agent involved a representative sample of the people of the county in the program, he may find evaluation of the effectiveness of the old programs a difficult problem. Furthermore decisions on new goals for the county

may require considerable thought and time.

For the sample as a whole there was a significant correlation at the .05 level of confidence (Table 2) between role accord and job satisfaction. This correlation confirms the hypothesis that the closer an agent's performance is to his role, the more satisfied he will be (for the sample as a whole). The correlation of role accord and job satisfaction for county agricultural agents was .124. For the correlation to have been significant at the .05 level of confidence with 106 degrees of freedom, coefficient of correlation would have had to have been .195 or larger. The correlation coefficient for home demonstration agents and assistant county agricultural agents was significant at the .05 level of confidence.

County agricultural agents as a group within the sample did not show a significant correlation between role accord and job satisfaction. As indicated earlier, agents in general were dissatisfied about time spent in the job, availability of leisure time and number of reports and written work. But county agricultural agents were dissatisfied with the salary they received as compared to salaries for other jobs at the same level of responsibility and authority. They were also not satisfied that the salary they received was comparable to salaries of jobs of similar training and importance. These were the only items on which the response of county agents as a group differed from the responses of the total sample. Explanations were sought concerning why the county agricultural agent's role accord was not highly correlated with job satisfaction. It was noted that while some

Table 2. Correlation of Role Accord and Job Satisfaction by Type of Agent.

Type of Agent	df	r	P
County Agricultural Agent	106	.124	.200
Home Demonstration Agent	77	.244	.030
Assistant County Agricultural Agent	18	.504	.024
Assistant Home Demonstration Agent	9	-.283	.339
Total	216	.171	.011

of these agents had a high role accord and a high job satisfaction, others have either a high role accord and low job satisfaction or low role accord and high job satisfaction. It appeared that the data could best be explained by the high role accord and low job satisfaction hypothesis.

The mean role accord score for county agricultural agents was higher than that for the sample as a whole ($\bar{x} = 38.05$ for county agricultural agents, $\bar{x} = 40.17$ for total sample) and the mean job satisfaction score for agents was lower than the sample ($\bar{x} = 116.35$ for county agricultural agents, $\bar{x} = 117.1$ for the total sample). These scores indicate that even with the disagreement between role definition and role performance in the areas of usage of time, keeping other agencies informed and administrative details and paper work, county agricultural agents performed their role on an average more closely to their definition than did any other type of agent. Their average job satisfaction score was somewhat lower than the average for the sample and could be accounted for by responses on the two items concerning salary. Thus it would seem that the main reason county agricultural agents did not show a significant correlation between role accord and job satisfaction was their dissatisfaction with salaries.

One of the questions concerning salary was how satisfied are you that your salary is commensurate with your authority and responsibility? An analogy might be drawn between a county agricultural agent's responsibility and authority and that of a vice president of a large corporation. They both are responsible for carrying out their

particular functions within the framework of the goals of the employing organization. They both have a great deal of authority to devise and assist in the execution of plans, and they both are not supervised too closely by their supervisors. The analogy is not valid on other parts of the jobs. The salary each receives for performance of his duties is not comparable to his authority and responsibility. County agricultural agents are employees of the governments, local, state and federal, and this group has traditionally been paid low salaries. In general, county agricultural agents who have been with the extension service for 20 to 25 years make a salary within a range of \$7,200 to \$8,500. An executive with the same length of service is just breaking into the upper echelons of a corporation and makes between \$20,000 and \$30,000. A county agricultural agent may have had his present responsibility and authority for about 17 or 18 of his 20 years service. A corporation executive after 20 years of service might just be moving into a comparable authority and responsibility level. It might be noted here that the executive's paper work and report load is usually greater than a county agricultural agent's because of industry's need for constant communication from other departments.

Another thing that could render the analogy invalid after authority and responsibility are compared, is role accord of a county agricultural agent and an executive in a large corporation. The data indicated that county agricultural agents have high role accord. Comparable data from business executives might show that they have low role accord depending on pressures of competition. Business today is

oriented to change. To make a profit and stay in business, industries must get and keep a share of the market, and if they cannot achieve the necessary volume in one field, they must diversify, integrate or add new areas. An executive in this dynamic atmosphere may at particular times feel strong pressure to shift role performance away from role definition. New situations arise that demand a response different from the old one. An executive switches jobs and must modify his behavior to fit the new job. These things, over time, reconcile themselves; but at any given moment, there could be discord between the definition and performance of a role. The role definition of some executives even becomes that of change agent. It appears that county agricultural agents, although described in the same fashion in the past, will also utilize the concept of change agent more in the future in reconciling differences in definition and performance as the agricultural industry becomes more complex.

The county agricultural agent is in a social system - the county - that in the past has not been thought of as too dynamic. An agent may not be required to show such tangible evidence of his effort as units of production or profit per dollar cost. A requirement of this sort would be considered unfair because he is dealing in the education of people. Many things can intervene in the process which would cause his program to appear unsuccessful, for example, poor communication or lack of interest on the part of the people. There are also pressures other than economic ones which may force the playing of a role defined for him by others.

One of these pressures is that of boundary maintenance. Some of the county agricultural agents have not accepted the broader general definition of their job, that of involving all the people of the county in their programs. They still define their job as serving rural farm people and perform it that way. Some are trying to maintain the old boundaries of their job and do not want to accept the new goals because of disinterest, personal orientations or antagonism to the other sectors they are supposed to include. The forces of tradition help keep the performance closely related to the definition of the role, and there is discord when a situation arises requiring agents to perform according to a new definition while holding to a belief in the old one. Another group of county agricultural agents, a majority, have responded to the pressures of both the state administration and local people and have broadened both their definition and performance. But pressures are still felt by this group not to move too far or too fast into the broader sectors of the community. The individualistic ethic is still quite strong. Some people do not want the state or its employees, the county agricultural agents, to perform functions other groups formerly performed or were expected to perform.

As indicated previously, county agricultural agents were not satisfied with their salaries in comparison to salaries of other jobs requiring similar training and work. To draw analogies between agents and other roles in society can be misleading. But such analogies may be thought provoking. Consider the relationship between the role of county agent and that of public school teacher, two occupational groups

whose earnings should be somewhat comparable. Agricultural agents are not concerned with giving grades or passing people from one grade level to another, but they are concerned that people learn useful information. The agent's technique of teaching may be much more informal than those of the public school teacher. He holds meetings in which people talk about their problems. He brings in resource people who know about the area under discussion. He tries to motivate people to action, and he follows up by providing for appropriate demonstrations. His method is "I perform; you perform under supervision; I correct; then you perform by yourself." This method was widely utilized in the development of the extension service, and informal education through demonstration is still utilized widely. But the emphasis is now on "Then you teach others."

Both teachers and agents are required to have a bachelor's degree before they can work in a particular field. Both are expected to develop themselves professionally while they are on the job, and both are rewarded for earning higher degrees or gaining special training. The salaries of a county agricultural agent and a public school teacher are actually somewhat comparable. In 1964 an agent with a bachelor's degree and 5 years service earned about \$6,900. A public school teacher on an average earned \$5,000. As more and more emphasis is brought to bear within extension to emphasize adult education as the basic or primary function, these two roles may gain greater similarity.

CHAPTER VIII

EFFECTS OF SELECTED VARIABLES ON
ROLE ACCORD AND JOB SATISFACTION

Among the variables listed by Harrell^{1/} that affect job satisfaction are age, education, length of service and status. How these variables affect the correlation of role accord and job satisfaction is important to a fuller understanding of an agent's role.

There is no consensus on the effect age has on the job satisfaction experienced by employees. In this study one age group showed a significant correlation of role accord and job satisfaction while the other age groups showed no significant correlation.

The only group that had a correlation significant at the .05 level of confidence was the 30 and under age group. For the 31 to 40 age group to have had a significant correlation at the .05 level of confidence with 46 degrees of freedom, the coefficient of correlation r would had to have been .288 or larger, whereas it was .131. The 41 to 50 age group r would had to have been .250 or larger with 60 degrees of freedom but it was .199. The 51 to 60 age group r would had to have been .304 with 38 degrees of freedom but was .164. The last age group, 61 and over, did not have a significant correlation at the .05 level of confidence. The computed r was .915; it should have been .950 or better to have been significant.

^{1/} Harrell, Industrial Psychology, 2nd. ed., p. 260.

According to Thomas^{2/} younger workers tend to be less satisfied with their jobs, probably because they have not reached the level at which they ultimately expect to work. One reason this hypothesis is apparently not true for agents would be that most of the people in this group have never held jobs before and are satisfied with the great amount of freedom they have to perform the job.

Hull and Kilstad^{3/} have indicated that job satisfaction is usually high for the first few years on the job, then it drops but builds up to another peak around twenty years. Data from the present study would seem to confirm the findings of their study, but would indicate that the second peak in job satisfaction isn't reached until just before retirement.

The coefficient of correlation, r , for the group with 5 and under years of service was .416 ($N = 45$) and was significant at the .05 level of confidence. Six to 10 years length of service, with 43 degrees of freedom, had an r of .104. For the correlation to have been significant at the .05 level of confidence the r would had to have been .304 or larger. The group with 11 to 20 years length of service had an r of .127; it still should have been .250 or better to have been significant. The group with 21 or more years of service had an r of .295; to have been significant at the .05 level of confidence, the coefficient should have been at least .355.

An implication of the fact that older age groups are more

^{2/} Lawrence G. Thomas, The Occupational Structure and Education, (Englewood Cliffs: Prentice-Hall, Inc., 1956) pp. 204.

^{3/} Harrell, Industrial Psychology, loc. cit.

satisfied with their jobs is that they probably practice more boundary maintenance to preserve the status quo. Older people have a tendency to allow procedures to become more and more habitual and thus are not as willing to adopt new ideas and techniques when the old ones appear to work just as well. Their orientations are usually quite different from a younger group. It would also appear that older agents are at least the unofficial heads of the county staff and their salaries are higher than agents with less service. If this older group puts an undue emphasis on keeping things going smoothly without too much change, younger agents more susceptible to change will not have many opportunities to try out new methods and ideas. The result may well be that when the younger agents gain supervisory positions, they may have a desire to develop and maintain the particular system they felt desirable.

It is apparent that age and length of service are related and that the relation holds some interesting implications for the extension service. As many as three or four years may be required for a person to become familiar with the organization for which he works and to be able to perform the most productive work. Until that time the organization is spending money training him and may actually lose money the first year or two because of services an individual cannot provide while he is being trained. The amount that the organization loses depends on the length of time the person is trained in relation to the length of time of later service. To get back its original investment and reduce the turnover of personnel, an organization tries to find

ways of making this group satisfied with their jobs. This means letting them make suggestions, carry out their own projects and generally conduct the program in accordance with their wishes so long as they do it within the existing system.

After an agent has been with the organization for five or more years he has broader understanding of some of the problems and is more capable as a result of his own experience of devising solutions. He also has some idea of the direction the organization should take and can help formulate policies. If he has been allowed to do these things, an agent should be fairly satisfied with his job.

The findings indicate that despite the broad areas of consensus concerning role definition, the extension service as a social system is involved in tremendous changes. These changes actually afford the new agent more freedom in defining his role and performing it. Consequently, the dynamic element could have a positive effect on a new agent's satisfaction with his job.

Older agents—more entrenched in their habits—tend, as most older people do, to practice pattern or boundary maintenance. Consequently, changes in the system may have little or no impact upon individual satisfaction or dissatisfaction with the job. But individuals in the 6 to 10 year and even in the 11 to 20 year length of service group who see their future in extension and who are concerned with promotion tend to be dissatisfied with the conflicts, demands and continuous changes that make promotion difficult to obtain.

The implications of the correlation of age and length of service

extend even further. They help support the view that agents consider themselves as part of a large organization. If the agents were oriented to the county and its development, they would develop goals, even goals divergent from the overall state goals, to help the county develop. As has been pointed out earlier, the agents are organization oriented so instead of developing personal county goals, they become dissatisfied with their work.

The relationship of job satisfaction and education is virtually an unresearched area. This study shows that those agents holding a bachelor's degree have a significant correlation at the .05 level of confidence between role accord and job satisfaction. The agents with a master's degree did not have a significant correlation.

The relationship of a bachelor's degree to the correlation between role accord and job satisfaction was expected. All agents now in the system must have at least a bachelor's degree. One reason that this correlation was expected is that they have sublimated their desire to be a farmer into a desire to serve farmers. Several indications point to the truth of this hypothesis. Most county agents received their degree in some phase of technical agriculture and maintain some interest in this field in particular and in farming in general. Quite a number live in a rural or semi-rural area and if they do not, they usually indicate a desire for this kind of life. When they graduated from college, many of the agents could not afford to start as farmers, because of the high initial costs of a farm. The job requires constant contact with rural farm people, and before the advent of local program

building, rural farm people were the primary clientele. Now the agents must sublimate their desire to be farmers into a desire to serve people in general. This necessity has caused problems because the agents cannot identify as closely with urban or rural non-farm people. In the future there could be a decline in the correlation of role accord and job satisfaction as more and more agents include urban and rural non-farm people in their programs. If the agents who come into the service now are not sublimating their desire to farm, the high correlation could continue.

Agents with a master's degree do not have a high correlation between role accord and job satisfaction possibly because they realize the potential they have in other fields. Because education is seen as the key to advancement in our society and because these agents have spent time and money earning advanced degrees, their dissatisfaction with the job could occur because of a lack of recognition of higher education. The Director of the Texas Agricultural Extension Service has said that the policy of the service is to encourage every agent to get a master's degree. If this policy is to have any effect on the people of the service, some more tangible rewards should be given for the attainment of the higher degree.

More highly educated agents by virtue of their education are in a better position to see the faults and the possible solutions of the system. Judgments probably would not occur spontaneously because of the agent's close involvement with the system, but they could be made if negative sanctions were not too great.

Agents are not in marked consensus as to what their status is in the social system but there was some agreement on their status (Table 3).

The items for the scale on the questionnaire were chosen from the North-Hatt Occupational Ratings.^{4/} The possible range of scores on this scale is from 33 to 96 using the North-Hatt method of measuring the prestige of each occupation. One limitation that this technique has is that it is not very reliable in the midrange. The extremes have been proven reliable in several tests.

County agricultural agents had a score of 77 on this scale, public school teachers had 78 and farm owners and operators had a score of 76. The abbreviated scale used on the questionnaire put the public school teacher above the farm owner and operator; so therefore, if agents perceived their status in accordance with the North-Hatt scale, they should have drawn their line between these two positions. The data indicates that only 14 of the agents actually responded in this manner. This group also was the only one that had a significant correlation at the .05 level of confidence between their role accord and job satisfaction.

A majority of the other agents (167) responded that they perceived their status somewhere between that of an accountant for a large business and a public school teacher. This is a range of 78 to 81 on the North-Hatt scale. None of the agents in this group had significant

^{4/} Cecil C. North and Paul Hatt, "Jobs and Occupations: A Popular Evaluation," Oregon News, September, 1947, pp. 3 - 13.

Table 3. Correlation of Role Accord and Job Satisfaction by Perceived Status Position.*

Status	df	r	P
1. Physician	0	0	0
2. Minister	3	-.807	.098
3. Lawyer	20	.207	.354
4. Accountant for a large business	64	.218	.078
5. Building Contractor	26	-.009	.960
6. Public school teacher	71	.147	.214
7. Farm owner and operator	12	.553	.040
8. Railroad Engineer	4	.194	.711
9. Electrician	0	0	0
10. Tenant Farmer	0	0	0
11. Carpenter	0	0	0
12. Truck Driver	0	0	0
13. Farm hand	0	0	0
14. Street Sweeper	0	0	0

*Agents were asked to draw a line where they thought they fitted in to the status system. A line through a status position was coded as the number by it. For example, if an agent drew the line through minister, it was coded as a number 2.

correlation between role accord and job satisfaction.

Because of the poor reliability of the scale in the midranges, the data could misrepresent the facts. If the weakness of the scale does not create error, then it is apparent that agents today perceive their status to be higher than agents did in 1947 when the scale was published. In 20 years an occupation can drop or rise quite a few places, a fact evidenced by the rise of nuclear physicists from 86 to 92 in the time period 1947 to 1963.^{5/} Another explanation of the data could be that agents' perception of their status is higher than the general public's perception of their status. This would explain why three-fourths of the agents perceive their status as higher than that indicated by the North-Hatt scale. A combination of these two explanations would probably be the most suitable answer. Agents responded as they did because they perceive their status as higher than that of a school teacher. Their perception was influenced by the increased status given them by other people.

Generalizing from the increased status of the agents, it would seem that the extension service has also increased in status. This increase could have been brought about by the reorientation of the extension service to help all the people of the county, not just the farmer. It might be that helping others who have a higher status than the farmer increases the status of the helper, in this case the extension service and its agents.

^{5/} National Observer, May 18, 1964.

One of the implications of this new status is that agents will be able to deal more effectively with some of the influential and important people of the county. They would be involved with a higher status group, and could therefore enlist its support more readily.

The agent's new status might also work in reverse in relation to lower status groups. His ability to communicate with these groups might be impaired by his new position. Groups such as low income and other disadvantaged people are sorely in need of help, and one person or agency they can afford to turn to for help may be the county agent. If an agent perceives his status as being too far above them or they perceive him in this manner, either perception could become a block to communications.

It is apparent that the extension service should take advantage of its new prestige, but it should also be mindful of groups that need help the most.

CHAPTER IX
SUMMARY AND IMPLICATIONS

Summary

A major purpose of this thesis has been to study the relationship between role accord and job satisfaction. To accomplish this purpose the following objectives were established:

1. To determine how the county agricultural agent defines his role.
2. To determine the role performance of county agricultural agents.
3. To determine the relationship between a county agricultural agent's role definition and role performance (role accord).
4. To determine the relationship between role accord and job and career satisfaction.
5. To relate role accord and job and career satisfaction to selected socio-economic factors.

There were 127 counties in the sample. A total of 218 county extension personnel were interviewed, of which 108 were county agricultural agents, 79 were home demonstration agents, and 31 were assistant agents, either agricultural or home demonstration.

Role definition. Responses indicating agent's ideas as to what they should do were analyzed for agreement or disagreement on 66 role definition items. The role definition questions were divided into twelve categories involving the relationships of agents to: L-H and

demonstration clubs, subject-matter specialists, district agents, county advisory committees, county commissioners, farmers, agricultural dealers and privately employed home economists, state staff, time allocations, organizational goals, personal services and other agencies.

Although the responses of agents revealed a high degree of consensus, at least one-third of the items revealed sharply divided opinions.

The most consistent pattern of divided opinion as to what agents should do occurred in the definitions of an agent's relationship to state administration. Considerable disagreement occurred on five out of six items. These items dealt with reports, training meetings and local versus state pressures. As an example, 48.2 percent of the agents thought that agents caught between the thinking of local governing bodies and the state staff should lean more to the local side. However, 30.9 percent disagreed and 20.2 percent was undecided.

Disagreement was also a consistent feature concerning how agents should allocate their time. For example, 42.7 percent thought agents should spend time in the office on administration matters even though it cut down on personal educational assistance that could be given. But 41.7 percent disagreed and 15.1 percent were undecided on the matter. The remaining five questions, though not marked by such an even distribution of opinion, indicated a lack of consensus by agents.

Although agents were in agreement on some phases of their relationships with specialists, there were sharply divided opinions on three items. The majority (59.6 percent) indicated they did not think

of specialists as "trouble shooters", but some 30.3 percent did view them in that fashion. A majority (53.1 percent) also thought that this group should be used to teach farm practices directly to the people while 30.2 percent disagreed; and 69.6 percent of the agents thought that this group should be used to train local leaders who would train local people, but 12.4 percent disagreed.

Agents were in disagreement as to what their relationships to other agencies should be. They did not think they should serve as committee chairman of staged drives or permanent secretary to an organization in the county, but 27 percent thought they should in the former question and 23 percent in the latter. They also thought they should not pursue their own program and let other agencies do what they are supposed to do, but again 23.4 percent disagreed with this definition item. The agents agreed, however, they they should work and cooperate with other agencies.

Agents had the highest consensus about the district agent group of questions. They considered them approachable, easy to talk to, welcomed their constructive criticisms, personally kept them up to date and wanted them to visit the county often.

Questions concerning relations with the county advisory committee showed a fairly high degree of consensus. The agents did disagree on whether they should personally select the members of the committee (24.3 percent for versus 59.5 percent against) and on whether they should develop the committees' meeting agenda (24.7 percent for versus 58.6 percent against). They agreed that they should have a well organized

and functioning committee, have the committee assist in collecting and interpreting the facts for the county situation report and allow the members of the committee to perform freely during committee meetings.

The agents thought that they should keep the county commissioners informed by personal contacts and by inviting them to all the extension activities. They also did not think they should avoid contact with the commissioners and that they should incorporate whatever the commissioners suggested into the extension program. Thus, this section of questions had a high degree of consensus on role definition.

The responses of agents indicated a fairly high degree of consensus concerning their relation to the farmer. They thought they should give him facts as a basis for his decisions and provide educational assistance in all areas of farm and family life. The agents had undecided responses of 19.2 percent and 21.9 percent respectively on the questions of working with cooperators and adopters and giving assistance through planning instead of specific information.

Consensus on relations with agricultural dealers and privately employed home economists was low because although most agents (92.5 percent) agreed that they should keep this group informed, they were not sure how they should do it. The agents responded that they should send all the latest recommendations regularly by mail to this group and they should arrange local work shops, but in the former question 18.8 percent were undecided about their definition and 20.2 percent were undecided in the latter question.

The responses to the six items on the goals of the organization showed a high degree of consensus. Agents thought they should (1) help all the people of the county, (2) seek out new clients, (3) provide equal educational assistance for all classes of people, (4) attempt to reach as many people as possible by radio, television and holding group meetings, (5) give equal attention to both rural and urban people, and (6) base their programs on human development.

One item out of the three on personal service showed a lack of consensus; the other two had a fairly high degree of consensus. When asked if they should perform personal services for good relations, 38.5 percent of the agents responded yes while 44.9 percent said no. They agreed that they should avoid personal service work and that they should explain that they will demonstrate how to do a job but not actually do it themselves.

Role performance. Agents' responses on questions concerning what they actually did were analyzed in the same manner as the role definition questions. The responses indicated a fairly high degree of consensus but there were five groups on which the agents were not in agreement.

Questions on relations of the agents to subject-matter specialists revealed that agents are sharply divided in how they use this group. For example, 41.3 percent indicated they used them mostly to train local leaders who in turn trained local people, but 47.2 percent did not perform in this manner. There was also disagreement on whether subject-matter specialists should teach farm practices directly to the

local people or not; 47.2 percent of the agents thought they should as opposed to 47.0 percent who did not use them in this way.

Another area that had a low degree of consensus was allocation of time. Asked if they should give as much emphasis to administrative duties as to disseminating practical agricultural information, 43.9 percent of the agents said they did as opposed to 44.8 percent who did not follow this practice. Another question in this category that had a low degree of consensus concerned whether agents should spend time in the office on administrative details even though it cut down on the amount of assistance they could give. A majority of the agents (57.7 percent) said they followed this practice. But a fairly large number (36.2 percent) disagreed.

Agents agreed that they kept agricultural dealers and privately employed home economists informed, but there was considerable disagreement about how they did it. Some 55.9 percent of the agents said they maintained friendly relations and sent information to this group only when they asked for it, but 30.8 percent sent them the information regularly. A slightly smaller group of agents (35.3 percent) said they kept them informed by organizing local work shops.

The consensus on role performance toward the farmer was fairly low. A large majority (92.1 percent) presented facts to the farmer for him to base decisions on, but there was a rather substantial minority response to the other questions in this group. Some 32.9 percent of the agents gave assistance through planning, not specific practices, 38 percent did not provide educational assistance to farmers in all

areas of farm and family life and 27 percent did not work mainly with co-operators and adopters. Some agents (19.2 percent) did work mostly with large commercial farmers.

Consensus was low on performance toward the state administrators. The agents agreed on two items out of six. The disagreed on what their performance was in such items as giving the impression that the number of reports was interfering with the local program, responding to local pressures more than state pressures and giving the impression that reports and other written work were just "necessary evils."

Consensus on performance was high in the area of relations with the district agent. The same response pattern of very clear cut (90 to 95 percent) agreement with an item held true in performance as in definition.

As in the question on relations with district agents, the response pattern to questions on relations with the county advisory committee was the same with one exception. Some agents (30 percent) did not usually have the members of this committee help them collect and interpret data for the county situation report.

Consensus on the agents' performance of their role with regard to county commissioners was high. The only exception was that some agents (28.4 percent) did keep them informed by personal on the farm visits. The agents did invite them to all extension activities, and did not try to avoid contact with them.

The agents disagreed in performance on three of the seven items in the goals of the organization group of questions. Some did not give

all the people of the county equal educational assistance, seek out new clientele or base the program on human development. There was approximately 25 percent of the responses to each of these three questions that were negative. The agents did use mass media and group meetings to educate people and they did attempt to give equal educational assistance to all people of the county.

Most agents did not serve as committee chairman for staged drives, but some 31.1 percent did serve as permanent secretary for some group in the county. Agents thought they should work and cooperate closely with other groups and agencies in the county, and they did not think they should pursue their own program and let other agencies do what they were supposed to do.

Approximately 25 percent of other agents responding were in favor of personal service and on one item, that of giving personal service for public relations, the percentage of responses that indicate they did this increased to 40 percent.

Role accord. The relationship of role definition to role performance (role accord) was found by computing the difference between the responses on the definition and performance portion of the 66 questions. If an agent agreed strongly that he should do something but almost never did it, his role accord score for the question was four - very low role accord. If he defined his role and performed it in the same manner, the difference would have been zero - very high role accord. The frequency distribution for each question was analyzed to determine those questions which had the most accord. As in

the role definition and role performance questions there were several categories that had a low degree of accord.

Agents had the least role accord in their relations to agricultural dealers and privately employed home economists. They were not quite sure how they should keep this group informed. Most agents thought they should send the latest recommendations by mail but a majority of them did not. There was also a 20 percent undecided response to the role definition portion of the questions. Asked if they should arrange local work shops, most agents thought they should, but in performance most agents did not. Again there was a 20 percent undecided role definition response.

Role accord was also low on allocation of time. A majority of the agents thought they should not spend time on administrative matters when it cut down on the amount of personal farm assistance that could be given but in performance a majority of the agents did these things.

Role accord was fairly high for the questions on 4-H and home demonstration club relations with the exception of two questions. Role accord was very low on whether agents should attend some of the home demonstration club meetings and on whether they should attend the home demonstration council meetings. Most agents' role definition and role performance were close together on such things as helping the assistant agent with the 4-H meetings, sharing in 4-H and home demonstration activities and being highly familiar with the 4-H and home demonstration work being done in the county.

Agents' responses showed low role accord on whether they should

use subject-matter specialists to train local leaders who will train local people. The responses to the rest of the questions in this group exhibited high role accord.

The response pattern to the questions on relationship with the district agent was very similar for role definition and role performance so the role accord in this group of questions was very high.

Role accord in the group of questions concerning relations with the county advisory committee was high with the exception of the questions dealing with having this group assist in collecting and interpreting data for the county situation report, personally planning the agenda for the committee meetings and maintaining a well organized and functioning committee.

The role accord of the agents was high in their relationship with the county commissioners. The only item the role accord was low on was concerning keeping this group informed by personal on the farm contacts.

Agents had low role accord on their relations with farmers. Their role definition and role performance was widely different on giving assistance through planning instead of specific practices, providing educational assistance in all areas of farm and family living, and working mainly with the cooperators and adopters of extension practices. They had high role accord on presenting facts for the farmer to base his decisions on and on not working mainly with the larger more progressive farmer.

Responses of agents to role definition and role performance questions on relationships to other agencies had approximately the same

pattern so the role accord in this group of questions was high. The response patterns for both role definition and role performance questions on relationship to state administrators were also similar so the role accord was high in this area also.

Agents' role accord was low on the questions on goals of the organization. Their role definition and role performance did not agree on giving all the people in the county equal educational assistance, seeking out new clientele, giving equal assistance to both rural and urban people, and basing the extension program on human development. They did have role accord to some degree on using mass media to reach people and having group meetings.

The role accord on personal service was low; agents did not agree in their definition and performance toward avoiding personal service work and explaining in a very tactful way that they do not perform personal service.

Role accord and job satisfaction. A significant correlation at the .05 level of confidence was found to exist between role accord and job satisfaction. Thus the hypothesis that high role accord is correlated with high job satisfaction was supported by the data from this study.

Socio-economic factors. To further determine the impact of other factors such as age, length of service, educational attainment and status perception, additional correlations were calculated between role accord and job satisfaction for the sub-groups derived through the use of these variables.

The only age grouping that showed a significant correlation between role accord and job satisfaction was agents 30 years of age or less.

When length of service was used as the basis for classification the only significant correlation between role accord and job satisfaction occurred in the group of agents employed for five years or less.

Agents with a bachelor's degree had a significant association between role accord and job satisfaction, but agents with a master's degree did not.

Agents who perceived their status above that of farm owners and operators showed a significant association between role accord and job satisfaction. However, this group numbered only 14. The larger group (167) perceived their status as considerably higher, being somewhere between that of an accountant and a public school teacher. This group did not show a significant correlation between role accord and job satisfaction.

Implications

The goals of the Agricultural Extension Service were defined earlier as education in its broadest sense. This concept of education includes not only education for economic gain but also education for a "better life". The findings of this thesis have some implications for attaining the major goals of the extension service.

The extension service has many responsibilities as it operates in a larger social system. It must have firm goals, communication, normative patterns and delineation of its boundaries. County agents, as members of this system, must accept the goals, provide communication, make sure their behavior conforms to the norms and keep others from

encroaching on the boundary as well as keeping within the boundaries themselves if they are to operate functionally.

The responses of agents to the questions on role definition, role performance, and job and career satisfaction have pointed to some of the areas in which the agents are not sure about the norms. One of the reasons for the confusion about the norms is that there are so many groups that have an influence on how an agent does his job. Agents deal with many different reference groups (significant others) some of which are: the state administrators, the district agent, the subject-matter specialist, the county commissioners, the county advisory committee, the clientele—which is usually a large number of people with diverse problems—and the county extension workers. This list includes only a few of those who influence the performance of his job; it leaves out his reference groups for religion, politics, and family life. Each group has varying ideas about how county agents should do their job and the agents are confused about what should be done.

This study has indicated that for the most part county agents view themselves as part of a large organization and that the single most important reference group of significant other is the district agent. An implication was drawn earlier that the district agents, through their influence on the county agent, can greatly affect the way the county program is run and thus control the image of many people of the extension service. By setting the behavior norm or more specifically the role definition and controlling the role performance by use of negative and positive sanctions, district agents have a very large role in the type of program that is established for each county. It would seem then, that

people who are chosen for the strategic job of district agent should be carefully chosen and have a complete understanding of the goals of the extension service and equally important, must accept these goals.

Communication is the blood system that brings the information or oxygen to every member of the system so it can continue to function. As in the human body too much or too little communication can bring too much, too little, or the wrong kind of information to members of a social system. The data seems to indicate that agents are becoming overly concerned with communication that keeps the system informed about the work that is being done. A majority of the agents responded that they did, in actual practice, spend time on administrative matters even though it cut down on the amount of personal farm assistance that could be given. Forty-four percent responded that they gave administrative and supervisory duties as much emphasis as disseminating practical agricultural information.

With the increased emphasis on this type of communications, agents are, in some cases, not trying to develop plans to achieve the county's goals; they are simply trying to stay ahead of the paper work that is required of them. If this trend continues, county agents could end up just making reports and not getting their real job done—educating the people.

Another area of confusion for agents is defining the boundaries of the extension service. This function is directly tied to the goals so that the reason for confusion is partially explained by the fact that to some agents the goals are not clear. If the goal of education of people is clear to an agent he still must decide what people he is

to educate. The extension service has in reality three related programs; they are the 4-H club program, home demonstration program, and the agricultural program. In the 4-H club program agents find themselves competing to some extent with the vocational agriculture teachers and their program, the Future Farmers of America. The girls are also torn between 4-H and Future Homemakers of America. They must also compete with many other youth activities. In the area of adult education the extension service seeks to involve everyone it can in its programs. For the most part these programs are agriculturally oriented but there is a trend for the extension service to put extension agents in cities. The home demonstration agent also tries to involve all the people of the county in her program but here, as with the agricultural programs, traditionally rural farm people participate.

The response of both agents to questions about keeping the agricultural dealers and privately employed home economists informed indicate that they feel they should keep them informed but are uncertain as to how they should accomplish this part of their role definition. They could be perceiving this group as a threat to the boundaries of the extension service, and to protect those boundaries they are not cooperating with them as fully as they could. The writer has talked to several people that think, in the future, agricultural dealers and privately employed home economists will play a more important role in teaching the farmer and his family about new technological developments. If the agents do not have good relations with this group they could be doing the farmer and his family a disservice by being at odds with this group.

With the continued population shifts from rural to urban areas the extension service finds that there are fewer and fewer of its old primary clientele to serve—the farmer and his family. The trends have been recognized by the extension service and it is trying to involve as many people as possible in its programs. The extension service is also trying to get its agents to shift from giving help for economic gain to giving help for economic gain and human development. The latter function is probably going to be the hardest type of program for the agents to plan and execute because agents have been traditionally trained only in a specialty of technical agricultural production. It would seem that the extension service could do its best job by broadening the program to teach all kinds of people without appealing to a special group. Developing human resources is seen by many as the future of the extension service.

APPENDIX A

APPENDIX A

Role Definition and Performance Questions

What County Agents Should Do (Definition)			What County Agents Actually Do (Performance)		
Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response

4-H and Home Demonstration Club Relations

1. Make all major 4-H and Home Demonstration Club work decisions in regular staff conferences jointly with all agents.

D 50 120 10 28 6 4

P 32 98 4 63 17 4

2. Plan most individual 4-H activities with the agents doing primarily 4-H Club work.

D 55 109 14 27 4 9

P 45 112 10 32 10 9

3. Share and participate in 4-H summer activities such as 4-H Club and 4-H Short Course by rotating participation with agents doing primarily 4-H Club work.

D 40 118 22 18 6 12

P 31 97 19 40 20 11

4. Present method demonstrations and carry on regular 4-H Club meeting activities in absence of Assistant or Associate Agent.

D 54 118 12 15 3 12

P 56 100 13 26 10 13

5. Participate actively in local and state livestock shows and fairs with agent doing 4-H Club work by assisting the 4-H agent in preparing for the show and with the work at the show.

D 45 129 18 12 5 9

P 60 106 10 28 5 9

APPENDIX A (continued)

<u>Almost Always</u>	<u>Usually</u>	<u>Undecided</u>	<u>Not Usually</u>	<u>Almost Never</u>	<u>No Response</u>
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6. Participate in 4-H Club work to the extent of being highly familiar with detailed activities and accomplishments in each phase.

D 68 128 9 10 0 3

E 71 98 13 31 3 1

7. Attend some Home Demonstration Club meetings in order to get a good understanding of the Home Economics phase of the County Program.

D 44 107 31 21 7 8

E 33 56 12 67 42 8

8. Attend County Home Demonstration Council meetings regularly.

D 48 53 28 57 21 11

E 51 23 6 45 85 8

Relations with Specialist

9. Consider that Subject-matter Specialists have the right to supervise the work of county staff members in the specialists' own subject-matter area.

D 22 56 34 62 41 3

E 19 46 27 76 49 1

10. Consider that Subject-matter Specialists have the right to carry on work in the county even though the county staff might not be in favor of it.

D 16 24 18 60 100 0

E 2 13 23 61 119 0

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
11. Accept and put into practice most recommendations of Subject-matter Specialists.						
D 23	165	19	10	1	0	
E 27	167	13	9	2	0	
12. Use Subject-matter Specialists mostly as "trouble shooters" for local problems.						
D 14	52	22	107	23	0	
E 10	52	18	98	40	0	
13. Use Subject-matter Specialists mostly to teach farm practices directly to local people in group meetings.						
D 13	103	33	60	6	3	
E 15	98	11	75	17	2	
14. Use Subject-matter Specialists mostly to train local leaders who in turn will teach local people.						
D 32	120	36	23	4	3	
E 15	75	22	76	27	3	

Relationships with the District Agents

15. Consider the District team as approachable and easy to talk with about local problems.						
D 110	99	4	4	0	1	
E 97	92	9	18	2	0	
16. Welcome the District team and their constructive criticism of the county program.						
D 103	111	4	0	0	0	
E 102	104	9	2	1	0	

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
17. Personally keep the District Agent up-to-date on most activities of the County Program.						
D 93	115	5	4	0	1	
E 77	121	3	16	1	0	
18. Prefer the District Agent visit the county more often to see what is actually going on rather than get second-hand information from Subject-matter Specialists or District Program Specialists.						
D 73	104	19	18	3	1	
E 50	102	21	36	8	1	
19. Prefer the District Agent or Program Specialist to visit the county on a planned basis rather than to drop in without notifying the agent.						
D 92	89	15	18	3	1	
E 82	89	17	26	3	1	
Relationships with the County Advisory Committee						
20. Maintain a well-organized and functioning County Advisory Committee composed of representative leadership from various farm groups, agencies, local bodies and lay leaders.						
D 76	121	7	8	2	4	
E 53	110	22	30	1	2	
21. Personally select all Advisory Committee members.						
D 11	42	32	98	32	3	
E 8	59	13	104	33	1	

APPENDIX A (continued)

	<u>Almost Always</u>	<u>Usually</u>	<u>Undecided</u>	<u>Not Usually</u>	<u>Almost Never</u>	<u>No Response</u>
22. Personally plan and develop the meeting agenda for the Advisory Committee and sub-committees.						
D	7	47	32	101	27	4
F	12	81	19	84	19	3
23. Have County Advisory Committee members assist in collecting and interpreting facts to be used in developing the county situation.						
D	49	143	13	25	2	6
F	24	109	14	61	9	1
24. Allow Advisory Committee members to perform as freely as possible during committee meetings, but personally play a strong leadership and resource role.						
D	48	124	13	25	2	6
F	35	131	17	31	0	4
25. Use the Advisory Committee primarily as a "rubber stamp" which will give support to the agents' ideas.						
D	11	18	8	97	82	2
F	6	31	20	93	67	1

Relationships with the County Commissioners

26. Incorporate as soon as possible whatever the County Commissioners decide should be considered in the Extension program.						
D	23	98	46	34	10	7
F	33	96	37	41	5	6

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
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27. Keep the County Commissioners thoroughly informed on the progress of the Extension program in the county, mainly through personal contacts on the farm and in the home.

D 44 128 19 22 3 2

P 31 110 14 56 6 1

28. Personally invite County Commissioners to every major Extension activity such as 4-H Achievement Day, etc.

D 118 89 2 7 0 2

P 119 77 3 18 0 1

29. Avoid more contact than is absolutely necessary with the County Commissioners.

D 13 35 6 75 88 1

P 7 31 4 94 81 1

Relationships with the Farmer

30. Present facts to the farmer which provide a basis for the farmer to make decisions.

D 84 124 3 1 1 5

P 62 139 7 6 1 3

31. Give considerable assistance to farmers through farm and home planning rather than just give information on specific farm and home practices.

D 18 113 42 32 8 5

P 5 67 27 110 7 2

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
32. Provide educational assistance to farmers in all areas of farm and family life, such as recreation, career guidance, etc., as well as giving consideration to the production and marketing side of farming.						
<u>D</u> 36	126	31	17	4	4	
<u>F</u> 13	105	15	77	6	2	
33. Work mainly with rural farm people who can be classified generally as cooperators or people who will listen to Extension Agents and follow recommendations for approved practices.						
<u>D</u> 8	97	23	74	12	4	
<u>F</u> 19	130	7	56	3	3	
34. Work mostly with the larger more progressive commercial farmer, putting emphasis mainly on economic goals.						
<u>D</u> 3	39	22	125	27	2	
<u>F</u> 4	38	25	133	16	2	
35. Provide broad general training in all phases of farming and rural life to include marketing, leadership development, conservation of resources and public affairs education as well as production.						
<u>D</u> 52	136	17	10	2	1	
<u>F</u> 25	132	10	47	3	1	

APPENDIX A (continued)

Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
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Relationships with Other Agencies

36. Serve as "permanent" secretary to one or more county agricultural organizations and breed or commodity groups.

<u>D</u>	9	42	21	75	71	0
<u>P</u>	14	54	9	62	79	0

37. Serve as a committee chairman for such drives as staged by the Red Cross, United Givers, etc.

<u>D</u>	8	51	29	72	56	2
<u>P</u>	0	32	10	97	78	1

38. Cooperate very closely with other agricultural agencies, such as SCS, FHA, ASC in developing the program and putting it into effect.

<u>D</u>	69	132	9	5	1	2
<u>P</u>	65	130	11	9	2	1

39. Work closely with the District SCS Board of Supervisors, serving in an advisory capacity.

<u>D</u>	54	135	18	5	1	5
<u>P</u>	48	127	15	21	3	4

40. Pursue own program and let other agencies do what they are supposed to do.

<u>D</u>	9	42	20	87	57	3
<u>P</u>	4	38	13	115	46	2

APPENDIX A (continued)

Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
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Relationships with Agricultural Dealers
(Feed, Seed, and Fertiliser)
or with Home Economists Employed By
Utility Companies or Other Private Agencies

41. Work very closely with agricultural dealers or Home Economists by keeping them well-informed on recommendations from the Experiment Stations and other sources.

D	60	142	10	3	1	2
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F	31	141	18	22	3	3
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42. Send all latest recommendations regularly by mail to all agricultural dealers or Home Economists privately employed in the county.

D	34	123	41	17	1	2
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F	16	67	14	107	10	4
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43. Arrange local workshops for agricultural dealers or Home Economists providing appropriate training on local agricultural recommendations or homemaking practices.

D	23	127	44	16	3	5
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F	9	68	12	108	15	6
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44. Be on a friendly basis with agricultural dealers or Home Economists and supply them with information on farm practices and homemaking practices only when they request it.

D	16	72	32	77	18	3
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F	18	104	15	65	13	3
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APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
Relationship to State Administration						
45. Give the impression that the number of reports and other requests from the state office interfere with putting over the local program.						
D 11	45	26	108	28	0	
E 12	67	15	96	28	0	
46. Caught in the cross-current between the thinking of local governing bodies and the state staff, but lean more to the local side.						
D 13	92	44	56	11	2	
E 22	98	26	50	20	2	
47. Respond more to local pressures than state pressures because of no strict system of rewards and penalties from the state office.						
D 20	66	60	59	9	4	
E 25	82	40	51	16	4	
48. Give the impression that reports and other written requirements of the state office are just "necessary evils."						
D 11	44	30	104	29	0	
E 21	75	10	85	27	0	
49. Attend subject-matter training meetings because they feel obligated rather than because of their personal professional needs.						
D 13	35	9	116	44	1	
E 3	34	11	126	44	0	

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
50. Spend a great deal of time in meeting outside the county away from regular county duties.						
<u>D</u>	2	36	18	131	29	2
<u>F</u>	4	40	10	135	29	0
Allocation of Time						
51. Spend practically all of time on the production side of the agricultural phase of the program.						
<u>D</u>	3	32	25	138	27	3
<u>F</u>	8	61	25	106	14	4
52. Work mostly in the agricultural phase of the county program, with as little participation as possible in the 4-H and Home Demonstration phases.						
<u>D</u>	6	30	14	97	67	4
<u>F</u>	10	40	7	112	46	3
53. Spend time in office on administrative matters even though it cuts down on personal farm educational assistance that can be given.						
<u>D</u>	14	79	33	70	21	1
<u>F</u>	16	110	12	75	4	1
54. Give administrative and supervisory duties as much emphasis as disseminating practical agricultural information and encouraging its application.						
<u>D</u>	22	102	41	44	8	1
<u>F</u>	17	79	24	92	6	0

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
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55. Spend most of the time handling emergency problems of the farmer.

D 5 41 27 122 18 5

E 3 40 21 138 13 3

56. Spend more time personally visiting individual farmers than working with them in group meetings.

D 13 63 32 90 15 5

E 22 67 18 103 7 1

Goals of the Organization

57. Give all people in the county equal educational assistance regardless of the economic importance of the enterprise.

D 70 118 5 23 1 1

E 54 105 3 48 7 1

58. Seek out new clientele despite the heavy load of required office work or the fact that enough requests for assistance are coming in to keep busy full time.

D 45 125 28 14 4 0

E 29 112 15 54 8 0

59. Attempt to provide equal educational assistance to all classes and groups of rural people, including the low income farmer and the non-adopter of farm and home practices.

D 60 138 11 7 0 2

E 58 110 13 36 0 1

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
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60. Attempt to reach as many people as possible by using mass media such as radio and television.

D 123 88 5 2 0 0

F 85 105 3 18 6 1

61. Give equal attention to all people, both rural and urban, in most matters dealing with agriculture and home economics.

D 76 117 10 14 0 1

F 57 113 3 43 1 1

62. Base County Extension Program mainly on the general objective of developing people rather than on raising economic standards alone.

D 50 115 23 25 4 1

F 23 104 32 57 1 1

63. Attempt to reach as many people as possible by holding group meetings.

D 72 115 22 7 0 2

F 58 129 8 20 1 2

Personal Service

64. Explain to people in a very tactful way when asked to perform personal services that the primary job of Extension is education and the agent will be happy to demonstrate and teach the individual or group how to perform the practice.

D 67 112 20 16 3 0

F 34 118 13 45 8 0

APPENDIX A (continued)

	Almost Always	Usually	Undecided	Not Usually	Almost Never	No Response
65. Avoid personal service work whenever practical and possible.						
D	55	114	18	26	4	1
E	37	111	15	47	7	1
66. Perform individual personal service for clientele in order to maintain good public relations.						
D	9	75	31	73	25	5
E	14	95	10	75	21	3

A P P E N D I X B

APPENDIX B

Job and Career Satisfaction Questions

	Completely Satisfied	Very Satisfied	Fairly Satisfied	Undecided	Not Satisfied	No Response
1. How satisfied are you with Extension work when you compare it with other types of work which are similar with respect to importance, difficulty and training required?	39	120	49	8	2	0
2. How satisfied are you that Extension work gives you a chance to do the things at which you are best?	39	109	58	7	5	0
3. How satisfied are you that Extension work has lived up to the expectations you had before entering the field?	30	95	67	15	11	0
4. How satisfied are you with the way that the Extension Service generally treats its workers?	50	97	55	7	9	0
5. How satisfied are you that you are making progress toward the goals you had set for yourself in your occupational career?	17	76	102	12	11	0
6. How satisfied are you that the job you now have gives you an opportunity to follow your leisure time interest?	13	37	73	26	69	0
7. How satisfied are you with the work you are now doing in the organization?	16	93	91	6	12	0
8. How satisfied are you with the opportunity that the Extension Organization provides for professional improvement as compared to other agricultural professions?	47	108	44	14	5	0

APPENDIX B (continued)

	<u>Completely</u> <u>Satisfied</u>	<u>Very</u> <u>Satisfied</u>	<u>Fairly</u> <u>Satisfied</u>	<u>Undecided</u>	<u>Not</u> <u>Satisfied</u>	<u>No</u> <u>Response</u>
9. How satisfied are you with the opportunity for promotion as compared to other occupational groups within the Extension Organization?	20	77	72	27	22	0
10. How satisfied are you with the opportunity for salary advancement as compared to other groups within the Extension Organization?	10	81	80	32	15	0
11. How satisfied are you that salaries in the Extension Service compare favorably with other employment where the work is about the same as to importance and training required?	15	68	76	19	39	1
12. How satisfied are you that you are receiving a salary which is comparable to the responsibility attached to your present occupation when compared to other occupations of nearly equal salary?	9	62	36	22	38	1
13. How satisfied are you with the Extension profession as a whole?	36	113	56	9	3	1
14. How satisfied are you that you would be right in advising a very good friend who is qualified for Extension work and looking for a job to enter the Extension profession?	61	98	39	29	10	1
15. How satisfied are you that if you "had it to do over again" you would enter the field of Extension work?	55	85	41	27	8	2
16. How satisfied are you with your job when compared to all other jobs in the Extension Organization?	44	118	45	5	3	3

APPENDIX B (continued)

	<u>Completely</u> <u>Satisfied</u>	<u>Very</u> <u>Satisfied</u>	<u>Fairly</u> <u>Satisfied</u>	<u>Undecided</u>	<u>Not</u> <u>Satisfied</u>	<u>No</u> <u>Response</u>
17. How satisfied are you with your present job when considering the expectations you had before taking the job?						
	18	125	53	11	8	3
18. How satisfied are you with the amount of time which must be devoted to your present job?						
	7	45	95	16	53	2
How satisfied are you with the recognition the following give to your work:						
19. a. Farmers or Homemakers						
	31	12	53	4	2	2
20. b. County Commissioners						
	26	85	63	18	24	2
21. c. Co-workers on the County staff						
	39	112	38	13	8	8
22. d. State Subject-Matter Specialists						
	20	113	56	23	3	3
23. e. District Agents						
	45	107	49	11	5	1
24. How satisfied are you with your salary when compared to that received by other Extension workers occupying a similar position with about the same responsibility and workload?						
	15	71	81	20	29	2
25. How satisfied are you that you have been given enough freedom by your immediate supervisor to do your job well?						
	81	106	27	2	1	1

APPENDIX B (continued)

	Completely Satisfied	Very Satisfied	Fairly Satisfied	Undecided	Not Satisfied	No Response
26. How satisfied are you that in most aspects of your present job you know what your immediate supervisor expects?	43	114	40	11	9	1
27. How satisfied are you that your immediate supervisor is doing as much as possible to raise your salary?	40	92	41	31	13	1
28. How satisfied are you with the working relationship that exists between you and your immediate supervisor?	75	103	26	7	6	1
29. How satisfied are you with your present relationships with other county staff members?	57	79	45	9	19	9
30. How satisfied are you with the interest shown by other county staff members in the phase of the county program (4-H, Home Economics or Agriculture) with which you work?	39	78	56	13	21	11
31. How satisfied are you with the amount of cooperation other county staff members give you in performing the duties connected with your job?	44	83	49	15	17	10
32. How satisfied are you that the number of reports and other paper work required in your present job are just about right?	6	32	90	35	54	1
33. How satisfied are you with most aspects of the Extension program connected with your present job?	8	97	91	7	9	5

APPENDIX B (continued)

	Completely Satisfied	Very Satisfied	Fairly Satisfied	Undecided	Not Satisfied	No Response
34. How satisfied is your family with your present job in Extension work? (Applies to married staff members)	16	68	76	19	8	45

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