

IDENTIFICATION AND COMPARISON OF FACTORS
INFLUENCING OKLAHOMA COOPERATIVE
EXTENSION SERVICE AGENTS TO
REMAIN IN THE PROFESSION

By

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CHAPTER I

INTRODUCTION

The Cooperative Extension Service in Oklahoma is looked to by many farmers, ranchers, homeowners, homemakers, youth, and others, as a source of unbiased information. Much of the success of the Oklahoma Cooperative Extension Service can be associated with the agents that provide the services to the citizens of the state. Extension agents in Oklahoma have an important task of helping clientele identify needs, then to work at providing the educational opportunities necessary in order to help those same clientele reach their goals and meet their personal needs.

The Extension Agent must be dedicated to his/her program responsibilities and must be willing to work evenings and week-ends frequently in order to serve their clientele.

At the present time the Cooperative Extension Service in Oklahoma has a wide range of experience, as some of the employees have worked more than 30 years with others who have worked less than one year. As many of the tenured agents retire, much of the work experience will be lost. In addition, at the time of this research the Oklahoma Cooperative Extension Service was faced with federal budget cuts which had prompted a freeze in hiring of new employees. In light of those facts it is important to retain current agents within the profession.

Several past studies have revealed why agents decide to leave the

profession; however, few have been conducted to ascertain why agents stay in the organization. The approach this study takes is of a positive nature to determine why agents are enticed to remain in the profession. Are there certain incentives, rewards, satisfactions, and loyalties that come into play? Are there certain factors that are more important to agents with fewer years, and of less importance to agents who are tenured? If there are indeed certain inducements that can be identified, should these be capitalized upon to encourage more agents to remain in the profession?

Statement of the Problem

"Daily challenges," "opportunities for creativity," "variety," and "flexibility to do innovative projects," are all terms that have been used to describe the Cooperative Extension Service work in Oklahoma. In addition, statements like, "opportunities for growth and advancement" are used to describe the extension career, yet a large number of people who join the organization choose not to make it a career.

While there have been numerous studies conducted to determine why people do not stay in the organization, there has been a need for additional study on factors that encourage people to stay in Cooperative Extension work as a career. There have been no recent studies conducted on this topic in Oklahoma.

Such research might be helpful in employee recruitment and by directing attention to any consistently important factors, employee morale might be increased, thus decreasing the attrition rate in the organization.

Purpose of the Study

The purpose of this study was to identify and compare factors that motivated or encouraged persons to continue their careers in the Oklahoma Cooperative Extension Service.

Objectives of the Study

In order to accomplish the intent of this study the following objectives were developed in regard to Oklahoma Cooperative Extension Service Employees:

1. To determine the level of influence selected factors have upon the overall population of Cooperative Extension Service county field staff, as related to retention in the organization.

2. To determine the relative importance of selected factors as to their influence on agent's decisions to continue in the Cooperative Extension Service as compared by program areas.

3. To determine the relative importance of selected factors as to their influence on agents' decisions to continue in the Cooperative Extension Service as compared by years of service within the program area.

4. To determine the relative importance of selected factors influencing the overall population of county field staff to remain in the profession as compared by years of service.

Scope of the Study

The population of this study was limited to Oklahoma Cooperative Extension Service Agents. In the Fall of 1986 there were 215 field

staff. this total population was selected for inclusion in the study.

A questionnaire was developed with the assistance of the author's advisor and field tested with the aid of the selected state, district, and field staff. After necessary revisions were completed, the same questionnaire was mailed to the county field agents within the state.

Assumptions of the Study

The following assumptions concerning the validity of the data presented in this study were formulated: (1) Agents would respond to the survey openly and not try to anticipate desired responses, but would reflect their own feelings. (2) The major areas covered in the questionnaire included tangible and intangible attributes of the profession. (3) A combination of tangible and intangible factors influence the decision to remain in the profession. (4) Responses of agents between geographic groups, experience levels, and job descriptions were representative of the total population of agents in Oklahoma.

Terms and Definitions

To add clarity and understanding to the content presented in this study, the following definitions were relevant.

Cooperative Extension Service - Established in 1914, the mission is to improve American agriculture and strengthen the Nation's families and communities through the dissemination and application of research generated knowledge and leadership techniques.

Cooperative Extension Service Agent - Personnel employed by the

Cooperative Extension Service to provide educational programs in Agriculture, Home Economics, 4-H and youth, or Rural Development.

Agriculture Agent - Those employees whose major subject matter responsibility is in a field of agriculture. All of these agents hold a Bachelor of Science degree or higher degree.

Home Economists - Agents holding a degree in a Home Economics field. The agents in this study holding Home Economics degrees were all female. All agents hold a Bachelor of Science degree or higher.

4-H Agent - Those in the 4-H Agent role hold primarily Agriculture or Home Economic degrees. The agents who serve in this capacity generally serve in counties with more than two agents.

Rural Development - Only one agent in this study listed their role as being primarily rural development. For the purpose of comparison between groups this one agent was included with the Agriculture Agent population as that population best represented his subject matter expertise.

Program Area - (Subject matter area), One of the four specific educational programs provided by Oklahoma Cooperative Education Service (OCES).

Tangible Factor - The positive aspects of a cooperative extension service career that are capable of being measured in "real" terms or reflecting observable value, e.g. salary, benefits, in-service opportunities, etc.

Intangible Factor - The aspects of a job not capable of being appraised as to actual worth or reflecting observable value, but which are of worth to the individual on a personal basis; clientele

interaction, enjoyment of activities, recognition, satisfaction, etc.

Major areas of influence incorporated in the survey instrument contained the following: monetary considerations, facilities and equipment, administration and supervision, family and personal opportunities, program support, professionalism and advancement and security.

CHAPTER II

REVIEW OF LITERATURE

The purpose of this chapter is to present an overview of related and indirectly related research and literature that identified factors relevant to this study. The review was divided into four major areas to provide clarity and organization. The areas of the review were, Why Agents Leave the Profession, Occupational Choices, Job Satisfaction, Similar Studies, and Summary.

To the knowledge of the author, no other research had been conducted in Oklahoma on this topic. Similar studies had been conducted regarding Vocational Agriculture teacher retention, but not directly related to Oklahoma Cooperative Extension Service. On the other hand, several studies have looked at job satisfaction and reasons why agents leave the profession, and occupational choices relating to the professions.

Why Agents Leave the Profession

Oklahoma Cooperative Extension Service has long had very qualified staff, for the most part, in all levels of the organization. Many of the agents have grown up with extension, with many having been involved in 4-H programs as youth or becoming familiar with CES through family contacts. Many of the agents who do not remain in the profession seek employment in related agriculture occupations.

Whitt (1957) alluded to the fact that almost half of the graduates who entered vocational agriculture positions upon graduation later changed occupations. Whitt (1957) also pointed out that 32 of the 100 graduates who were first employed as agriculture teachers changed to related fields. The former teachers indicated more opportunity for advancement, increased salary, better working conditions, and work more to their line of interest as major reasons for leaving the profession.

In a journal article, Worden (1975), listed these reasons Extension Home Economists in Colorado most often mentioned for resigning: (1) to become a full-time homemaker, (2) retirement, (3) moved to another county or state, (4) returning to college, (5) occupational change, and (6) marriage. These reasons are typical of those listed by Oklahoma home economists according to Netherton (1986). Furthermore, Netherton points to the following as primary reasons listed by male agents: (1) salary too low in comparison to job satisfaction, (2) more opportunity for advancement in other fields, and (3) desire to spend more time with family or on a personal life.

Black (1986) identified three major areas of dissatisfaction among Oklahoma 4-H Agents. He found they were most dissatisfied by pressures to do things not related to their jobs, salary, and procedures used to govern employees.

Occupational Choice Among Agents

Unlike those in some other states, Oklahoma Cooperative Extension Service agents are required to hold a minimum of a Master's degree in either agriculture or home economics. While this staffing requirement has not been tested due to the short period of time that it has been in

effect, there is concern by some agents that the degree requirement may make agent recruitment more difficult. Due to a high demand for college-trained professionals in agriculture there is the potential of graduates entering the private work force, which traditionally has paid higher salaries than public education.

Agents, like vocational agriculture teachers, are effective recruiters for their alma maters; as well as filling an important role of directing life skill development among youth clientele. Telwar (1968) indicated that most students enrolled in the College of Agriculture at Oklahoma State University indicated previous experiences as the major factor that influenced their decision in selecting their major. Collins (1985) supported the Telwar study by surveying teens in Nebraska regarding life skill development. Responding on a five-point degree of influence scale, the respondents said they learned "very much" about relationship skills and "much" about communications, problem solving, decision making, and inquiry skills. Overall the respondents ranked the 4-H leader as second most influential person following the teen's mother.

Frickenschmidt (1978) showed that the local county extension agent was the provider of the major influence which caused young agents to choose extension as a career. He also found that the major work related factors which effected job selected was the work itself.

Webb (1984) found when surveying other United States Department of Agriculture (USDA) agents that all considered extension to be doing an overall "good" job in regard to program effectiveness. Webb's study further showed that most of the respondents sampled had been directly

involved with extension programs, and the majority of these had born contacts through 4-H.

Job Satisfaction Among Agents

As we consider the fact that the average American will spend from 30 to 50 years in the work force, it is important to consider what makes the work most satisfying. Strong (1943) pointed out in his early writings that, "Interests are indicators of what activities bring satisfaction" (p. 3). In the same book, he further stated: "The criteria of a vocational interest test should be whether or not the person will be satisfied in the career to which it directs him, other factors than interest disregarded" (p. 384).

A very large number of studies have been conducted in the area of job satisfaction. These attest to the importance of work in American society. Roe (1956) pointed out, "In our society there is no single situation which is potentially so capable of providing satisfaction at all levels of basic needs than one's occupation" (p. 33).

Lionberger and Cheng (1977) report their findings from a job expectation and job satisfaction study which showed job entry considerations were mainly humanitarian concerns in contrast to an earlier study by Lionberger and Heifner in 1969 in which idealized views of an occupation (as seen by high school juniors and seniors) were classified as materialistic. Lionberger and Cheng further pointed out that extension agents were first and foremost "people-oriented." In the same study they found three factors which brought the highest levels of satisfaction: first, helping people, second, lack of security of tenure, and third, the prospects of advancement.

Katzell (1964) suggested that job satisfaction effects both the extent of participation in a job organization and the amount of performance behavior.

Studies of job participation by Harding and Bottenberg (1961), using choice of entering one occupation or another, job turnover, and tenure, and absenteeism generally support Katzell's proposition. The tendency of people appears to be choosing jobs concerning their expectations to satisfy needs, and to remain employed in jobs they report as providing satisfaction.

Personal achievement has also been suggested to be an important factor on job security, however achievement may be of little significance to some professionals. This was suggested in a Mississippi Cooperative Extension Service study which looked at county program leaders. Sappington (1972) reported achievement as the leading factor influencing job satisfaction, however in his study there were significant differences on the level of achievement needs for various educational levels. Achievement was significantly more important to persons who did not hold a Master of Science degree than it was to those who achieved advanced degrees. Sappington, in the same study, also reported agents with degrees in social sciences or education listed achievement as less important to job satisfaction than did those agents with technical degrees or no degrees.

In a similar study by Spitzor (1964) it was found that in situations where high levels of performance were important for goal attainment, the employee would tend to be a high achiever. If, in fact, a goal was attained, a high level of job satisfaction was

achieved. The more high performance led to goal attainment, the higher the positive correlation between satisfaction and performance. Inversely, where lower performance was found in other situations, negative relationships existed for goal attainment.

A study among Oklahoma 4-H professionals by Black (1987) revealed that of the agents participating, 70 percent stated that they would not choose a new career given the opportunity to do so, and of that same group 75 percent said they planned to make extension a life-time career.

Studies Related to Why Agents Remain in the Profession

Much of the research that has been conducted on this topic has been related to classroom teachers or to vocational agriculture instructors. As the agent in Cooperative Extension has many of the same motivations these studies are considered closely related.

White, (1979) in a study of Oklahoma Vocational Agriculture Teachers drew the following conclusions to be true regarding teacher retention, (1) intangible factors are of greater influence than tangible factors in regard to teacher retention, (2) it makes no difference where teachers teach or for how long in regard to influences which causes them to remain, (3) student achievement and accomplishment inspire teachers to remain, with many career teachers of vocational agriculture first becoming inspired or influenced as a result of their involvement in Future Farmers of America activities, (4) many teachers are influenced by being able to work with livestock projects. White also found, (5) teachers like the freedom to plan and conduct year

round programs, and (6) community support and achievement. Teachers were also encouraged by (7) the "Esprit de Corps" among teachers. Other factors of importance were, (8) esteem of self and coworkers, and (9) the opportunities to raise their families in rural environments. The research of White showed teachers were not highly influenced by benefits other than transportation provided; the least influential factor was monetary and related benefits.

Frickenschmidt (1975) reported that male agents in Oklahoma ranked "interesting work" as the number one reasons for remaining in extension. The same study showed "the work with clientele" as the next most important influence, followed by "job benefits" and "opportunities for growth."

Worden (1975), in a study of home economists in Kansas, found that agents with high levels of organizational commitment tended to remain in the profession, even though as a group, the female agents were more committed to family or personal ambition than to the job. The study showed that personal attitudes of the agents who remained in the profession were also characterized by high ambition, self-understanding, autonomy, and creativity.

While the actual reasons for remaining in an organization may vary tremendously from actual job satisfaction to simply not being willing the risk of seeking another occupation, most researchers tend to agree with Herzberg (1966) who describes the satisfied worker as being a more flexible, better adjusted person who has come from a superior family environment, or who has the capacity to overcome the effects of an inferior family situation. Herzberg (1966) also describes the

dissatisfied worker, in contrast, as being rigid, inflexible, unrealistic in goals, and unable to overcome environmental obstacles, and is generally unhappy with his job.

Summary

This review of literature presented background information in the following areas: agents leaving the profession, occupational choices among agents, job satisfaction of agents and agriculture educators, and agents remaining in the profession.

Although there have been both formal and informal studies conducted concerning agents leaving the profession, and the assumption has been made that the reasons are similar to those of professionals in other similar fields, it is difficult to identify any changes which have taken place within the organization to deter the resignation levels or reasons for resignations. Recent interviews in the Oklahoma Cooperative Extension Service along with research indicate that agents are resigning for many of the same reasons as were indicated in the past. However, it is not known how accurate some of the responses have been regarding exits. For example, an agent, who might list the cause of resignation as being the desire to enter another occupation, does not list specific reasons for that choice. There is a need to assess the true reasons why the decision was made to seek that other profession.

It has been shown by researchers concerning occupational choice, that agents and leaders play an important role in the occupations that their youth clientele seek. Furthermore, it has been shown that many of the agents who enter extension work were influenced by their local

agents in making that decision.

With the need and importance of recruitment of young people into agriculture careers, the county extension agent plays an important role in recruitment of future agents as well as recruits for other agricultural career fields.

In regard to job satisfaction, there seems to be a focus on intrinsic factors relating to both the work situation and the work itself. Agents list the satisfaction of working with people, the ability to be a part of planning their own programs, the enjoyment of the variety, and daily challenges as important factors relating to job satisfaction.

The review of literature revealed that personal achievement was not the major factor which encouraged agents to remain in the profession, rather the agent was more satisfied and encouraged by the work itself, and seeing clientele achieve goals. The researcher, however did find that low salaries were a major dissatisfying factor associated with the profession.

As a result of the review of literature and the lack of information directly relating to cooperative extension agent retention, the writer concluded that there are areas that need clarification and further research. There remains a need for positive approaches as to why agents choose to be career agents. Recent studies have shown that there appear to be different factors dependent upon the sex of the agent, but there appears to be limited research regarding various job descriptions.

CHAPTER III

DESIGN AND PROCEDURE

This chapter was designed to describe the methodology utilized in conducting the study. The procedures were largely prescribed by the intent and purpose of the study, which was to determine the importance of selected factors which might influence agents to remain in the Oklahoma Cooperative Extension Service. Specific objectives were utilized to provide direction for conducting the investigation. The specific objectives of the study were:

1. To determine the level of influence selected factors have upon the overall population of Cooperative Extension Service county field staff, as related to retention in the organization.

2. To determine the relative importance of selected factors as to their influence on agent's decisions to continue in the Cooperative Extension Service as compared by program areas.

3. To determine the relative importance of selected factors as to their influence on agent's decisions to continue in the Cooperative Extension Service as compared by years of service within the program area.

4. To determine the relative importance of selected factors influencing the overall population of county field staff to remain in the profession as compared by years of service.

Population

The population of this study included Oklahoma Cooperative Extension Service employees in the 77 counties of Oklahoma. This population included 215 persons, the total number of county staff in late November, 1986 when the first questionnaires were mailed.

A follow-up letter and second questionnaire was mailed to non-respondents in January, 1987. A total of 201 questionnaires were returned, three were unanswered leaving 198 or 92 percent of the total population completing usable questionnaires for the study. The useable instruments which were returned represented the three program areas well, with over 90 percent of agents in each program area responding.

The Instrument

The survey instrument was restricted to a "mail questionnaire" which consisted of a closed form document. In composing the questionnaire, related studies by White (1979), Worden (1975) and Sappington (1972) were utilized as well as suggestions from committee members. A pilot instrument was sent to a group of 15 Oklahoma Cooperative Extension service staff members, consisting of county field staff, subject matter specialists, and program administrators.

The group was asked to evaluate the instrument, considering the general objectives of the study, clarity, and readability of the instrument. The group was also asked to make suggestions for improving or enhancing the instrument.

Major areas of influence incorporated in the survey instrument

contained the following: monetary considerations, facilities and equipment, administration and supervision, family and personal opportunities, program support, professionalism and advancement and security. These were divided in three major categories consisting of a total of 33 questions. In addition, agents were asked to indicate their major program area and years of service in the organization.

Agents were asked to indicate their response on a five-point degree of influence scale relating to specific factors which had influenced them to remain in the profession. A cover letter accompanied the "mail questionnaire" along with a stamped, self-addressed return envelope.

Data Collection

Data were collected from the "mail questionnaire" delivered to 215 county field staff that represented three major program areas: Agriculture, Home Economics, and 4-H and Youth Development within the 77 counties of Oklahoma.

Analysis of Data

Responses to the questions or factors were assigned a numerical value from one to five. To permit a more accurate description and an analysis of the data, numerical values were assigned and real limits established for each of the 33 factors.

<u>Numerical Value</u>	<u>Range of Real Limits</u>	<u>Degree of Influence</u>
5	4.50 - 5.00	Very great
4	3.50 - 4.49	Great
3	2.50 - 3.49	Moderate
2	1.50 - 2.49	Some
1	1.00 - 1.49	None

Since sampling was not involved in the study and the attempt was made to survey the total population of extension field staff, descriptive statistics were used to describe the data.

Although eight percent of the population either failed to respond after the second mailing or returned surveys unanswered, it was determined that statistical analyses which described the data in terms of frequency means and variance would most accurately represent the population. Calculations of mean response, and rank order for each specific factor by years of service and subject matter area, not only reveals average responses but also shows the distribution of agent responses.

Notable differences were used to compare program area groups within the population and years of service groups within the program areas. To determine notable differences a criteria of .50 was established. Notable differences were considered to exist when individual mean values for each group had a difference of .50 or greater.

CHAPTER IV

PRESENTATION AND ANALYSIS OF DATA

The major purpose of this study was to determine the degree of influence selected factors played regarding agent's decisions to remain in the Oklahoma Cooperative Extension Service.

Data for this study was collected in the winter of 1986 and early spring of 1987 and involved the responses of field staff in 77 counties of Oklahoma. The objective of this chapter was to present a report of reliable information by analysis of data compiled.

Population

The population of the study consisted of 215 county or field staff in the Oklahoma Cooperative Extension Service. The population included agents with varying years of service and three subject matter areas.

Each of the agents was mailed a survey instrument and a self-addressed, stamped envelope. A follow-up reminder letter and additional survey and stamped envelope was mailed to non-respondents approximately one month after the initial mailing. The mail questionnaire was selected as the instrument as it offered both a practical and feasible method of data collection, even though eight percent of the population did not respond and few additional comments or "other" factors were listed. The percentage of responses was generally better than normally expected.

Findings of the Study

Data in Table I provide a breakdown of respondents by years of service within the total population of 198 field staff. While the years of service ranged from less than five to over 36 years, 146 (73.74 percent) of the respondents indicated that they had been employed with the Oklahoma Extension Service for 17 or fewer years. Twenty of the 44 4-H agents (45.45 percent) responding had five or fewer years.

The data in Table II revealed the distribution of respondents by program area. While 78 Home Economists returned usable surveys, reflecting the largest group, the data further indicates that over 90 percent of the population in each program area responded.

Table II also reflects that 93.62 percent of the 4-H agent population responded to the survey. This group, while having the greatest percentage, returned also represents the smallest part of the population.

Analysis of Data by Overall

Program Area

Data in Table III, combine all years of service within program area groups and displays by those three program areas, agents' responses to factors which have influenced agent retention. The data is also ranked by mean value for each of three sections of the survey.

Table III reveals no single factor was considered to be of "very great" influence by the total population.

The following is an analysis of each of the 20 job related factors

TABLE I
 DISTRIBUTION OF FIELD STAFF BY YEARS OF SERVICE
 WITHIN SUBJECT MATTER GROUPS

	Agriculture Agents		Home Economists		Four-H Agents		Total	
	N	%	N	%	N	%	N	%
0 - 5	16	21.05	21	26.92	20	45.45	57	28.79
6 - 11	18	23.68	16	20.51	12	27.27	46	23.23
12 - 17	15	19.74	25	32.05	3	6.82	43	21.72
18 - 23	9	11.84	5	6.41	5	11.36	19	9.60
24 - 29	13	17.11	10	12.82	1	2.27	24	12.12
30 - 35	5	6.58	1	1.28	2	4.55	8	4.04
36 +	0	0.00	0	0.00	1	2.27	1	.51
Total	76	100.00	78	100.00	44	100.00	198	100.00

TABLE II

SUMMARY OF RESPONDENTS BY PROGRAM AREAS

	Number Mailed	Number Returned	Percent Returned	Percent by Program Area of # Returned
Agriculture Agents	84	76	90.84	38.39
Home Economists	84	78	92.86	39.39
Four-H Agents	47	44	93.62	22.22
Total	215	198*	92.09	100.00

*Three additional surveys: 2 Agriculture Agents, 1 Home Economist were returned unanswered.

TABLE III

ANALYSIS OF FACTORS INFLUENCING EXTENSION AGENT
RETENTION IN THE SYSTEM BY PROGRAM AREA

Factors Influencing Agent Retention <u>JOB RELATED FACTORS</u>	Agric. Agents (N=76)				Home Economists (N=78)				4-H Agents (N=44)				Total Pop. (N=198)			
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.
1. Desire to work with people	1	G	4.24	.63	1	G	4.37	.70	1	G	4.23	.60	1	G	4.29	.66
2. People with whom associated	3	G	4.03	.69	3	G	3.97	.77	3	G	3.95	.75	3	G	3.99	.74
3. Service to humanity	6	G	3.70	.80	4	G	3.90	.82	5	G	3.61	.92	5	G	3.76	.84
4. Working conditions	7	M	3.30	.89	13	M	3.12	.87	9	M	3.32	.83	9	M	3.23	.87
5. Clientele involvement	4	G	3.95	.65	5	G	3.82	.76	4	G	3.84	.72	4	G	3.87	.71
6. Clientele perception of Extension	5	G	3.76	.67	6	G	3.67	.80	7	G	3.55	.90	6	G	3.68	.78
7. Geographic location of county	9	M	3.22	1.28	7	G	3.56	1.18	5	G	3.61	1.32	7	M	3.44	1.26
8. Recognition of organization	14	M	2.74	.97	17	M	2.90	1.05	17	S	2.39	1.10	17	M	2.72	1.04
9. Peer recognition	13	M	2.83	.95	12	M	3.14	1.01	13	M	2.70	.79	14	M	2.92	.96
10. Employee morale	18	M	2.64	1.04	15	M	2.99	1.04	14	M	2.66	.94	16	M	2.78	1.02
11. Administrative leadership	20	M	2.50	1.08	18	M	2.94	.92	18	S	2.34	.99	18	M	2.63	1.02
12. Quality of supervision	17	M	2.71	1.09	15	M	2.99	1.10	15	M	2.60	1.06	15	M	2.79	1.09
13. Disposition of co-workers	10	M	3.13	1.09	14	M	3.05	1.07	10	M	3.25	1.10	11	M	3.13	1.08
14. Promotional opportunities	15	M	2.73	.95	19	M	2.75	.95	20	S	2.25	1.06	18	M	2.63	.99
15. Working conditions & surroundings	8	M	3.26	.91	11	M	3.18	1.00	8	M	3.39	.87	8	M	3.26	.94
16. Opportunity for organizational input	12	M	2.87	1.00	10	M	3.26	1.09	12	M	3.00	.89	12	M	3.05	1.02
17. Salary	16	M	2.72	.87	9	M	3.36	.98	16	M	2.59	.95	13	M	2.94	.99
18. Job prestige	11	M	3.04	.94	8	M	3.42	.88	11	M	3.05	.75	10	M	3.19	.89
19. Working hours	19	M	2.51	1.10	20	M	2.71	1.18	19	S	2.32	1.20	20	M	2.55	1.16
20. Creative job freedom	2	G	4.22	.87	2	G	4.32	.80	2	G	4.20	.82	2	G	4.26	.83

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

TABLE III (Continued)

Factors Influencing Agent Retention	Agric. Agents (N = 76)				Home Economists (N = 78)				4-H Agents (N = 44)				Total Pop. (N = 198)			
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.
PERSONAL OPPORTUNITIES																
1. Opportunity for input in budgets	6	M	2.55	1.00	8	M	2.56	1.03	7	S	2.14	.95	6	S	2.46	1.01
2. Personal development (in-service)	4	M	3.30	.90	4	G	3.74	.88	5	M	2.86	1.13	4	M	3.37	1.00
3. Educational opportunities (college)	5	M	3.13	1.07	5	G	3.58	1.05	4	M	3.18	1.15	8	M	3.32	1.09
4. Beginning salary	8	S	2.26	.81	6	M	2.90	1.06	6	S	2.15	.91	5	S	2.48	1.00
5. Salary increases	7	S	2.38	.92	7	M	2.80	1.08	8	S	1.93	1.15	7	S	2.44	1.09
6. Job benefits	3	G	3.56	.99	2	G	3.86	.77	3	G	3.50	1.05	3	G	3.66	.93
7. Retirement benefits	1	G	4.03	.72	3	G	3.83	.88	2	G	3.72	.83	2	G	3.88	.82
8. Leave benefits	2	G	3.99	.77	1	G	4.10	.75	1	G	4.16	.64	1	G	4.07	.74
FAMILY OPPORTUNITIES																
1. Other business interests in area	4	S	2.03	1.25	4	S	2.27	1.46	4	S	1.73	1.09	4	S	2.05	1.31
2. Nearby farming operations	5	S	1.85	1.25	5	S	1.92	1.38	5	S	1.68	1.29	5	S	1.84	1.31
3. Spouse's job	3	S	2.08	.33	3	S	2.46	1.51	3	S	2.16	1.45	3	S	2.24	1.44
4. Indiv. or family involv. in comm.	2	M	2.65	1.23	1	M	3.10	1.20	1	M	2.77	1.29	1	M	2.86	1.24
5. Community or county ties	1	M	2.79	1.38	2	M	3.08	1.47	2	M	2.60	1.25	1	M	2.86	1.40

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

presented by the rank order of the overall group. Notable differences for each of the categories was considered. Notable differences were represented by means having differences in value of .50 or greater.

Desire to Work with People

This factor had the overall greatest mean value of 4.29, this was not only the highest ranked Job Related Factor, but also the greatest value of the study when considering Personal Opportunities and Family Opportunities. Of the three groups the Home Economists placed greatest value on this factor at 4.37 followed by the Agriculture Agents at 4.24 and followed closely by the 4-H group at 4.23 with no notable differences present. Each of the three groups rated this factor highest, giving the factor the highest overall ranked value. The standard deviations of each of the three group means, as well as the overall standard deviation showed a high level of consensus among the groups with standard deviation of .60 to .70.

Creative Job Freedom

The total group considered this factor to be the second most important with an overall mean value of 4.26. Again no notable differences were reflected by the various responses of the three groups with mean values of 4.32, 4.22, and 4.20 listed by the Home Economists, Agriculture Agents, and 4-H Agents respectively. Standard deviation also revealed a high degree of consensus between the groups with values of .80 to .87. This factor was ranked second overall as well as for each group.

People with Whom Associated

Agriculture Agents ranked this factor the highest among the three groups at 4.03 followed by the Home Economists at 3.97 and 3.95 by the 4-H Agent group, comprising an overall mean of 3.99. The group each ranked this factor third, as did the total population. Standard deviations reflected values of .69 to .77.

Clientele Involvement

The fourth most important factor overall having a mean value of 3.87 was ranked highest by the Agriculture Agents at 3.95 and lowest by the Home Economists at 3.82. Four-H Agents valued this factor at 3.84. The Home Economists ranked this factor fifth, while the other two groups as well as the overall group, valued the factor fourth. Standard deviations for the group ranged from .65 to .76.

Service to Humanity

Home Economists (3.90) placed the greatest value on the factor as compared to the other two groups. Agriculture Agents (3.70) and 4-H Agents (3.61) also placed values of this factor which were high enough to fall within the great category. This, the fifth ranked factor overall had a mean value of 3.76 and a standard deviation of .84. The Home Economists ranked the factor fourth, 4-H Agents, fifth and the Agriculture Agents sixth.

Importance of Extension as
Perceived by Clientele

This, the sixth ranked factor overall, was the last of job related factors falling within the "great" category. The total population placed a mean value of 3.68 on this factor with the Agriculture Agents placing the greatest value on the factor of the three groups with a mean value of 3.76. The Home Economists valued the factor at 3.67 and the 4-H Agents at 3.55 placed the least value on the factor of the three, however the data reflects no notable differences between the groups based upon the criteria of .50 difference for the study. While the ranking of this factor ranged from five to seven the standard deviation showed the groups were fairly consistently influenced by this factor, having standard deviations of .67 to .90.

Table III further reveals that all other factors fell within the real limits of 2.50 to 3.49 being of moderate value.

Geographic Location of County

While no notable differences were established among the three groups, the mean values of the groups did fall in differing categories with the 4-H Agents valuing geographic location at 3.61 followed by the Home Economist group at 3.56. The Agriculture Agents were less influenced by location valuing the factor at a moderate level at 3.22. The overall mean was 3.44.

Working Conditions and Surroundings

All three groups considered this factor to be of moderate value,

with means 3.39, 3.26, and 3.17 by the 4-H Agents, Agriculture Agents, and Home Economists respectively with a mean value of 3.26.

Working Conditions

A similar factor to the eighth ranked factor, this factor had an overall mean value of 3.29 with category means of 3.32, 3.30, and 3.12 by 4-H Agents, Agriculture Agents, and Home Economists.

Job Prestige

Both Agriculture Agents (3.04) and 4-H Agents (3.05) ranked this factor as eleventh, however, the Home Economists ranked this factor as eighth (3.42). "Job Prestige" was ranked tenth overall with a mean value of 3.19.

Disposition of Co-Workers

Four-H Agents (3.25) and Agriculture Agents (3.13) both ranked this factor as tenth while the Home Economists (3.05) ranked this factor as fourteenth, the factor was valued as eleventh overall with a mean value of 3.13.

Opportunity for Organizational Input

The twelfth ranked factor overall with a mean value of 3.05, this factor was closely ranked by the three groups with means of 3.26 by Home Economists and 3.00 by 4-H Agents and 2.87 by Agriculture Agents.

Salary

As relating to the job itself, "salary" was ranked near the lower

third of the Job Related Factors at thirteenth overall with a mean value of 2.94, however, there were notable differences among the groups pertaining to the factor.

One of the three groups, the Home Economists, were more greatly affected by salary than the Agriculture Agents or 4-H Agents, with the three groups ranking salary as ninth, sixteenth, and sixteenth with means of 3.36, 2.72, and 2.59 respectively.

Peer Recognition

Of the three groups, the Home Economists' group valued this factor slightly higher at 3.14 than did the Agriculture Agents at 2.83 or the 4-H Agents at 2.70. The total group ranked this factor as fourteenth overall with a mean value of 2.92.

Quality of Supervision

Agents felt that the "quality of supervision" was of only moderate influence upon their retention, receiving an overall mean value of 2.79. Of the three groups the Home Economists valued "quality of supervision" slightly higher than did the other groups with a mean value of 2.99. The Agriculture Agents group scored this factor at 2.71 followed by the 4-H Agents at 2.60.

Employee Morale

The sixteenth ranked factor, "employee morale" had a mean value of 2.99 among Home Economists, 2.66 among 4-H Agents, and 2.64 among Agriculture Agents. "Employee Morale" had an overall mean value of 2.78.

Recognition of Organization

A notable difference could be recognized among the groups where considering the importance of "recognition by the organization". The Home Economists ranked this value the highest of the three groups based on mean values at 2.90. The 4-H Agents were the lowest of the three groups at 2.39 and the Agriculture Agents were in between at 2.74. The overall mean value was 2.72.

Promotional Opportunities

This factor also had a notable difference between the groups with the 4-H Agents considering "promotional opportunities" fairly low with a mean of 2.25, placing the factor in the "some" category. Home Economists valued the factor at 2.75 and Agriculture Agents were close behind at 2.73.

Administrative Leadership

This, the sixteenth ranked factor, had more influence on Home Economists' (2.94) decisions to remain in the profession than did the same factor on Agriculture Agents (2.50) and the 4-H Agents (2.34). This factor had an overall mean of 2.63.

Working Hours

The least influencing factor on agent retention dealt with the "working hours." There was a high level of consensus among the population with the standard deviation being .16 overall.

The overall mean value for this factor was 2.55. The Home

Economists placed a mean value on this factor at 2.71 followed by the Agriculture Agents at 2.51 and 4-H Agents at 2.32.

Personal Opportunities

The second set of factors dealt with personal opportunities afforded the employee by the organization. Agents once again were asked to respond to the factors on a scale of one to five with one being of no influence and five being of very great influence.

Agent responses were ranked by mean response and notable differences were listed based on mean differences greater than .50. Standard deviations for the top three ranking factors in the Personal Opportunities were fairly consistent for the three program areas and ranged from .74 - .93 overall. The other five factors had overall standard deviations greater than 1.00. The findings for the personal opportunities were as follows.

Leave Benefits

The 4-H Agents (4.16) and Home Economists (4.10) ranked "leave benefits" as first among personal opportunities. The Agriculture Agents (3.99) ranked this factor second. The overall mean value was 4.07.

Retirement Benefits

The total group placed a mean value of 3.88 on this factor. This was the highest ranked item in the category by the Agriculture Agents with a mean value of 4.03. The Home Economists group placed a 3.83 mean value on the factor followed by the 4-H Agents group at 3.72.

Job Benefits

A mean value of 3.66 was placed on "job benefits" by the total group, placing this factor along with the two previous factors in the "great" category overall. The agent groups placed values on the factor as follows: Home Economists-3.86; Agriculture Agents-3.56; and 4-H Agents-3.50.

Personal Development Through In-Service

One of the two factors in the Personal Opportunities category receiving a "moderate" value, this factor had a mean value of 3.37. The Home Economists group placed the greater value on this factor among the three groups with a mean value of 3.74. The Agriculture Agents placed a mean value of 3.30 on the "personal development opportunities," followed by a mean value of 2.86 by the 4-H Agents.

Educational Opportunities (College)

Agents considered opportunities to be involved in advanced education to be of "moderate" influence as a retention factor at 3.32. Home Economists place a "great" value on the factor with a mean of 3.58, while 4-H Agents and Agriculture Agents placed lesser values on the factor at 3.18 and 3.13 respectively.

Beginning Salary

An overall mean value of 2.48 was listed for "beginning salary" which placed the factor fifth among Personal Opportunities. The Home

Economists considered this factor to be of "moderate" value at 2.90, while the Agriculture Agents (2.26) and 4-H Agents (2.15) placed "some" value on the factor.

Opportunity for Input in Budgets

"Some" value was placed on this factor at 2.46. The 4-H Agents group placed the least value on this factor among the three groups at 2.14, while the Home Economists and Agriculture Agents placed "moderate" values on the factor at 2.56 and 2.55 respectively.

Salary Increases

"Salary increases" were of "moderate" value to the Home Economists group at 2.80, while being of "some" importance to the Agriculture Agents at 2.38 and 4-H Agents at 1.93. The factor had an overall mean value of 2.44, which placed the factor at the bottom of the rank order of significant factors which had influenced agents decisions to remain in the Oklahoma Cooperative Extension Service.

Family Opportunities

The final set of factors which agents were asked to respond to dealt with family opportunities which might have affected retention. Agents responded on the same scale as for the previous factor in the study. The findings of the study showed that the agents generally placed lower values on these factors than had been placed on other factors in the study. Among the Family Opportunities, standard deviations were all greater than 1.24 for overall population, with

standard deviations of 1.20 or greater existing for each of the program area groups.

An analysis of the individual Family Opportunities factors is as follows.

Community or County Ties

The agents felt that this factor was of "moderate" influence with a mean value of 2.86, with the Home Economists listing the factor higher more often than the other groups with a mean value of 3.08. The Agriculture Agents had a mean of 2.79 and 4-H Agents had a mean value of 2.60, all falling in the "moderate" range.

Individual or Family Involvement

in the Community

This factor also had a mean value of 2.86 being of equal influence with "community or family ties." Home Economists likewise revealed a higher mean score for the factor at 3.10 than did the other groups at 2.77 and 2.65 by 4-H Agents and Agriculture Agents respectively.

Spouse's Job

With a mean value of 2.24 this factor was of "some" influence, and was ranked as third in order of importance by all three groups. With this factor, as with the remaining factors the Home Economists had a higher mean value at 2.46 followed by 4-H Agents at 2.16 and Agriculture Agents at 2.08.

Other Business Interest in the Area

The fourth ranked item was of "some" influence with a mean value of 2.05. Individual group means were: Home Economists (2.27), Agriculture Agents (2.03), and 4-H Agents (1.09).

Nearby Farming Interests

Related to the fourth ranked item, this factor related to what the author felt might be the most frequent "other" enterprise engaged in by agents or their spouses. This factor was of "some" influence at 1.84 being represented by the various groups, who all ranked the item as fifth, with mean values at 1.92, 1.85, and 1.68 for Home Economists, Agriculture Agents, and 4-H Agents respectively.

Analysis of Data by Years of Service with Program Areas

The second objective of the study was to compare the relative importance of selected factors on agent retention by program areas. Data are presented for Agriculture Agents, Home Economists, and 4-H agents, respectively.

Agriculture Agents

The data for the first program area group, Agriculture Agents, is presented in Table IV. The data is presented by years of service within the group and for the total Agriculture Agent group. The data was recorded for six years of service groups. The first group consisted of 16 agents with zero to five years of service, group two

TABLE IV

ANALYSIS OF FACTORS INFLUENCING AGRICULTURE AGENTS' DECISIONS
TO REMAIN IN THE SYSTEM BY YEARS OF SERVICE

Factors Influencing Agent Retention	(0-5 years) (N=16)		(6-11 years) (N=18)		(12-17 years) (N=15)		(18-23 years) (N=9)		(24-29 years) (N=13)		(30-35 years) (N=5)													
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.								
JOB RELATED FACTORS																								
1. Desire to work with people	1	G	4.19	.66	1	G	4.17	.62	1	G	4.27	.70	2	G	4.00	.70	2	G	4.46	.52	1	G	4.40	.55
2. People with whom associated	3	G	4.06	.77	3	G	3.89	.47	3	G	4.13	.74	5	G	3.56	1.01	3	G	4.38	.51	3	G	4.00	.00
3. Service to humanity	6	G	3.56	.73	4	G	3.78	.88	4	G	4.00	.76	9	M	2.89	.78	5	G	4.00	.58	4	G	3.60	.55
4. Working conditions	8	M	3.25	.77	7	M	3.17	1.15	8	M	3.33	.72	6	M	3.11	.78	8	G	3.77	.93	10	M	3.00	.71
5. Clientele involvement	2	G	4.07	.68	4	G	3.78	.65	5	G	3.87	.64	3	G	3.89	.78	4	G	4.31	.48	6	G	3.60	.55
6. Clientele perception of Extension	5	G	3.69	.48	6	G	3.67	.69	6	G	3.80	.94	3	G	3.89	.60	5	G	4.00	.58	7	M	3.40	.55
7. Geographic location of county	7	M	3.38	1.54	7	M	3.17	1.33	10	M	3.13	1.13	9	M	2.89	1.27	11	G	3.54	1.27	10	M	3.00	1.00
8. Recognition of organization	12	G	2.81	.98	18	S	2.32	.81	19	S	2.40	.99	12	M	2.56	.73	9	G	3.70	.75	9	M	3.20	.45
9. Peer recognition	10	G	2.88	.89	16	S	2.39	.78	13	M	2.80	.94	16	S	2.44	1.24	11	G	3.54	.78	8	M	3.25	.50
10. Employee morale	16	G	2.75	1.06	20	S	2.11	1.02	14	M	2.73	1.03	12	M	2.56	1.01	18	M	3.15	.90	16	M	2.75	.96
11. Administrative leadership	19	S	2.44	1.21	19	S	2.17	.79	19	S	2.40	1.18	19	S	2.33	1.22	18	M	3.15	.99	13	M	2.80	.84
12. Quality of supervision	16	M	2.75	1.18	13	M	2.61	1.04	7	S	2.47	1.06	16	S	2.44	1.30	7	G	3.84	1.12	18	S	2.40	.55
13. Disposition of co-workers	10	M	2.88	1.09	9	M	3.11	1.08	9	M	3.27	.88	12	M	2.56	.88	11	G	3.54	1.45	4	G	3.60	.55
14. Promotional opportunities	18	M	2.57	.89	14	M	2.59	.87	15	M	2.60	.91	15	M	2.55	1.24	15	M	3.46	.78	17	M	2.60	.89
15. Working conditions & surroundings	9	M	3.19	1.11	9	M	3.11	.90	7	M	3.47	.74	6	M	3.11	.93	10	G	3.62	.87	13	M	2.80	.84
16. Opportunity for organizational input	12	M	2.81	.91	12	M	2.78	.88	12	M	2.87	1.06	20	S	2.25	1.04	15	M	3.46	.97	13	M	2.80	1.30
17. Salary	12	M	2.81	.75	17	S	2.33	.97	15	M	2.60	.83	6	M	3.11	.78	17	M	3.23	.83	19	S	2.20	.45
18. Job prestige	12	M	2.81	.83	11	M	2.94	.88	11	M	3.06	.96	9	M	2.89	1.27	11	G	3.54	1.05	10	M	3.00	.00
19. Working conditions	20	S	2.38	1.26	15	M	2.56	.86	17	M	2.53	.74	16	S	2.44	1.33	20	M	3.08	1.32	20	N	1.40	.55
20. Creative Job freedom	4	G	3.75	.78	2	G	4.11	1.08	1	G	4.27	.96	1	G	2.44	.53	1	VG	4.70	.63	1	G	4.40	.55

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

TABLE IV (Continued)

		(0-5 years) (N=16)		(6-11 years) (N=18)		(12-17 years) (N=15)		(18-23 years) (N=9)		(24-29 years) (N=13)		(30-35 years) (N=5)													
Factors Influencing Agent Retention		Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.												
PERSONAL OPPORTUNITIES																									
1.	Opportunity for input in budgets	8	S	2.25	1.13	6	M	2.65	.93	6	M	2.60	.83	6	S	2.44	1.24	6	M	2.92	1.04	6	S	2.20	.84
2.	Personal development (in-service)	3	G	3.56	.81	5	M	3.12	.93	4	M	3.33	.82	5	M	3.22	1.09	4	M	3.38	.96	4	M	2.80	.84
3.	Educational opportunities (college)	4	M	3.38	1.15	4	M	3.47	1.04	5	M	3.13	1.87	4	M	2.56	1.13	5	M	3.00	.82	5	M	2.60	.89
4.	Beginning salary	7	S	2.44	.81	8	S	2.12	.86	8	S	2.29	.83	8	S	1.78	.67	8	M	2.70	.63	8	S	1.80	.84
5.	Salary increases	6	M	3.23	.72	7	S	2.38	.89	7	S	2.40	.91	9	S	2.22	1.48	7	M	2.85	.69	6	S	2.20	.84
6.	Job benefits	4	M	3.38	.89	3	G	3.59	1.18	3	M	3.47	.74	3	M	3.33	1.12	3	G	4.08	.86	3	M	3.40	1.34
7.	Retirement benefits	2	G	3.68	.62	1	G	4.18	.81	1	G	3.87	.64	1	G	3.89	.60	1	VG	4.50	.67	1	G	4.40	.55
8.	Leave benefits	1	G	3.94	.68	2	G	4.00	.87	2	G	3.73	.70	2	G	3.67	.87	1	VG	4.50	.52	2	G	4.25	.96
FAMILY OPPORTUNITIES																									
1.	Other business interests in area	5	S	2.13	1.41	4	S	2.35	1.27	3	S	2.33	1.40	5	S	1.56	.73	3	S	1.85	1.21	3	N	1.00	.00
2.	Nearby farming operations	4	S	2.19	1.52	5	S	2.12	1.32	5	S	1.87	1.36	4	S	1.67	1.00	5	S	1.54	.97	3	N	1.00	.00
3.	Spouse's job	3	S	2.31	1.45	3	S	2.47	1.46	4	S	2.13	1.41	3	S	2.11	1.45	4	S	1.62	.87	3	N	1.00	.00
4.	Indiv. or family involv. in comm.	1	M	2.56	1.26	2	M	2.82	1.13	2	M	2.71	1.20	1	S	2.33	1.32	2	M	2.77	1.42	2	S	2.40	1.34
5.	Community or county ties	1	M	2.56	1.50	1	M	3.18	1.43	1	M	2.73	1.39	1	S	2.33	1.22	1	M	2.92	1.32	1	M	2.80	1.48

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

was agents with six to 11 years of service followed by nine agents in the 18 to 23 years of service group. In the fifth category were the agents with 24 to 29 years of service, 13 agents fell within these parameters. The final five agents had 30 to 35 years of service.

Notable differences were considered to exist within the Agriculture Agents group when mean values reflected a .50 or greater difference between any of the years of service groups. Within the Job Related Factors notable differences were present among the groups on 18 of the 20 factors. Agents generally agreed on the top ranked factor for the total Agriculture Agents group, that being "the desire to work with people." The total group also revealed no notable differences among the third ranked factor for the group, "the people with whom associated."

However, on the factor which ranked second for the overall group, "creative job freedom" was notably more important to the 24 to 29 year group, being ranked first with a mean value of 4.70 while the zero to five year group only ranked the same factor as fourth with a mean value of 3.75.

At the bottom end of the ranked values was the "working hours" factor. Agriculture Agents in the six to 11, 12 to 15, and 18 to 23, ranked this factor fifteenth, seventeenth, and sixteenth respectively while the other three groups all ranked the value as twentieth.

Upon considering the three factors which reflected notable differences among the three program area groups, similar differences were revealed among the Agriculture Agents group. The "salary" factor ranked fairly high among 18 to 23 years of service group members at sixth, while agents in the 30 to 35 year group ranked the factor at

nineteenth.

"Recognition of the organization" ranked nineteenth by the 12 to 15 years of service group was ninth by the 24 to 29 year group and by the 30 to 35 year group.

The third factor which had notable differences among the three program areas was the "promotional opportunities" factor. This factor ranked fourteenth with the six to 11 year groups and eighteenth with the zero to five group, however, the greatest mean differences were between the zero to five year group (2.57) and the 24 to 29 year group (3.46).

Among the Personal Opportunities, notable differences among means existed among all groups on each factor. However, all groups ranked "retirement benefits" first with the exception of the zero to five group, which ranked the factor second. The same pattern existed on the bottom end of the ranking with all groups ranking "beginning salary" eighth with the exception of the zero to five years group which ranked the factor seventh.

Notable differences were also detected among years of service groups for factors relating to Family Opportunities, with the exception of "individual or family involvement in the community." This factor was one of the top ranked factors in the family opportunities factors, based upon overall means. The other number one ranked factor was the "community or county ties factor".

Home Economists

Data in Table V reveals comparisons among years of service groups

TABLE V

ANALYSIS OF FACTORS INFLUENCING HOME ECONOMISTS' DECISIONS
TO REMAIN IN THE SYSTEM BY YEARS OF SERVICE

Factors Influencing Agent Retention	(0-5 years) (N=21)		(6-11 years) (N=16)		(12-17 years) (N=25)		(18-23 years) (N=5)		(24-29 years) (N=10)		(30-35 years) (N=1)													
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.								
JOB RELATED FACTORS																								
1. Desire to work with people	1	VG	4.76	.75	3	G	4.13	.62	2	G	4.36	.76	1	G	4.40	.55	1	VG	4.50	.71	1	VG	5.00	.00
2. People with whom associated	3	G	4.10	.62	5	G	3.75	.77	6	G	3.80	.91	2	G	4.00	.00	2	G	4.40	.70	1	VG	5.00	.00
3. Service to humanity	6	G	3.52	.93	4	G	3.81	.75	3	G	4.08	.81	2	G	4.00	.00	3	G	4.20	.63	1	VG	5.00	.00
4. Working conditions	13	M	2.80	.75	9	M	3.25	.93	17	M	3.12	.97	13	M	3.00	.71	10	G	3.60	.70	7	M	3.00	.00
5. Clientele involvement	4	G	3.90	.83	7	G	3.67	.72	4	G	3.92	.81	5	G	3.60	.55	8	G	3.70	.67	4	G	4.00	.00
6. Clientele perception of Extension	5	G	3.67	.86	1	G	4.44	.73	5	G	3.84	.80	7	M	3.40	.89	8	G	3.70	.82	4	G	4.00	.00
7. Geographic location of county	6	G	3.52	1.33	5	G	3.75	.93	7	G	3.72	1.17	8	M	3.20	1.30	17	M	3.10	1.29	4	G	4.00	.00
8. Recognition of organization	16	M	2.67	1.11	14	M	3.00	.93	20	M	2.88	1.09	18	M	2.80	1.10	14	M	3.30	1.06	7	M	3.00	.00
9. Peer recognition	11	M	2.90	1.00	17	M	2.80	.86	11	M	3.40	1.04	13	M	3.00	1.22	10	G	3.60	.97	7	M	3.00	.00
10. Employee morale	18	M	2.52	.87	16	M	2.81	.75	14	M	3.32	1.11	8	M	3.20	1.48	14	M	3.30	1.16	7	M	3.00	.00
11. Administrative leadership	13	M	2.80	.90	18	M	2.69	.79	17	M	3.12	.97	13	M	3.00	1.22	17	M	3.10	.99	7	M	3.00	.00
12. Quality of supervision	13	M	2.80	1.15	19	M	2.67	.98	12	M	3.36	1.11	20	M	2.75	1.26	17	M	3.10	.99	14	M	2.00	.00
13. Disposition of co-workers	19	M	2.50	1.00	12	M	3.06	.93	15	M	3.24	1.13	13	M	3.00	1.22	5	G	3.80	.79	14	S	2.00	.00
14. Promotional opportunities	17	M	2.57	.75	15	M	2.88	.89	8	M	3.64	1.08	13	M	3.00	1.22	16	M	3.22	.97	14	S	2.00	.00
15. Working conditions & surroundings	11	M	2.90	.94	10	M	3.13	1.19	15	M	3.24	.88	8	M	3.20	1.30	5	G	3.80	.79	14	S	2.00	.00
16. Opportunity for organizational input	10	M	3.04	1.12	8	M	3.38	.96	12	M	3.36	1.19	8	M	3.20	1.30	13	G ^b	3.50	.71	19	N	1.00	.00
17. Salary	9	M	3.14	1.06	10	M	3.13	.89	10	G	3.52	1.05	4	G	3.80	.45	10	G	3.60	.97	7	M	2.00	.00
18. Job prestige	8	M	3.33	.73	12	M	3.06	.85	8	G	3.64	.91	8	M	3.20	1.30	5	G	3.80	.79	7	M	2.00	.00
19. Working conditions	20	S	2.43	1.16	20	M	2.53	.92	19	M	3.00	1.29	18	M	2.80	1.10	20	M	3.00	1.25	19	N	1.00	.00
20. Creative Job freedom	2	G	4.43	.68	2	G	4.40	.63	1	G	4.45	.78	5	G	3.60	.89	3	G	4.20	.92	14	S	2.00	.00

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

TABLE V (Continued)

Factors Influencing Agent Retention	(0-5 years) (N=21)		(6-11 years) (N=16)		(12-17 years) (N=25)		(18-23 years) (N=5)		(24-29 years) (N=10)		(30-35 years) (N=1)													
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.								
PERSONAL OPPORTUNITIES																								
1. Opportunity for input in budgets	8	M	2.48	1.33	7	M	2.50	.97	8	M	2.67	.76	8	S	2.40	.89	8	M	2.88	1.26	8	N	1.00	.00
2. Personal development (in-service)	2	G	3.80	.87	4	G	3.75	.58	4	G	3.68	1.03	2	G	3.60	.89	4	G	4.00	.87	4	S	2.00	.00
3. Educational opportunities (college)	4	G	3.57	1.08	4	G	3.73	.88	5	G	3.52	1.19	5	M	3.20	.84	5	G	3.89	.93	4	S	2.00	.00
4. Beginning salary	6	M	3.00	1.10	6	M	2.56	1.03	7	M	2.80	1.12	5	M	3.20	.84	7	G	3.50	.93	4	S	2.00	.00
5. Salary increases	7	M	2.67	1.28	8	S	2.38	.96	6	M	2.92	.97	7	M	3.00	.71	6	G	3.56	1.01	4	S	2.00	.00
6. Job benefits	3	G	3.67	.80	2	G	4.00	.73	3	G	3.88	.83	2	G	3.60	.89	1	G	4.11	.60	3	G	4.00	.00
7. Retirement benefits	5	M	3.48	1.03	3	G	3.88	.72	2	G	3.96	.84	1	G	3.80	1.10	1	G	4.11	.60	1	VG	5.00	.00
8. Leave benefits	1	G	3.90	.83	1	G	4.13	.72	1	G	4.32	.69	2	G	3.60	.89	1	G	4.11	.60	1	VG	5.00	.00
FAMILY OPPORTUNITIES																								
1. Other business interests in area	4	S	2.11	1.41	5	S	2.13	1.41	4	S	2.21	1.47	4	M	2.20	1.10	1	M	3.22	1.72	3	N	1.00	.00
2. Nearby farming operations	5	S	1.80	1.51	4	S	2.31	1.44	5	S	1.68	1.31	5	M	2.00	1.00	5	S	2.22	1.48	3	N	1.00	.00
3. Spouse's job	3	S	2.33	1.53	3	M	2.63	1.41	3	S	2.36	1.60	3	M	2.80	1.43	4	M	2.67	1.66	3	N	1.00	.00
4. Indiv. or family involv. in comm.	1	M	3.10	1.30	1	G	3.56	1.15	2	M	2.80	1.25	1	M	3.00	1.22	1	M	3.22	.83	1	M	3.00	.00
5. Community or county ties	2	M	2.86	1.56	2	G	3.50	1.41	1	M	3.00	1.58	1	M	3.00	1.22	3	M	3.11	1.36	1	M	3.00	.00

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

within the Home Economists population. Six years of service categories represented the Home Economists group. The first group of 21 Home Economists fell within the zero to five years of service group, the second group of 16 agents had six to 11 years of service.

The third group of Home Economists were those with 12 to 17 years of service, 25 agents comprised this group. Five additional agents had 18 to 33 years.

Within the 24 to 29 years of service group, ten agents were represented, and in the final group, one agent had 30 to 35 years of service.

When considering notable differences between the Home Economists groups at a .50 difference we discover that no differences existed in regard to two factors. Home Economists generally agreed on the "clientele involvement" and "administrative leadership" factors.

Upon noticing rankings of the factors the data reveals that the "desire to work with people" was generally the first ranked factor, with the six to 11 year group ranking the factor third and the 12 to 17 year group ranking the factor second, all other groups in the Home Economists population ranked this factor first.

When considering the differences among the groups of Home Economists on the three factors which had notable differences among the three program area groups, it is noted that in regard to "recognition from the organization" only a difference of .63 existed between the high and low means, while on the "promotional opportunities" factor, the difference between means was 1.64, and a .80 difference of the "salary" factor.

Among the Personal Opportunities, the Home Economists group had

notable differences among their total population on each of the eight factors.

In the final category of factors, those relating to Family Opportunities, the data revealed notable differences for each factor, however, rankings were generally similar with the exception of "other business interests in the area" factor where Home Economists in the 24 to 29 year group ranked the factor first, while the other five groups ranked the same value, based upon mean values, at three to five in rank order.

4-H Agents

Data in Table VI reveals comparisons between seven groups of 4-H Agents, on three categories of factors. While over 60 percent of the 4-H Agents had 11 or fewer years of service, one agent had 36 or more years, two agents were within the 30 to 35 year group, one within the 24 to 29 year group, five agents had 18 to 23 years of service, 12 had six to 11 years, and the largest group of 20 agents had zero to five years of service.

The data in Table VI further reveals notable differences among mean values for each of the groups of 4-H Agents. In some cases there are extreme differences due to group sizes, which are revealed in ranked values for factors, however mean values for many of the factors are more similar than are ranked values within the population.

As in the other program area groups, primary attention was paid to the three factors which had notable differences among the total extension population between program area groups.

TABLE VI

ANALYSIS OF FACTORS INFLUENCING 4-H AGENTS' DECISIONS
TO REMAIN IN THE SYSTEM BY YEARS OF SERVICE

Factors Influencing Agent Retention	(0-5 years) (N=20)		(6-11 years) (N=12)		(12-17 years) (N=3)		(18-23 years) (N=5)		(24-29 years) (N=1)		(30-35 years) (N=2)		(36+ years) (N=1)															
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.												
	JOB RELATED FACTORS																											
1. Desire to work with people	2	G	4.10	.64	1	G	4.08	.51	2	VG	4.67	.58	2	VG	4.60	.55	1	VG	5.00	.00	6	VG	4.50	.71	1	G	4.00	.00
2. People with whom associated	3	G	3.95	.52	4	G	3.58	.79	2	VG	4.67	.58	3	G	4.20	1.10	1	VG	5.00	.00	9	G	4.00	1.41	1	G	4.00	.00
3. Service to humanity	6	M	3.35	.75	7	M	3.17	.83	4	G	4.33	1.15	1	VG	4.80	.45	1	VG	5.00	.00	9	G	4.00	.00	1	G	4.00	.00
4. Working conditions	8	M	3.20	.95	6	M	3.42	.67	11	M	3.00	1.00	9	G	3.60	.89	13	M	3.00	.00	9	G	4.00	.00	11	M	3.00	.00
5. Clientele involvement	4	G	3.68	.48	5	G	3.58	.90	4	G	4.33	.58	3	G	4.20	.84	1	VG	5.00	.00	6	VG	4.50	.70	1	G	4.00	.00
6. Clientele perception of Extension	5	G	3.55	.83	9	M	3.00	.95	8	G	3.67	.58	5	G	4.00	.71	6	G	4.00	.00	1	VG	5.00	.00	1	G	4.00	.00
7. Geographic location of county	11	M	3.05	1.36	3	S	3.92	1.31	1	VG	5.00	.00	7	G	3.80	.84	13	M	3.00	.00	1	VG	5.00	.00	1	G	4.00	.00
8. Recognition of organization	19	S	2.10	.79	18	S	2.08	.79	14	S	2.33	1.53	14	M	2.80	1.48	6	G	4.00	.00	1	VG	5.00	.00	11	M	3.00	.00
9. Peer recognition	14	M	2.60	.75	14	S	2.42	.67	10	M	3.33	1.15	14	M	2.80	.84	6	G	4.00	.00	15	G	3.50	.71	11	M	3.00	.00
10. Employee morale	13	M	2.70	.80	16	S	2.25	1.06	11	M	3.00	1.00	12	M	3.00	1.41	13	M	3.00	.00	18	M	3.00	.00	11	M	3.00	.00
FL Administrative leadership	17	S	2.35	1.09	19	S	2.00	.74	20	S	1.67	.58	18	M	2.60	.55	13	M	3.00	.00	9	G	4.00	1.41	11	M	3.00	.00
12. Quality of supervision	15	M	2.55	.94	17	S	2.17	1.93	14	S	2.33	.58	14	M	2.80	.84	6	G	4.00	.00	6	VG	4.50	.71	11	M	3.00	.00
13. Disposition of co-workers	9	M	3.15	1.09	10	M	2.92	1.16	14	S	2.33	1.53	7	G	3.80	1.10	6	G	4.00	.00	9	G	4.00	.00	1	G	4.00	.00
14. Promotional opportunities	18	S	2.30	1.22	20	S	1.83	.83	19	S	2.00	.00	20	S	2.20	.84	6	G	4.00	.00	15	G	3.50	.71	11	M	3.00	.00
15. Working conditions & surroundings	7	M	3.25	.85	7	M	3.17	.83	8	G	3.67	1.15	9	G	3.60	.55	13	M	3.00	.00	1	VG	5.00	.00	1	G	4.00	.00
16. Opportunity for organizational input	9	M	3.15	.93	13	M	2.58	.67	14	S	2.33	.58	12	M	3.00	.71	6	G	4.00	.00	9	G	4.00	.00	1	G	4.00	.00
17. Salary	15	M	2.55	.83	14	S	2.42	1.08	11	M	3.00	1.00	14	M	2.80	1.48	13	M	3.00	.00	19	M	2.50	.71	11	M	3.00	.00
18. Job prestige	12	M	2.85	.67	10	M	2.92	.67	7	G	4.00	1.00	11	M	3.40	.89	13	M	3.00	.00	15	G	3.50	.71	11	M	3.00	.00
19. Working conditions	20	S	2.00	1.08	12	M	2.83	1.27	14	S	2.33	1.53	19	S	2.40	1.14	20	N	1.00	.00	19	M	2.50	2.12	11	M	3.00	.00
20. Creative Job freedom	1	G	4.25	.85	2	G	4.00	.74	4	G	4.33	.58	5	G	4.00	1.22	1	VG	5.00	.00	1	VG	5.00	.00	1	G	4.00	.00

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

TABLE VI (Continued)

Factors Influencing Agent Retention	(0-5 years) (N=20)		(6-11 years) (N=12)		(12-17 years) (N=3)		(18-23 years) (N=5)		(24-29 years) (N=1)		(30-35 years) (N=2)		(36+ years) (N=1)															
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.												
PERSONAL OPPORTUNITIES																												
1. Opportunity for input in budgets	7	S	2.00	.79	6	S	1.92	.90	8	S	1.67	1.15	6	M	2.80	1.30	4	M	3.00	.00	6	M	3.00	1.41	4	M	3.00	.00
2. Personal development (in-service)	5	S	2.49	1.02	5	M	2.50	1.00	2	G	4.00	1.00	4	G	4.00	1.00	4	M	3.00	.00	5	G	3.50	.71	1	G	4.00	.00
3. Educational opportunities (college)	4	M	3.15	1.27	4	M	2.75	1.14	2	G	4.00	1.00	5	G	3.60	.55	4	M	3.00	.00	1	G	4.00	1.41	4	M	3.00	.00
4. Beginning salary	6	S	2.45	1.00	7	S	1.58	.67	7	S	2.00	1.00	8	M	2.40	.55	7	N	1.00	.00	7	M	2.50	.71	4	M	3.00	.00
5. Salary increases	7	S	2.00	1.21	8	N	1.25	.45	6	S	2.33	1.15	6	M	2.80	1.64	8	N	1.00	.00	7	M	2.50	.71	4	M	3.00	.00
6. Job benefits	3	M	3.30	1.08	2	M	3.33	1.15	5	G	3.67	.58	3	G	4.40	.89	2	G	4.00	.00	1	G	4.00	.00	4	M	3.00	.00
7. Retirement benefits	2	G	3.58	.69	2	M	3.33	.89	2	G	4.00	1.00	1	VG	4.60	.55	1	VG	5.00	.00	1	G	4.00	.00	1	G	4.00	.00
8. Leave benefits	1	G	4.15	.59	1	G	4.00	.74	1	G	4.33	.58	1	VG	4.60	.89	2	G	4.00	.00	1	G	4.00	.00	1	G	4.00	.00
FAMILY OPPORTUNITIES																												
1. Other business interests in area	4	S	1.70	.98	4	S	2.00	1.35	4	N	1.33	.58	4	N	1.40	.89	2	N	1.00	.00	4	N	1.00	.00	1	G	4.00	.00
2. Nearby farming operations	3	S	1.75	1.45	5	S	1.83	1.40	5	N	1.00	.00	4	N	1.40	.55	2	N	1.00	.00	4	N	1.00	.00	1	G	4.00	.00
3. Spouse's job	5	S	1.68	1.29	3	S	2.33	1.61	3	M	3.00	2.00	3	S	2.40	1.34	1	M	3.00	.00	1	M	2.50	2.12	1	G	4.00	.00
4. Indiv. or family involv. in comm.	1	M	2.80	1.36	1	S	2.42	1.24	2	M	3.33	.58	1	G	3.80	1.09	2	N	1.00	.00	3	S	2.00	1.41	4	M	3.00	.00
5. Community or county ties	2	M	2.55	1.36	1	S	2.42	1.31	1	G	3.67	.58	2	M	2.80	1.30	2	N	1.00	.00	1	M	2.50	.71	4	M	3.00	.00

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

In regard to the "recognition of the organization" factor, means ranged from 5.00 from the 30 to 35 year group to 2.08 from the six to 11 and 18 to 23 year groups. The "promotional opportunities" factor had values ranging from 4.00 from the 24 to 29 year group to 1.83 for the six to 11 year group. The "salary" factor had mean values of 2.42 from the six to 11 year group and 3.00 from the 12 to 17, 24 to 29, and 36 plus groups.

Comparison of Agents by Years of Service

The third objective of the study was to determine the relative importance of selected factors influencing agents to remain in the profession as compared by years of service.

Data presented in Table VII reveals ranked mean values and category along with standard deviations for each factor for the total population of agents combining program areas, and separating the population in seven groups based upon years of service categories.

The largest group of agents were those 57 in the zero to five years of service group. The next group, those having six to 11 years represented 46 agents. The third largest group was also the third service group, 12 to 17 years. Forty-three agents had 12 to 17 years of service.

Nineteen agents had worked 18 to 23 years and 24 agents has 24 to 29 years. In the sixth category of years, 30 to 35, eight agents were represented and in the final category, one agent had 36 years or more years of service.

TABLE VII

ANALYSIS OF FACTORS INFLUENCING COOPERATIVE EXTENSION SERVICE
AGENTS TO REMAIN IN THE SYSTEM BY YEARS OF SERVICE

	(0-5 years) (N=57)		(6-11 years) (N=46)		(12-17 years) (N=43)		(18-23 years) (N=19)		(24-29 years) (N=24)		(30-35 years) (N=8)		(36+ years) (N=1)			
	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.
Factors Influencing Agent Retention																
JOB RELATED FACTORS																
1. Desire to work with people	1	G	4.26	.70	2	G	4.13	.58	2	G	4.35	.72	1	G	4.26	.65
2. People with whom associated	3	G	4.04	.63	3	G	3.76	.67	4	G	3.98	.86	4	G	3.84	.90
3. Service to humanity	6	M	3.47	.80	5	G	3.63	.85	3	G	4.07	.80	6	G	3.68	1.00
4. Working conditions	9	M	3.07	.84	8	M	3.26	.95	11	M	3.19	.88	8	M	3.21	.79
5. Clientele involvement	4	G	3.88	.69	4	G	3.69	.73	5	G	3.93	.74	3	G	3.89	.74
6. Clientele perception of Extension	5	G	3.63	.75	7	M	3.41	.80	6	G	3.81	.82	5	G	3.79	.71
7. Geographic location of county	7	M	3.32	1.40	6	G	3.57	1.22	7	G	3.60	1.20	8	M	3.21	1.18
8. Recognition of organization	18	M	2.50	1.00	18	S	2.44	.92	19	M	2.67	1.08	15	M	2.68	1.00
9. Peer recognition	14	M	2.79	.88	15	M	2.53	.79	11	M	3.19	1.03	15	M	2.68	1.11
10. Employee morale	16	M	2.65	.90	19	S	2.39	.98	15	M	3.09	1.09	13	M	2.84	1.21
11. Administrative leadership	17	M	2.53	1.06	20	S	2.30	.81	18	M	2.77	1.11	19	M	2.58	1.07
12. Quality of supervision	15	M	2.70	1.07	16	M	2.51	1.06	16	M	2.98	1.14	17	M	2.61	1.04
13. Disposition of co-workers	12	M	2.84	1.07	10	M	3.04	1.03	10	M	3.26	1.05	12	M	3.00	1.06
14. Promotional opportunities	19	S	2.47	.97	17	S	2.49	.94	20	H	2.58	.98	18	M	2.59	1.21
15. Working conditions & surroundings	8	M	3.10	.96	9	M	3.13	.97	9	M	3.35	.84	7	M	3.26	.93
16. Opportunity for organizational input	10	M	3.01	.99	12	M	2.93	.90	14	M	3.12	1.14	14	M	2.72	1.07
17. Salary	12	M	2.84	.92	13	M	2.63	1.02	13	M	3.16	1.04	8	M	3.21	.98
18. Job prestige	10	M	3.01	.77	11	M	2.98	.80	8	M	3.47	.96	11	M	3.11	1.15
19. Working conditions	20	S	2.26	1.16	14	M	2.62	.98	17	M	2.79	1.15	20	M	2.53	1.17
20. Creative Job freedom	2	G	4.18	.80	1	G	4.18	.86	1	G	4.38	.82	2	G	4.11	.88
									1	VG	4.50	.78	2	G	4.25	1.04

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

TABLE VII (Continued)

		(0-5 years) (N=57)		(6-11 years) (N=46)		(12-17 years) (N=43)		(18-23 years) (N=19)		(24-29 years) (N=24)		(30-35 years) (N=8)		(36+ years) (N=1)															
Factors Influencing Agent Retention		Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.	Rank	Category	Mean	Stand. Dev.												
PERSONAL OPPORTUNITIES																													
1.	Opportunity for input in budgets	8	S	2.25	1.11	6	S	2.40	.96	7	M	2.57	.83	7	M	2.53	1.12	7	M	2.91	1.02	6	S	2.25	1.04	4	M	3.00	.00
2.	Personal development (in-service)	5	M	3.29	1.07	5	M	3.18	.96	4	G	3.58	.96	4	M	3.53	1.02	4	G	3.61	.94	4	M	2.88	.83	1	G	4.00	.00
3.	Educational opportunities (college)	4	M	3.37	1.16	4	M	3.36	1.06	5	M	3.42	1.18	5	M	3.00	1.00	5	M	3.35	.93	4	M	2.88	1.13	4	M	3.00	.00
4.	Beginning salary	6	M	2.65	1.01	7	S	2.13	.94	7	M	2.57	1.04	8	S	3.32	.89	7	M	2.91	.92	8	S	2.00	.76	4	M	3.00	.00
5.	Salary increases	7	S	2.28	1.15	8	S	2.07	.95	6	M	2.69	.98	6	M	2.58	1.35	6	M	3.04	.98	6	M	2.25	.71	4	M	3.00	.00
6.	Job benefits	3	M	3.46	.93	3	G	3.66	1.04	2	G	3.72	.80	3	G	3.68	1.05	3	G	4.09	.73	3	G	3.63	1.06	4	M	3.00	.00
7.	Retirement benefits	2	G	3.55	.81	2	G	3.84	.85	3	G	3.93	.77	1	G	4.05	.78	1	G	4.36	.66	1	G	4.38	.52	1	G	4.00	.00
8.	Leave benefits	1	G	4.00	.71	1	G	4.04	.77	1	G	4.12	.73	2	G	3.89	.94	2	G	4.32	.57	2	G	4.29	.76	1	G	4.00	.00
FAMILY OPPORTUNITIES																													
1.	Other business interests in area	4	S	1.96	1.26	4	S	2.18	1.32	4	S	2.19	1.40	4	S	1.68	.89	3	S	2.35	1.56	4	N	1.00	.00	1	G	4.00	.00
2.	Nearby farming operations	5	S	1.89	1.47	5	S	2.11	1.37	5	S	1.70	1.28	4	S	1.68	.89	5	S	1.78	1.20	4	N	1.00	.00	1	G	4.00	.00
3.	Spouse's job	3	S	2.09	1.43	3	S	2.49	1.46	3	S	2.33	1.54	3	M	2.37	1.38	4	S	2.09	1.31	3	N	1.37	1.06	1	G	4.00	.00
4.	Indiv. or family involv. in comm.	1	G	2.84	1.31	2	M	2.98	1.23	2	M	2.81	1.20	1	M	2.89	1.33	2	M	2.87	1.25	2	S	2.38	1.88	4	M	3.00	.00
5.	Community or county ties	2	M	2.67	1.46	1	M	3.09	1.43	1	M	2.95	1.46	2	M	2.63	1.21	1	M	2.91	1.35	1	M	2.75	1.16	4	M	3.00	.00

Real Limits: Very Great(VG) = 5.00-4.50, Great(G) = 4.49-3.50, Moderate(M) = 3.49-2.50, Some(S) = 2.49-1.50, None(N) = 1.49-.00

When considering notable differences among six categories of years of service it can be found that differences do in fact exist in regard to most of the Job Related Factors. The exception is found in regard to the fourth ranked factor. It can be seen that no notable differences were found regarding "clientele involvement," with means ranging from 3.69 to 4.08.

Two other factors were found to have differences of only .50. These were factors ranked one and two respectively by the total population. The "desire to work with people" had mean values ranging from 4.00 to 4.50, the second ranked factor by the population, "creative job freedom" also had mean values of 4.00 to 4.50.

Other factors which did not reflect notable differences were "leave benefits" in the Personal Opportunities category, which ranked first in the category with means of 3.89 to 4.32.

In the Family Opportunities category, "community or county ties" also ranked first in the category had means of 2.63 to 3.09.

Twelve factors had differences which were greater than 1.00. These 12 factors are listed as follows by rank, with the first having the greatest difference (3.00) and the 12th having a difference of 1.00. The factors are: "other business interest in the area," "nearby farming operations," "spouses job," "working hours," "beginning salary," "opportunity for organizational input," "recognition of the organization," "disposition of co-workers," "personal development through in-service," "job benefits," "peer recognition," and "salary."

While notable differences, based upon the .50 criteria, did exist among agents for most of the factors, the rankings by years of service

groups was generally consistent with those rankings for individual program area groups.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this chapter was to present a summary of the study problem, methodology, and major findings. Conclusions and recommendations were presented based upon summarization, analysis of data collected and interpretation resulting from the design and procedures utilized in conducting the study.

Summary of the Study

Purpose of the Study

The purpose of this study was to identify and compare factors that motivated or encouraged county staff to continue their careers in the Oklahoma Cooperative Extension Service.

The population of this study consisted of all county field staff who were currently employed by the Oklahoma Cooperative Extension Service.

Objectives of the Study

In order to accomplish the intent of this study the following objectives were developed in regard to Oklahoma Cooperative Extension Service employees:

1. To determine the level of influence selected factors have upon the overall population of Cooperative Extension Service county field

staff, as related to retention in the organization.

2. To determine the relative importance of selected factors as to their influence on agent's decisions to continue in the Cooperative Extension Service as compared by program areas.

3. To determine the relative importance of selected factors as to their influence on agent's decisions to continue in the Cooperative Extension Service as compared by years of service within the program area.

4. To determine the relative importance of selected factors influencing the overall population of county field staff to remain in the profession as compared by years of service.

Rationale of the Study

The current freeze in hiring, potential of "early-out" retirements, and considerations of county consolidation point to a need to retain current employees in the Oklahoma Cooperative Extension Service. The importance of selected variables associated with personal goals, ambitions of agents, and job satisfactions have relevant implications for agent retention. Professional pride and firm convictions concerning the importance of the Cooperative Extension Service to clientele seem to be factors which affect the decisions of agents to remain in the profession.

The satisfaction of seeing people reach their goals as a result of extension programs helps provide the agent with added motivation, and as the resulting accomplishment by clientele makes them recognize the value of the organization.

Identifying the importance of selected variables associated with advantages, benefits and rewards of extension work should help agents reflect on personal goals, define expectations and affirm their decisions to remain in the profession. Agents committed to the profession, and to helping people themselves, provide the "spirit" of Cooperative Extension. As a result of agent satisfaction, clientele should also receive benefits in the form of quality extension programs. In addition to providing a benefit to the agent and clientele, identifying pertinent factors relevant to agent retention, the value of specific variables should assist administrators and supervisors in developing effective supervisory procedures as well as providing adjustments or enticements for staff.

Design and Procedures

Following a review of literature related to the problem and determination of need, the major tasks in the design of the study were: (1) determination of the population for the study, (2) development of the survey instrument, (3) collection of the data, and (4) analysis of the data.

The population of the study consisted of 215 persons, the total number of field staff employed by the Oklahoma Cooperative Extension Service in November, 1986. Mail questionnaires were utilized to secure agent responses to selected factors. Of those agents receiving the survey 92 percent of the total population completed and returned usable surveys.

Survey items and areas of consideration were determined through a review of related literature and by input from a group of 15 agents

selected to review and offer input on the instrument.

Upon collection of the data, descriptive statistics were utilized to analyze and describe the information. Notable differences among responses were noted using category values as well as mean response values. A criteria for determining levels of notable differences was established with a value of .50 being selected. Chapter IV presents the findings of that data shown in the tables.

Major Findings of the Study

The focus of this study was to determine the importance of selected factors influencing agents to remain in the Cooperative Extension Service. Objectives of the study were utilized as a basis for the organization of major findings, these findings are presented as follows.

Profile of the Respondents

The total population of the Oklahoma Cooperative Extension Service was surveyed so no actual sampling was applied to this study. The data represents a significant portion of the total population with over 92 percent of the population being represented in the findings. The population was similar as to distribution by years of service with the exception of the "36 plus years" group, which had only one member.

The 4-H Agents group had the highest percentage of surveys returned with 93.62 percent responding, however, this group only comprised 22.22 percent of the total population or agents responding. The Home Economists group comprised the largest group responding with

79 agents. This group represented 92.86 percent of the Home Economists population. The population was very similar as to distribution of years of service, with 28 percent of the group having been employed for five or fewer years, the next largest group had served six to 11 years with nearly 74 percent having 17 or fewer years of service.

Job Related Factors

While no factor in the study received an overall "very great" influence ranking several factors were ranked as "great." "Great" values had real limits of 3.50 to 4.49. Those Job Related Factors with overall mean values in this range were: "Desire to work with people," (4.29), "Creative job freedom," (4.26), "People with whom associated," (3.99), "Clientele involvement," (3.87), "Service to humanity," (3.76), and "Importance of extension as perceived by clientele," (3.68).

All three groups ranked the "desire to work with people," "creative job freedom," and "people with whom associated" as the top three factors respectively. There was very little deviation among the program area groups on the top three factors, as reflected by the "overall" standard deviations for the three factors ranked one through three. The standard deviations for the factors were: .66, .83, and .74 respectively.

The "salary" factor reflected a notable difference among agents, with the Home Economists group ranking this factor as ninth in order of importance while the other two groups listed the factor as sixteenth. "Promotional opportunities" was ranked higher by Agriculture Agents at fifteenth than by the other groups with those giving the same factor

values of nineteenth by Home Economists and twentieth by 4-H Agents, reflecting a notable difference. The only other factors where notable differences existed was "recognition of the organization" being ranked fourteenth by Agriculture Agents and seventeenth by the Home Economists and 4-H Agents and seventeenth overall.

With the exception of the top six ranked factors all other job related factors were listed as being of "moderate" value falling within the real limits of 2.50-3.49.

Personal Opportunities

Personal opportunities generally ranked lower than did job related factors. "Leave benefits" (4.07), "retirement benefits" (3.88), and "job benefits" (3.66) all fell within the "great" value ranging having real limit values of 3.50 to 4.49.

"Personal development" through in-service (3.37) and "educational opportunities" (3.32) were considered to be of "moderate" value having overall mean values of 2.50 to 3.49. The other personal opportunities were listed as having only some value. There were no notable differences between the rankings of the various program area groups.

Family Opportunities

Family opportunities generally were values lower in the survey. "Individual or family involvement in the community" and "community or county ties" both were values at 2.86, or as being of "moderate" value. "Nearby farming operations" were ranked the lowest having an overall mean value of 1.84.

Overall Ranking of Factors

While the major emphasis of this study was to consider the importance of factors in three major areas, Job Related Factors, Personal Opportunities, and Family Opportunities, it was of interest to see how factors ranked overall. Data in Table VIII presents a summary of rankings for the total 33 factors considered in the study. The data was presented for each of the program area groups, in addition, years of service categories were considered.

The data in Table VIII reveals that the top ten factors, for not only the overall population, but also for each of the various groups, were fairly consistent.

The top ranked factor in the study was "the desire to work with people," followed closely by "creative job freedom." The third most important factor overall was from the Personal Opportunities category. This factor, "leave benefits" was slightly more important to agents in the 18 to 23 and 24 to 29 years of service categories.

"People with whom associated" was ranked fourth by the overall group, followed by "retirement benefits," "clientele involvement," "service to humanity," and "clientele perception of extension." The ninth and tenth ranked factors were: "job benefits" and "geographic location of county." The tenth ranked factor was less important to the 24-29 years of service than to any of the other groups, ranking 21st with this group. The same factor seemed to be more important to 4-H Agents, being ranked at seventh.

TABLE VIII

SUMMARY OF OVERALL RANKINGS OF FACTORS INFLUENCING COOPERATIVE
EXTENSION SERVICE AGENTS TO REMAIN IN THE SYSTEM
BY YEARS OF SERVICE AND PROGRAM AREAS

Factors Influencing Retention	<u>Years of Service</u>							<u>Program Area Groups</u>			Overall
	(0-5)	(6-11)	(12-17)	(18-23)	(24-29)	(30-35)	(35 +)	Ag. Agents	Home Ec.	4-H Agents	
1. Desire to work with people	1	2	2	1	1	1	1	1	1	1	1
2. People with whom associated	3	5	5	6	3	5	1	3	4	4	4
3. Service to humanity	8	8	4	8	6	6	1	8	5	7	7
4. Working conditions	14	12	16	13	10	14	18	10	18	12	14
5. Clientele involvement	5	6	6	4	8	6	1	6	8	5	6
6. Clientele perception of Extension	6	10	8	7	9	6	1	7	10	9	8
7. Geographic location of county	11	9	10	13	21	9	1	13	12	7	10
8. Recognition of organization	26	26	27	22	16	9	18	20	25	24	24
9. Peer recognition	20	22	16	22	15	13	18	18	17	19	19
10. Employee morale	23	28	20	20	23	22	18	25	22	20	23
11. Administrative leadership	25	29	25	27	24	16	18	28	24	25	25
12. Quality of supervision	21	23	21	25	22	18	18	23	22	21	22
13. Disposition of co-workers	17	16	15	17	10	12	1	14	21	13	16
14. Promotional opportunities	27	24	28	26	18	23	18	21	28	27	25
15. Working conditions & surroundings	13	14	14	12	10	14	1	12	16	11	13
16. Opportunity for organization input	15	19	19	21	17	18	1	17	15	16	17
17. Salary	17	20	18	13	19	25	18	22	14	23	18
18. Job prestige	15	17	12	16	13	16	18	16	13	15	15
19. Working conditions	29	21	24	28	26	30	18	27	29	26	27
20. Creative job freedom	2	1	1	2	1	4	1	2	2	2	2
21. Opportunity for input in budgets	30	27	29	28	27	27	1	26	30	30	29
22. Personal development (in-service)	12	13	11	10	14	18	28	10	9	17	11
23. Educational opportunities (college)	10	11	13	17	20	18	1	14	11	14	12
24. Beginning salary	23	31	29	11	27	29	1	30	25	29	28
25. Salary increases	28	33	26	28	25	27	1	29	27	31	30
26. Job benefits	9	7	9	8	7	9	1	9	6	10	9
27. Retirement benefits	7	4	6	3	4	2	28	3	7	6	5
28. Leave benefits	4	3	3	4	5	3	28	5	3	3	3
29. Other business interests in area	32	30	32	32	31	32	28	32	32	32	32
30. Nearby farming operations	33	32	33	32	33	32	28	33	33	33	33
31. Spouse's job	31	24	31	31	32	31	28	31	31	28	31
32. Indiv. or family. involv. in comm.	17	17	23	19	30	25	1	24	19	18	20
33. Community or county ties	22	15	22	24	27	23	1	19	20	21	20

Conclusions

The interpretations and major findings presented in the study provide a basis for the following conclusions.

1. Slightly over 73 percent of the Oklahoma Cooperative Extension Service work force has been employed for 17 or fewer years, indicating a fairly young work force.

2. Agents were most greatly influenced by factors which related to serving people or the methods of providing that service. The most important retention factor of the study was the "desire to work with people." These findings are strongly supported by White (1979) where vocational agriculture teachers indicated intangible factors were significantly more important than were tangible factors in regard to retention.

3. Among Job Related Factors, agents were least influenced by "working hours." Most agents are aware of the working hours when joining the organization and possibly the working hours are of little importance to agents in light of their service to humanity.

4. Three of the top ten factors, when considering the three categories together, dealt with benefits provided to the agents through the job such as leave and retirement.

5. The population did not consider family or community factors to be great retention influences. This might logically be associated with the fact that many of the agents with zero to five years of service are single and also with 73 percent of the group having 17 or fewer years, most of the population likely has not established strong community ties.

6. Agriculture Agents and Home Economists were generally more greatly influenced by promotional opportunities than were 4-H Agents. This could be associated with the fact that most of the 4-H Agents likely have not attempted to be promoted, as traditionally those agents have not served in administrative roles in counties where the 4-H Agent position has existed.

7. Home Economists were notably more influenced by "recognition by the organization" than were the 4-H Agents and slightly more than the Agriculture Agents.

8. The "salary" factor was notably more influencing to the Home Economist than was the same factor to either the 4-H Agent or the Agriculture Agents.

Recommendations

As a result of the major findings and conclusions, the following recommendations were made.

1. Administrators of the Oklahoma Cooperative Extension Service should closely consider those factors which have most greatly influenced agents to remain in the organization. Having identified those most significant factors, efforts should be made to recognize those organization strengths and utilize those strengths as motivational factors, possibly improving morale which ranked fairly low in the study.

2. Recognizing that the factors with the greatest influence on agent retention primarily dealt with service and programming, these strengths of the extension program should be emphasized when seeking new employees. Furthermore, character strengths which would indicate

that candidates are able to work closely with people should be considered when hiring new employees.

3. If we can assume that factors which did not encourage retention were ranked as such as a result of agent dissatisfaction, attempts should be made to improve the conditions which might make some factors less appealing to agents.

4. Recognizing that three of the top ten factors of the overall study dealt with benefits of the job, emphasis should be placed on these factors when listing strengths of the organization. Agents considered "leave benefits," "retirement benefits," and "job benefits" as third, fifth, and ninth respectively.

5. Assuming the findings of the Black (1987) study do in fact accurately reflect the career goals of Oklahoma Cooperative Extension Service employees, by reporting 75 percent of the agents surveyed would like to make extension a life-time career; we could expect a cyclic work force. Currently, 73 percent of the agents have 17 or fewer years of service, one could anticipate a very large group of agents to retire in 20 to 30 year.

6. Administrators should also consider that based upon the current work force and their career goals, the personnel costs will be increasing significantly over the next 20 to 30 years if salary adjustments are made based upon years of service.

7. Attempts should be made to determine the actual causes for notable differences among the three groups in regard to "promotional opportunities," "recognition of the organization," and "salary."

Recommendations for Additional Research

The following recommendations are made based on the findings of this study and are the personal judgments of the author.

1. Further research with extension agents aimed at identifying agent concerns or dissatisfactions should be considered.

2. Studies which attempt to measure factors dealing with family involvement should also seek information regarding marital status. By determining marital status, populations could be separated by status to determine the true influence of family opportunities.

3. A study of agents who have left the profession to identify factors which influenced their leaving the Oklahoma Cooperative Extension Service should be given high priority.

4. Utilizing the findings of this study, comparing the three program areas, a study might be conducted more deeply investigating those factors with notable differences.

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APPENDIXES

APPENDIX A

PILOT STUDY LETTER

COOPERATIVE EXTENSION SERVICE

OKLAHOMA STATE UNIVERSITY



DIVISION OF AGRICULTURE

1911 1/2 East Oklahoma St.
Guthrie, OK 73044
July 7, 1986

Dear Fellow Extension Agent,

I am currently working toward an advanced degree and need your help! Enclosed you will find a draft instrument that I have designed to be used with all county staff. I would like for you to please take a few minutes to look over the instrument, then make any comments or additions that you feel might be needed to make the tool more usefull or more easily understood. The major objectives that I will be attempting to fulfill with the use of this instrument are as follows:

1. To determine the importance of selected factors which influence agents to continue in the profession.
2. To determine the relative importance of selected factors influencing agents to remain in the profession as compared by years of service.
3. To determine the relative importance of selected factors as to their influence on agents' decisions to continue in the Cooperative Extension Service, as compared by position description.

I sincerely appreciate your willingness to take a few minutes of your time to share your ideas. Your comments will be greatly appreciated and will valuable in the success of this study.

Sincerely,

Charles B. Cox

WORK IN AGRICULTURE, 4-H, HOME ECONOMICS AND RELATED FIELDS
USDA - OSU AND COUNTY COMMISSIONERS COOPERATING

APPENDIX B

COVER LETTER

COOPERATIVE EXTENSION SERVICE

OKLAHOMA STATE UNIVERSITY



DIVISION OF AGRICULTURE

215 Fairgrounds Rd.
Guthrie, OK 73044
October 1, 1986

Dear Fellow Extension Agent,

During the past several years I have heard much discussion regarding the retention of good agents in our profession. You are aware of the contribution that you and others like you make in the lives of thousands of Oklahomans each year through the Cooperative Extension Service programs that you provide, and you are also aware of the need for stability and continuity in the programs we provide. Oklahoma Extension programs have long been looked upon as being highly successful, and this reflects on the good job that you do as professionals.

You are to be commended for the hard work and dedication that you provide to the profession that has helped so many Oklahomans reach their goals as individuals and families.

Retaining good agents like yourself in the Oklahoma Cooperative Extension Service is a must if we are to continue to provide the quality service that we have become known for. The Cooperative Extension Service Administrative Staff, Agriculture Education Department and I have decided that one of the best ways to encourage agents to remain in the profession is to first discover what major factors encourage job satisfaction. Once these factors have been identified, compared and conclusions have been made, we can then utilize this information in employee recruitment and most importantly to encourage agents to remain in the profession. I have decided to conduct such a study to determine why agents remain in the profession.

Your assistance in this study provides a positive approach in identifying factors that influence agents such as yourself to remain in the profession. Your input will be useful to persons considering the Cooperative Extension Service as a possible career and to assist administrators and supervisors in making opportunities and inducements available to entice experienced staff to remain in the profession.

Thank you for taking time out of your busy schedule to contribute your opinions and feelings as to why agents remain in the profession. Please complete and return the attached questionnaire in the self-addressed envelope provided.

Sincerely,

Charles B. Cox
Agriculture Agent, CED
Logan County

APPENDIX C

FOLLOWUP LETTER

COOPERATIVE EXTENSION SERVICE**OKLAHOMA STATE UNIVERSITY****DIVISION OF AGRICULTURE**

January, 1987

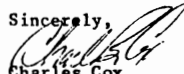
Dear Fellow Extension Agent,

Several weeks ago you should have received from me a short questionnaire regarding the degree of influence which various factors has had upon your decisions to remain in the Oklahoma Cooperative Extension Service. If you have not completed your survey please take a few minutes of your valuable time to do so.

This information is being used as the basis of my graduate study and I am attempting to as closely as possible survey every county staff member.

I have enclosed a second survey form and return envelope for your convenience. Again thank you for your time and assistance regarding this matter.

Sincerely,


Charles Cox
Extension Agric. Agent & CED
Logan County

APPENDIX D

QUESTIONNAIRE

1. Please check the one item that best describes your area of program responsibility:
 Agri. Agent Home Economist 4-H Agent R.D. Agent
2. Please check the number of years of Extension experience that you have completed to date:
 0-5 6-11 12-17 18-23 24-29 30-35 36+
3. Please circle the response that best represents the degree of influence that each of the following has had on your decision to remain in the Oklahoma Cooperative Extension Service.

1. Job Related Factors:	Very Great	Great	Moderate	Some	None
a. Desire to work with people.....	5	4	3	2	1
b. People with whom associated.....	5	4	3	2	1
c. Service to humanity.....	5	4	3	2	1
d. Working conditions.....	5	4	3	2	1
e. Clientele involvement.....	5	4	3	2	1
f. Importance of Extension as perceived by clientele.....	5	4	3	2	1
g. Geographic location of county.....	5	4	3	2	1
h. Recognition by the organization.....	5	4	3	2	1
i. Peer recognition.....	5	4	3	2	1
j. Employee morale.....	5	4	3	2	1
k. Administrative leadership.....	5	4	3	2	1
l. Quality of supervision.....	5	4	3	2	1
m. Disposition of co-workers.....	5	4	3	2	1
n. Promotional opportunities.....	5	4	3	2	1
o. Working conditions and surroundings	5	4	3	2	1
p. Opportunity for organizational input	5	4	3	2	1
q. Salary.....	5	4	3	2	1
r. Job Prestige.....	5	4	3	2	1
s. Working hours.....	5	4	3	2	1
t. Creative job freedom.....	5	4	3	2	1
u. Other (Please specify)					
_____	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1

	Very Great	Great	Moderate	Some	None
2. Personal Opportunities:					
a. Opportunity for input in budgets.....	5	4	3	2	1
b. Personal development through in-service	5	4	3	2	1
c. Educational opportunities (College).....	5	4	3	2	1
d. Beginning salary.....	5	4	3	2	1
e. Salary increases.....	5	4	3	2	1
f. Job Benefits	5	4	3	2	1
g. Retirement Benefits.....	5	4	3	2	1
h. Leave Benefits.....	5	4	3	2	1
i. Other (Please Specify)					
_____	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1
3. Family Opportunity or Community Involvement:					
a. Other business interest in the area.....	5	4	3	2	1
b. Nearby farming operation.....	5	4	3	2	1
c. Spouses job.....	5	4	3	2	1
d. Your individual or family involvement in the community (church, civic, etc)...	5	4	3	2	1
e. Community of County ties (appreciation for the area, home county, etc.).....	5	4	3	2	1
f. Other (Please Specify)					
_____	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1

Thank you for your input in this study, please feel free to make any additional comments which might be related to this study, then return this form in the stamped envelope provided.

VITA 2

Charles Bryan Cox

Candidate for the Degree of

Master of Science

Thesis: IDENTIFICATION AND COMPARISON OF FACTORS INFLUENCING
OKLAHOMA COOPERATIVE EXTENSION SERVICE AGENTS TO REMAIN
IN THE PROFESSION

Major Field: Agricultural Education

Biographical: Born in Eureka, Kansas, March 28, 1957, the son of
George B. and Billie L. Cox, married January 15, 1983 to
Natalie G. Parrish, children, Rebekah Nicole Cox born October 6,
1984, and Charla Faith Cox and Hope Noel Cox born December 23,
1986.

Education: Graduated from Dickson High School, Dickson, Oklahoma,
May, 1975; received an Associate of Science degree in Agriculture
from Murray State College, Tishomingo, Oklahoma, May, 1977,
received a Bachelor of Science degree in Agronomy from Oklahoma
State University, Stillwater, Oklahoma, May, 1979; completed
requirements for the Master of Science degree at Oklahoma State
University in May, 1988.

Professional Experience Extension 4-H Agent, Woods County, Alva,
Oklahoma, June, 1979 to August, 1980; Extension Agriculture Agent,
CED, Woods County, Alva, Oklahoma, August, 1980 to August, 1981;
Extension Agriculture Agent, CED, Logan County, Guthrie, Oklahoma,
August, 1981 to present.