

# research in brief

## **Work Value Implications**

This research investigated the relationship between work values and job satisfaction for Maryland Cooperative Extension Service faculty. Specifically, the study wanted to establish standards for future job satisfaction and management studies and develop administrative policies to fit people into jobs and the organization.

The research was exploratory and covered the total (273) Maryland Cooperative Extension Service faculty. *Ninety-six*

---

percent of the population responded to a mail questionnaire that included the *Values for Working* instrument of Hughes and Flowers and an adaptation of the *County Extension Agents' Job Satisfaction Inventory* by P. F. Calloway. Data were analyzed using factor analysis and the chi-square test of association between work values, job satisfaction, and demographic variables.

Analysis showed there was a relationship between work values and job satisfaction. Factor analysis of the job satisfaction inventory revealed eight distinct factors contributing to variance: achievement, supervision, salary, reporting, responsibility, advancement, recognition, and working conditions.

General implications evolving from the research included:

1. Work values need to be recognized as a possible source of dissatisfaction in the Maryland Cooperative Extension Service.
2. Consideration should be given to having administration and/or supervisory faculty participate in training programs to help them understand the problems of potential disparity of value systems.
3. Primary sources of dissatisfaction among various job assignments appear to be related to supervision in home economics agents, and working conditions and recognition of 4-H and youth agents. Salary and reporting appear to be common dissatisfying factors.

"Implications of Work Values to Job Satisfaction in the Maryland Cooperative Extension Service." W. James Milliken and Gene C. Whaples. Paper presented at the Adult Education Research Conference, San Antonio, Texas, 1978. (Papers may be ordered through the Cooperative Extension Service, University of Maryland, College Park.)

*Thomas Eaves*