

Job satisfaction of fisheries extension professionals: An exploratory study in Tripura, North-east India

Shiba Prasad Debbarma, Amitava Ghosh, Raja Debnath, Biswajit Lahiri, Yumlembam Jackie Singh, Prasenjit Pal and A. D. Upadhyay

College of Fisheries, Central Agricultural University (Imphal), Lembucherra - 799 210, Tripura, India

Abstract

Shortage in different cadres of Fisheries extension professionals in Tripura led the present study to identify their perceived level of job satisfaction and also to probe into the constraints faced by such professionals and put forth probable suggestions. The research methodology premised on structured interview schedule, with factors of job satisfaction as well as a scale with 20 statements, filled by respondents and those were rated in a five-point continuum. Results revealed that 71.46% fisheries extension professionals confessed to "medium" level of job satisfaction. Multiple stepwise logistic forward regressions made it clear that proximity to job location, health status, service duration and caste were possible factors, which appear to have significant influence over perceived job satisfaction. Weighted average scores of different 'organisational' and 'work environmental' factors of job satisfaction were 2.61 and 2.89 respectively, indicating 'medium' level of satisfaction whereas, 'job content', 'job roles and responsibility' and 'personal factors' of job satisfaction scored 3.32, 3.39 and 3.74 respectively, suggesting 'high' level of satisfaction. Values of Rank Based Quotient revealed that financial crunch in the Fisheries Department (98.72), delayed sanction in procuring essential official items (97.58), insufficient quality inputs and untimely supply to the fish farmers (87.89) were the three major constraints associated with their job. Study suggests that adequate budget allocation, timely recruitment of staff with proper job specification and capacity building may significantly improve the level of job satisfaction for sustainable growth of fisheries sector in the state.

Introduction

Job satisfaction may be understood as the feeling of contentment derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goal (Locke, 1969). In fact, it has been recognised by many researchers that the success in performance of an individual in any given organisation is not merely based on physical and material aspects, but also upon cognitive behavioural components like job perception and job satisfaction (Brass, 1981; Zajonc, 1984). Although, in developing countries such as India, the issue of job creation remains important but increasingly, it is felt important to ensure better job quality and decent employment opportunities with higher level of job satisfaction (Debbarma, 2020). In this context, agriculture proves to be an important sector of India's economy as it contributes to about 14% to the total

Gross Domestic Product (GDP) and provides employment to over 44% of the population (Singh *et al.*, 2020). Being the sunrise sector among the agri-allied disciplines, the fisheries sector is one of the prime contributors in terms of GDP among agricultural disciplines and could ensure the nutritional security of the country (NFDB, 2019). Apart from these, 14.5 million fishers have been primarily involved in the fisheries sector for securing their livelihood (DAHDF, 2018) and for serving those fishers/farmers, different approaches and principles of extension are being devised and given due priorities. It must be noted that the fisheries sector in the North-Eastern Region (NER) of India holds an important position in the socio-economic upliftment and the cultural context of the people (Singh *et al.*, 2017). Among the eight land-locked North-Eastern states of the country, Tripura, ranks first in *per capita* annual fish consumption and fish plays an important



*Correspondence e-mail:
amitava.ess.cof@cau.ac.in

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role in economic growth of the state, providing sustenance for income generation, employment opportunities and food security to the people (Pandey *et al.*, 2014; Nath, 2021; Debbarma *et al.*, 2022). Despite its demand for fish consumption, the state produced only 30,960.62 t of fish with an average productivity of 2,262.32 kg ha⁻¹ per annum (Pandey *et al.*, 2015), which is expected to be improved through scientific interventions. Contextually, the state fisheries department is involved in different activities such as field trips, demonstration on new technologies of scientific fish culture, trainings on scientific fish farming practices and production of commercially important high value fish seeds (*viz.* Pabda and Magur) in backyard hatcheries (Bhattacharjee and Raj, 2017) as well as implementation of schemes for increasing the fish production towards meeting the demand for food fishes with the help of an effective extension delivery system. Here, the fisheries extension professionals have been playing an instrumental role in serving the fishers/fish farmers towards betterment of their lives and livelihood. The Director of Fisheries, in the Directorate of Fisheries, Govt. of Tripura holds the administrative control centrally, followed by Deputy Director of Fisheries (DDF), Superintendent of Fisheries (SF), Fishery Officer (FO), Fishery Inspector (FI) and Fishery Assistant (FA) in the subordinate positions (Debbarma, 2020). Mainly the FO, FI and FA are directly involved in the implementation of various developmental schemes/programmes on the field level but shortage of extension professionals in the above mentioned cadres have problematised the situation as 22.76% of FO, 44.96% of FA and 53.52% of FI posts are lying vacant under the Department of Fisheries, Government of Tripura (Lahiri *et al.*, 2019). From this perspective, it is important to study their level of job satisfaction which can certainly help the employers (Government) and policy planners in devising effective professional management strategies towards improving the professional productivity of those extension professionals which may prove to be helpful for the fishers and fisheries development. With this in view, the present study is undertaken with the objective of examining the extent of job

satisfaction of the respondents, associated factors responsible as well as constraints associated with their job and to suggest ways and means for higher job satisfaction based on the study.

Materials and methods

Out of eight districts of Tripura, two districts, namely, West Tripura and Unakoti were purposively selected on the basis of the highest and lowest number of fisheries extension professionals under the Directorate of Fisheries (DoF), Govt. of Tripura. All the 104 Fisheries Extension Professionals under all the thirteen (13) blocks of the selected districts (West Tripura and Unakoti) were selected as respondents. Out of total respondents, 29 were Fishery Officers (FO), 10 Fishery Inspectors (FI) and 65 were of Fishery Assistants (FI). A structured interview schedule, developed by earlier researchers for measurement of variables, were suitably modified and used in the present study.

The level of job satisfaction of different categories of fisheries extension professionals was measured by using a scale adopted by Sharma (1993) which consisted of 20 statements with 9 positive and 11 negative statements (Table 1). The responses were measured on a five-point continuum as 'strongly agree' to 'strongly disagree' with a scoring pattern of 5, 4, 3, 2, 1 respectively for positive statements and in a reverse order for the negative statements. The minimum and maximum possible scores, a respondent could get, ranged from 20 to 100. The scores obtained by the respondent in respect of each statement were added to arrive at his/her total job satisfaction score. The job satisfaction scores, thus obtained, were categorised into low, medium and high categories by using mean±standard deviation (SD).

Apart from these, a set of variables related to organisational factors, work environmental factors, job content, job roles and responsibility and personal factors were administered to the respondents and they were

Table 1. Statements of job satisfaction

Statements	Response categories*				
	(SA)	(A)	(UD)	(DA)	(SDA)
1. I am getting recognition from the people for the good work I have done in my areas					
2. I feel insecure in my job					
3. I feel I am paid fairly, compared with other employees with similar qualification					
4. My job is not considered to be prestigious					
5. There is enough appreciation from higher-ups for new and useful ideas suggested by me					
6. I am very much under paid for the work I do in this organisation					
7. My workload is so heavy that I cannot spare enough time for my family					
8. I do not get enough guidance and supervision for doing my work					
9. I feel my job provides me an atmosphere to exchange ideas freely with colleagues					
10. I am dual subordination which hinders my quality of work					
11. I rarely get timely advice from my superiors					
12. My superiors are not competent enough to supervise my work					
13. There is an effective coordination among the staff in my department for efficient execution of job responsibilities					
14. My supervisor is friendly towards subordinates					
15. I get ample co-operation from my colleagues in the performance of my duties					
16. My superior is unfair in dealing with me					
17. I have not been able to prove my merit in my job					
18. My superior gets employees to work together as team					
19. I get the required co-operation from the farmers of my circle					
20. My superior rarely lives up to his promises					

*Strongly disagree = 1; Disagree = 2; Undecided=3; Agree = 4; Strongly Agree = 5. (Source: Sharma, 1993)

asked to rate their perceived satisfaction against those parameters/factors on a modified five-point Likert scale with continuum of very low (1) to very high (5). Further, the scale scores were calculated by using weighted average method. Multiple step-wise logistic forward regressions technique (Sah *et al.*, 2018) was adopted to identify the prognostic factors, which had significant impact on job satisfaction of the fisheries extension professionals. Kruskal-Wallis Test (Daniel, 1990) was also used to determine the variations in job satisfaction of different categories of fisheries extension professionals. The problems usually faced by the fisheries extension professionals were listed under the four major areas/categories, namely, administrative, infrastructural, information communication technology, and extension activity (Sabar, 2015) and the respondents were asked to rank those as per their perceived severity. The constraints were ranked by using the Rank Based Quotient (RBQ) (Sabarathnam and Vennila, 1996). Based on the perceived constraints, a suggestive model for enhancing the job satisfaction of the respondents was also developed.

Results and discussion

Job satisfaction

As part of the level of job satisfaction of different categories of fisheries extension professionals, it is found that majority (71.46%) of the fisheries extension professionals in the state of Tripura are perceived to have "medium" level of job satisfaction, followed by 15.15% with "low" level of job satisfaction and only 13.39% with "high" level of job satisfaction (Table 2). Earlier similar researches also reported to have "medium" level of job satisfaction of extension personnel (Perumal and Raj, 1978; Jayachandran, 1992; Sharma, 1993).

Factors of job satisfaction

As depicted in Table 3, weighted average scores of different factors of job satisfaction revealed that job security (4), holiday (3.64) and decision-making opportunity (3.59) are the three top-scored factors of job satisfaction under the 'organisational' category, in which the respondents were 'highly' satisfied. On the contrary, permission for higher studies (1.45), promotion (1.44) and loans and credits (1.19) are the three least scored factors, indicating 'low' level of job satisfaction as perceived by the respondents of the present study. Alroyali (2002) reported that delay in or no promotion is a source of dissatisfaction in a particular job. In a similar line, Dua (1994) found that workplace conditions, workload, less promotion opportunities and job-insecurity are the main factors affecting job satisfaction of the respondents. The overall weighted average score of different organisational factors of job satisfaction was enumerated to be 2.61, suggesting 'medium' level of satisfaction. Respect from co-workers (4), respectfulness among the peers (3.78) and team work (3.78) are the three top rated factors related to job satisfaction of the respondents, whereas, availability of experimental farm/wet lab/hatchery (2.11), work equipment and tools

(1.97) and availability of official quarter (1.00) were the least scored factors related to the job satisfaction of respondents under the category of 'work environment'. Further, it can be interpreted from the results that effective supervision is the basic criteria for worker's performance and job satisfaction (Koh and Neo, 2000). The overall weighted average score of different work environmental factors of job satisfaction considered for the present study was enumerated to be 2.89, suggesting 'medium' level of satisfaction. Job specialisation (3.61), initiation and leadership ability (3.57) and creativity in job (3.52) were the three top-scored factors which influenced job satisfaction of the fisheries extension professionals. On the other hand, work exposure (3.42), in-service training (3.26) and flexibility in official work (3.20) are the least scored factors under the category of 'job Content'. The overall weighted average score of different factors of the job content was enumerated to be 3.32. Motivating farmers (3.98), dissemination of recommended fish farming practices/technologies (3.98) and conduct of training (3.77) are the factors having top three scores related to job satisfaction under the category of job roles and responsibility. Conversely, factors like liaison with others agency/department (2.89), other official works (2.64) and farmer's need-based schemes (2.04) were the least scored factors that could inversely influence the level of job satisfaction of the fisheries extension professional cum respondents. The overall weighted average score of different factors related to 'job roles and responsibility' was found to be 3.39. In a study by Akinsorotan (2007) in Nigeria, it is reported that the ability to identify farmers' problems had a significant influence on the job satisfaction of the extension agents which was in partial agreement with the finding of the present study. It is found that confidence (4.03), communication competency (4.00), enthusiasm and proactiveness (3.81) are the three top scored factors, whereas, satisfaction (3.66), rural-urban background (3.50) and family size (3.40) were the least scored 'personal' factors with less influence over job satisfaction. The overall weighted average score of different personal factors was found to be 3.74.

Identification of prognostic factors of job satisfaction of the fisheries extension professionals

Multiple stepwise logistic forward regressions have been used to do the stepwise selection for identifying the prognostic factors for job satisfaction of fisheries extension professional. The model used was the Logistic Regression (LR) model (Sah *et al.*, 2018). Table 4 depicts that the factors having significant impact over job satisfaction were proximity to job location, health status, service duration and caste. A significance level of 0.35 was required to allow a variable to enter the model and a significance level of 0.45 was required for a variable to stay in the model. In a similar line, Oladale and Mabe (2010) reported that 'living in job area' was a significant determinant of job satisfaction.

Further, Kruskal-Wallis test (Table 5) was used to determine the variation in job satisfaction of different categories of fisheries extension professionals and it is found that the distribution of total job satisfaction

Table 2. Level of job satisfaction

Variables	Categories	Frequency and percentage						Pooled % (n=104)
		FO (n=29)		FI (n=10)		FA (n=65)		
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	
Job satisfaction	Low	5	17	1	10	12	18.46	15.15
	Medium	20	69	7	70	49	75.38	71.46
	High	4	14	2	20	4	6.15	13.39

Table 3. Weighted average scores of factors of job satisfaction

Sl. No.	Factors	Weighted average scores			
		FO	FI	FA	Overall
A. Organizational factors					2.61
1	Salary	3.10	3.00	3.08	3.06
2	Allowances	1.76	1.40	1.62	1.59
3	Promotion opportunity	1.31	1.60	1.42	1.44
4	Organizational Policies/Rules/Regulations	3.00	3.10	3.03	3.04
5	Motivation	2.72	2.50	2.62	2.61
6	Job security	4.00	4.00	4.00	4.00
7	Job autonomy	3.31	3.60	3.40	3.44
8	Job specification	3.48	3.60	3.54	3.54
9	Favouritism	2.72	2.60	2.71	2.68
10	Service period	3.34	3.20	3.52	3.35
11	Job diversity	2.79	2.80	2.78	2.79
12	Welfare facilities	1.83	1.50	1.80	1.71
13	Transfer policy	2.52	1.90	2.42	2.28
14	Permission for higher studies	1.59	1.20	1.57	1.45
15	Annual leave	3.59	3.50	3.63	3.57
16	Holidays	3.59	3.70	3.63	3.64
17	Loans and credits	1.28	1.00	1.28	1.19
18	Office contingencies	1.76	1.50	1.66	1.64
19	Official conveyance	1.76	1.50	1.66	1.64
20	Decision making opportunity	3.72	3.40	3.65	3.59
21	Work-life balance	3.24	3.30	3.23	3.26
22	Opportunity to gain professional recognition	3.07	3.10	3.12	3.10
23	Clear guidelines for undertaking Project/Scheme in Fisheries	3.07	3.20	3.18	3.15
24	Budget approval and sanction	1.76	1.80	1.78	1.78
25	Fund disbursement	1.76	1.80	1.78	1.78
B. Work environmental factors		FO	FI	FA	2.89
26	Supervision	3.55	3.20	3.55	3.43
27	Work group	3.66	3.70	3.62	3.66
28	Working condition	3.00	3.10	3.14	3.08
29	Political issues	2.48	2.80	2.57	2.62
30	Relationship among professionals and administrative staff	3.48	3.50	3.51	3.50
31	Seating arrangements	2.03	2.20	2.22	2.15
32	Work equipments and tools	1.83	2.10	1.98	1.97
33	Availability of Experimental Farm/Wet lab / Hatchery	2.03	2.30	2.00	2.11
34	Safety and security (on-duty)	3.76	3.70	3.75	3.74
35	Respect from co-workers	4.00	4.00	4.00	4.00
36	Respectfulness among the peers	3.76	3.80	3.78	3.78
37	Team work	3.76	3.80	3.78	3.78
38	Availability of labour	2.21	2.40	2.17	2.26
39	Availability of technical manpower	2.21	2.40	2.17	2.26
40	Availability of official quarter	1.00	1.00	1.00	1.00
C. Job content		FO	FI	FA	3.32
41	In-service training	3.28	3.10	3.40	3.26
42	Work exposure	3.41	3.40	3.45	3.42
43	Flexibility in official work	3.17	3.20	3.23	3.20
44	Administrative works	2.59	2.50	2.55	2.55
45	Fisheries work	3.41	3.40	3.45	3.42
46	Job specialisation	3.62	3.60	3.60	3.61
47	Creativity in job	3.55	3.40	3.60	3.52
48	Initiation and leadership ability	3.55	3.50	3.66	3.57
D. Job roles and responsibility		FO	FI	FA	3.39
49	Problems identification of farmers	3.79	3.60	3.83	3.74
50	Farmer's feedback	3.45	3.30	3.40	3.38
51	Farmer's need-based schemes	2.00	2.10	2.03	2.04
52	Motivating farmers	4.00	4.00	3.95	3.98
53	Liaison with other Agency/Dept.	2.86	2.90	2.92	2.89
54	Dissemination of recommended fish farming Practices/Technologies	4.00	4.00	3.95	3.98
55	Conduct of training.	3.76	3.80	3.74	3.77
56	Conduct of demonstration	3.76	3.80	3.69	3.75
57	Conduct of on-farm trials and field level activities	3.76	3.70	3.68	3.71
58	Other official works	2.76	2.50	2.66	2.64
E. Personal factors		FO	FI	FA	3.74
59	Qualification	3.76	3.70	3.72	3.73
60	Work experience	3.76	3.80	3.80	3.79
61	Family size	3.45	3.30	3.45	3.40
62	Rural-Urban background	3.48	3.60	3.42	3.50
63	Communication competency	4.00	4.00	4.00	4.00
64	Confidence	4.03	4.00	4.05	4.03
65	Satisfaction	3.59	3.70	3.68	3.66
66	Age and seniority	3.76	3.80	3.75	3.77
67	Enthusiasm and proactiveness	3.79	3.80	3.83	3.81
68	Personal and Family health	3.62	3.70	3.68	3.67

Table 4. Summary of stepwise logistic selection of different variables influencing job satisfaction of fisheries extension professionals

Step	Effect entered	df	Score Chi-square	Pr.>Chi square
1	Proximity to job location	1	4.9133	0.0267
2	Health status	1	1.7668	0.1838
3	Service duration	1	0.9664	0.3256
4	Caste	1	0.9310	0.3346

Table 5. Results of independent- samples Kruskal- Wallis Test

Null hypothesis	Test	Significance* (p)
The distribution of total job satisfaction is same across different categories of Fisheries Extension professionals	Independent- samples Kruskal- Wallis Test	0.635

*Asymptotic significance are displayed. The significance level is 0.05

score is same across different categories of fisheries extension professionals, i.e. FO, FI and FA. It might be interpreted as the existing rules and regulations of the fisheries department, Government of Tripura as well as different factors associated with job was similar for all the categories of fisheries extension professionals in availing service benefits, thus, no variation is found in their level of job satisfaction.

Table 6. Ranks of constraints faced by the fisheries extension professionals

Sl. No.	Problems/Constraints	RBQ score	Category-wise rank	Overall rank
A. Administrative				
i	Financial crunch	98.72	1	1
ii	Delayed sanction in procuring essential official items	97.58	2	2
iii	Undefined job responsibilities and instructions	74.07	3	8
iv	Odd working hours (farming/experimental activities)	70.37	4	9
v	Possession of undue authority by superior	25.92	5	21
vi	Non-cooperation from subordinates	11.11	6	25
B. Infrastructural				
i	Insufficient quality inputs (fish seed, feeds, fishing nets and gears and fishing utensils) and untimely supply	87.89	1	3
ii	Insufficient modern scientific equipments for water and soil quality parameters testing	87.75	2	4
iii	Lack of office room and improper seating arrangements	86.32	3	5
iv	Lack of staff quarter	86.18	4	6
v	Unavailability of experimental farm/Wet lab/Hatchery	77.78	5	7
vi	Lack of ICT equipments/gadgets and public address system	66.66	6	11
vii	Theft of fishes from farm ponds	55.56	7	13
viii	Load-shedding/Power-cut/Low voltage	51.85	8	14
ix	Absence of nearby bus stops/rail stations and other transport facilities.	29.63	9	20
C. Information Communication Technology				
i	Unavailability of computer facilities	69.96	1	10
ii	Delayed repairing of computer facilities	59.26	2	12
iii	Shadow mobile connectivity	18.52	3	23
iv	Faulty internet connectivity (LAN)	14.81	4	24
D. Extension Activity				
i	Lack of opportunities for conducting training	48.15	1	15
ii	In-effective demonstration at farmer's field and unavailability of inputs for the same	44.44	2	16
iii	Lack of communication with the local officials of Line departments, KVKs, SAUs, ICAR Institutes, Banks and Co-operatives	40.74	3	17
iv	Lack of access to radio talk or TV. Programmes related to fish farming	37.04	4	18
v	Lack of good relationship with different stakeholders (hatchery owner/fish feed, fertilizer and chemicals seller and fish farmers)	33.33	5	19
vi	Lack of interpersonal relationship with the farmers	22.22	6	22
vii	Lack of scope for nominating progressive fish farmers in Krishi Mela/Exhibitions/Interface meet/University level programmes in district or state level.	7.41	7	26
viii	Lack of scope for participating in Krishi Mela/Exhibitions/Interface meet	3.70	8	27

Constraints

The constraints usually faced by the fisheries extension professionals were listed under the four major areas/categories, namely, administrative, infrastructural, information communication technology and extension activity (Sabar, 2015). The respondents were asked to rank those as per their categories as well as the overall occurrence. The constraints have been finally ranked by using Rank Based Quotient and the results are presented in Table 6.

As depicted in Table 6, 'Financial crunch', was ranked first followed by 'delayed sanction in procuring essential official items' and 'undefined job responsibilities and instructions' under the administrative category and the RBQ values of these variables were 98.72, 97.58 and 74.07 respectively. These findings of the present study are found to be in consonance with the findings of Kutilek *et al.* (2002) and Okwoche *et al.* (2015). The three major constraints related to infrastructure of the working setup of the fisheries extension professionals under the present study were insufficient quality inputs (fish seed, feeds, fishing nets and gears and fishing utensils) and untimely supply to the fish farmers (87.89), insufficient modern scientific equipment for water and soil quality parameters testing (87.75) and lack of office room and improper seating arrangements (86.32). The unavailability of modern scientific equipment and lack of office room and improper seating arrangements

affected the working environment of the extension professionals (Sandic, 2006; Nirmalkar *et al.*, 2022). Further, it was observed in the present study that unavailability of computer facilities (69.96), delayed repairing of computer facilities (59.26) and shadow mobile connectivity (18.52) were the top three ranked constraints faced by extension personnel under the category of Information and Communication Technology. Lack of opportunities for conducting training (48.15), ineffective demonstration at farmer's field and unavailability of inputs for the same (44.44), lack of communication with the local officials of line departments, KVKs, SAUs, ICAR institutes, banks and co-operatives (40.74) were the top three major constraints faced by extension personnel under category of 'extension activity'. These findings were in similar line of the findings of Victor and Anilkumar (2019).

The overall ranks of the constraints across all the four categories and the top five ranked constraints faced by the fisheries extension professionals under the present study are found to be financial crunch (98.72), delayed sanction in procuring essential official item (97.58), insufficient quality inputs (fish seed, feeds, fishing nets and gears, fishing utensils) and untimely supply to the fish farmers (87.89), insufficient modern scientific equipment for water and soil quality parameters testing (87.75) and lack of designated office room and improper seating arrangements (86.32). Based on these perceived constraints, a set of suggestive measures towards higher job satisfaction have been proposed in Fig. 1.

The present study contends that the majority of fisheries extension professionals in the state of Tripura have "medium" level of job satisfaction with no variation across the different categories, *i.e.* FO, FI and FA. Therefore, it might be summarised that the existing rules and regulation of the Fisheries Department, Government of Tripura as well

as different factors associated with job are uniform for all the categories of fisheries extension professionals in availing service benefits. Thus, no variation was found in their level of job satisfaction. Proximity to job location, promotion and caste were found to be the most influencing factors of job satisfaction of fisheries extension professionals. Further, it can be interpreted that 'living in job area' was a significant determinant of job satisfaction. 'Financial crunch', 'delayed sanction in procuring essential official items' and 'insufficient quality inputs supply in a timely manner to the fish farmers' are perceived to be the three major constraints faced by the fishery extension professionals. The reason attributed for financial crunch and delayed procurement of essential official items has been reported to be the unavailability of adequate fund under that particular head in fisheries department of the state. The reason of constraint related to 'insufficient quality inputs supply in a timely manner to the fish farmers' due to negative feedbacks of fish farmers for not providing inputs in a timely manner affecting fish production in the state. Considering the findings of the present study, it can be concluded that regularisation of promotion, ensuring sufficient manpower, providing opportunities for proper training/resher courses, identification of need-based fish farmers-cum beneficiaries for any scheme and residential proximity to job location, might increase the level of job satisfaction of the respondents. The findings of the present study might also help the state fisheries department and other institutions in providing a proper working environment and devising professional management strategies for enhancing the job satisfaction of extension professionals, working under their supervisions and the same may be replicated in other specialisations/professions/departments/establishments with appropriation.

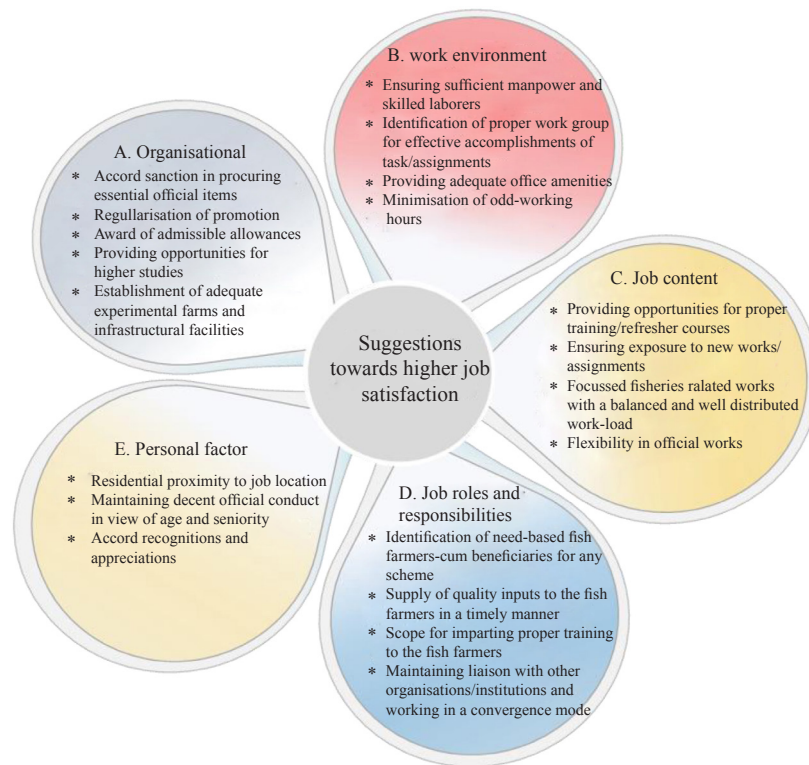


Fig. 1. Schematic presentation of perceived suggestions towards higher job satisfaction of respondents

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