Assessing Hygiene Factor Needs for a Statewide Extension Strategic Planning Process

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UF/IFAS Extension launched a long-term strategic planning process in 2019 to create positive change within the organization and within Florida. Conducting an internal needs assessment was prioritized as an important component of the planning process to address concerns that the previous strategic plan did not sufficiently focus on the organization's needs, especially faculty needs. So, this study was conducted in 2020 to determine UF/IFAS Extension faculty's perceptions of selected hygiene factors associated with workplace motivation. An online survey consisting of 13 sections was distributed through Qualtrics to 612 UF/IFAS Extension faculty. Faculty tended to be slightly satisfied with the UF/IFAS Extension Roadmap, their job workload, and their salary and benefits. The faculty reported the greatest degree of dissatisfaction for items related to the performance appraisal system. Annual appraisal and reporting system policies need to be reviewed to improve the clarity of instructions, decrease the time burden, and adjust the document's format, as these actions should decrease faculty dissatisfaction and improve job performance. Then, UF/IFAS Extension will be well-positioned to focus its efforts on enhancing motivation factors for faculty and its overall organizational effectiveness as it heads into the next phase as an organization.

Keywords: Job dissatisfaction, motivation, job satisfaction, Herzberg, reporting, workload

Introduction

In 2019, UF/IFAS Extension launched a new multi-year strategic planning process designed to provide direction for the future of the organization. The last process resulted in a document known as the UF/IFAS Extension Roadmap, a ten-year (2013-2023) strategic plan outlining key statewide priorities for action. The Roadmap focused almost exclusively on external stakeholder priorities such as agricultural sustainability and profitability, water quality, and youth development. Unlike the prior strategic plan, which guided UF/IFAS Extension, the Roadmap did not explicitly create any working groups focused on internal stakeholder priorities. Instead, maximizing organizational efficiency and effectiveness and investing in Extension's human capital were framed as organizational goals (UF/IFAS Extension, 2013).

The process of drafting the next strategic plan began with the creation of a small subgroup by the chair of the strategic planning task force. The lead author belonged to the subgroup. The subgroup was asked in a series of meetings to provide guidance on what types of data would be needed to develop an improved strategic plan for the organization. The subgroup recommended that greater emphasis should be placed on evaluating the needs of internal stakeholders (county and state Extension faculty) due to concerns that these needs were not being adequately addressed in the Roadmap, which could create negative consequences such as lower morale and increased employee turnover (T. Irani, personal communication, October 22, 2019). Recognizing the value of Extension faculty to UF/IFAS Extension, administrative support from the Dean was provided to conduct an internal needs assessment as a key component of the strategic planning process.

Theoretical Framework and Review of Literature

The overarching theory guiding the internal needs assessment was Burke and Litwin's (1992) organizational change model, consistent with the goal of the new strategic plan leading to positive change for the organization. Burke and Litwin's (1992) model illustrated the interconnectedness of the organizational system and how change impacting one part of the system will have a ripple effect through other parts of the system. Although several parts of the model were included in the questions asked during the UF/IFAS Extension needs assessment, there was an emphasis on examining the motivation component. According to Burke and Litwin (1992), motivation is a transactional factor within the organization linked directly with task requirements and individual skills, individual needs and values, work unit climate, and individual and organizational performance.

The importance of investigating motivation can be explained through the lens of Herzberg et al.'s (1959) Motivation-Hygiene Theory, which established a two-factored approach to workplace motivation. The theory proposes that different factors are related to positive or negative feelings about a job. Hygiene factors (see Figure 1) relate to job dissatisfaction, while motivation factors relate to job satisfaction (Herzberg et al., 1959).

Hygiene factors include company policy, income, benefits, workplace conditions, and personal relationships with coworkers (Miner, 2005). Adjusting hygiene factors can improve employee performance, but they do not contribute to job satisfaction. Motivation factors include feelings related to the work itself, the opportunity for advancement, and recognition (Miner, 2005). Adjusting motivation factors contributes to job satisfaction and results in feelings of self-actualization.

Figure 1. Factors of Motivation and Hygiene
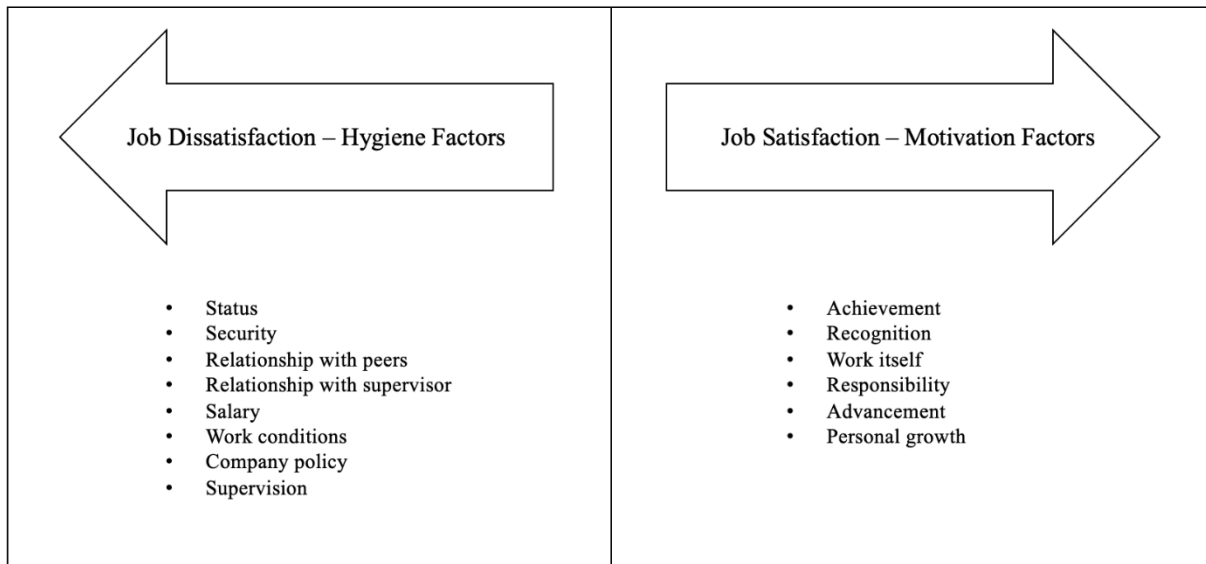
As a theory of workplace motivation, Herzberg et al.'s (1959) Motivation-Hygiene Theory has changed the way businesses approach employee retention issues. The theory has been applied in the form of job enrichment by companies ranging from Monsanto to General Motors, resulting in increases in employee achievement and retention (Lussier & Achua, 2004). Job enrichment seeks to make a position more stimulating through increasing motivational factors (Herzberg, 1968). Siruri and Cheche (2021) found an "ample majority of job enrichment studies point to the fact that job enrichment interventions can lead to enhanced organizational performance through the positive effects that the interventions have on job satisfaction and employee motivation" (p. 165).

Past research in an Extension context conducted by Lindner (1998) suggested increasing motivation through interesting work and improving dissatisfaction through employee pay. Job enrichment and promotions were presented as a means for increased motivation, while compensation (monetary and nonmonetary) and stipends were suggested to decrease dissatisfaction (Lindner, 1998). More recently, Strong and Harder (2009) used Herzberg's Motivation-Hygiene Theory to categorize factors related to Extension agent retention. Several maintenance factors contributed to Extension agent turnover. Salary, job stress, support, irregular hours, work-life balance, and overcommitment were among the top factors contributing to turnover (Strong & Harder, 2009). Motivating factors contributing to turnover included a lack of mentoring programs and reward systems and a deficiency in acknowledgment of accomplishments (Strong & Harder, 2009).

A Delphi study of Extension agents attending the Western Extension Leadership Development program and the National Extension Leadership Development program (Krothe & Peutz, 2011) supported Strong and Harder's (2009) findings. Extension agents indicated the importance of

competitive salary and benefits, healthy work-life balance, and supportive workplace environments (Krothe & Peutz, 2011). Krothe and Peutz (2011) suggested analyzing differences and similarities between state administrators' and county agents' motivational priorities may lead to further clarity. Additionally, Nestor and Leary (2000) suggested workplace support could improve satisfaction in Extension agents regardless of tenure status. In 2013, Martin and Kaufman found that early-career agents in the Southern United States were somewhat satisfied with their jobs and recommended organizations routinely conduct formal assessments to track job satisfaction and organizational commitment.

Harder et al. (2014) examined the career satisfaction of Extension agents in Colorado through the lens of Herzberg et al.'s (1959) Motivation-Hygiene Theory. Factors contributing to satisfaction identified by Extension agents fell into both motivation and hygiene categories, despite being contrary to the theory. Expanding benefits such as flexible scheduling, leave time, and nontraditional workweeks were recommended solutions to address hygiene factor deficits (Harder et al., 2014).

Russell et al. (2019) reviewed literature relevant to Extension agent burnout and subsequent turnover. Predictors of burnout can be categorized as both motivation and hygiene factors. For example, predictors found by Russell et al. (2019), such as night and weekend work, excess driving, and reduced access to technology, relate to the hygiene factor of workplace conditions. Russell et al. (2019) suggested exploring job satisfaction and engagement within the work environment of Extension agents.

A lack of motivating factors can increase sensitivity to hygiene factors (Miner, 2005). Without motivation factors, employees progressively need more hygiene factors to maintain their level of work (Miner, 2005). Salary and other hygiene factors must be sufficient to prevent turnover (Herzberg, 1968). Lindner (1998) noted the importance of addressing hygiene factors such as job security, pay, and workplace policies before adjusting motivation factors.

Purpose and Objectives

The purpose of this study was to determine UF/IFAS Extension faculty's perceptions of selected hygiene factors associated with workplace motivation. Specifically, the study sought to describe UF/IFAS Extension faculty's perceptions of the strategic plan, reporting system, performance appraisal system, job workload, and salary and benefits.

Methods

A nonexperimental descriptive design was used for our study. The target population consisted of UF/IFAS faculty with an Extension appointment, excluding top-level administrators (e.g., Dean, Associate Deans, District Extension Directors) because of their policy-setting roles. A census (*N*

= 612) was attempted using internal organizational databases to create the sampling frame. The University of UF/IFAS Institutional Review Board approved the study as exempt.

A survey instrument was used for data collection. The instrument was influenced by prior studies of Extension populations (Benge et al., 2015; Harder & Craig, 2018) and theory (e.g., Burke & Litwin, 1992; Herzberg et al., 1959). Two rounds of review were conducted with an expert panel of Extension administrators, staff, agents, and specialists to improve face and content validity. These review rounds included panelists pilot testing the survey to provide feedback on the clarity of instructions and survey flow. No additional pilot testing was conducted. We previously used very similar questions to survey Extension professionals (Benge et al., 2015; Harder & Craig, 2018).

The final instrument had 13 sections, five of which were relevant to the findings that will be reported in this manuscript: Extension Roadmap (strategic plan), Workload (reporting) system, report of accomplishments (performance appraisal) system, job workload, and salary and benefits. Organizational expectations differ for agents and specialists in terms of creating reports of accomplishment (ROA) and reporting in the Workload system, with the former group having more prescribed expectations, so only agents were asked to assess these sections. Each section was focused on a hygiene factor of interest to the UF/IFAS Strategic Planning Task Force.

The six sections relevant to our purpose asked participants to rate the extent to which they were satisfied or dissatisfied with items related to the overall construct. Response options were: 1 = *extremely satisfied*, 2 = *moderately satisfied*, 3 = *slightly satisfied*, 4 = *neither satisfied nor dissatisfied*, 5 = *slightly dissatisfied*, 6 = *moderately dissatisfied*, and 7 = *extremely dissatisfied*. The scale was interpreted as follows: 1.00 – 1.49 = *extremely satisfied*, 1.50 – 2.49 = *moderately satisfied*, 2.50 – 3.49 = *slightly satisfied*, 3.50 – 4.49 = *neither satisfied nor dissatisfied*, 4.50 – 5.49 = *slightly dissatisfied*, 5.50 – 6.49 = *moderately dissatisfied*, and 6.50 – 7.00 = *extremely dissatisfied*. We conducted an *ex post facto* analysis of the construct reliabilities to determine Cronbach's alpha levels to ensure they were acceptable (see Table 1).

Table 1. Reliability Levels of Internal Constructs

Construct	# of Items	α
Extension Roadmap	7	.92
Workload Reporting	7	.92
Report of Accomplishments (ROA)	7	.91
Job Workload	5	.92
Salary and Benefits	7	.87

Data collection was conducted using the Qualtrics online survey software and began on August 21, 2020. Three reminders were sent (August 31, 2020; September 8, 2020; September 14, 2020) based on when response rates demonstrated a sustained decline in activity (72 hours of few to no responses). The survey was closed on September 21, 2020. There were 417 responses received. Partial responses (less than 50% item completion) were removed from the data set, with 367

(59.97%) usable responses retained. Most responses were received from agents (n = 239), and specifically from non-County Extension Director (CED) county agents (n = 151). Table 2 shows the frequency of responses based on job position.

Table 2. Response Frequencies by Job Position

Job Position	*f*	%
County Agent, non-County Extension Director	151	41.1
Multi-county Agent	13	3.5
County Agent, County Extension Director	47	12.8
Regional Specialized Agent or State Specialized Agent	28	7.6
State Specialist	128	34.9

SPSS was used to calculate item frequencies, item medians, item interquartile ranges (IQR), and construct means and standard deviations. An IQR is a measure of variability that defines the range of scores comprising the middle 50% of the distribution (Spatz, 2005). IQRs are useful for determining if respondents' attitudes are evenly distributed around the median or have a positive or negative skew. SPSS was also used to conduct the *t*-tests for the comparison of early and late respondents as operationalized by Lindner et al. (2001). There were no significant differences ($p > .05$) between early and late respondents for the following constructs: (a) Roadmap, $t(281)$ = 1.50; (b) job workload, $t(281)$ = 1.76; (c) salary and benefits, $t(281)$ = .63; (d) ROA, $t(183)$ = -.27; and (e) Workload reporting, $t(184)$ = -.10. There are fewer degrees of freedom reported for ROA and Workload because specialists were not asked to respond to items for those constructs.

Findings

Respondents were asked to indicate their level of satisfaction or dissatisfaction for items about the UF/IFAS Extension Roadmap (see Table 3). The Roadmap strategic plan designated seven High-Priority Initiatives. Each has its own Initiative Team, which includes all Extension faculty who report conducting work related to the Initiative focus. Multiple Priority Work Groups exist within an Initiative Team, and it is at the Group level that plans of action are created. For example, Initiative 7 is the 4-H Youth Initiative Team, with a Priority Work Group focused on youth development and a Priority Work Group focused on developing organizational and volunteer systems to support youth development.

Respondents tended to be slightly satisfied with the Roadmap (M = 3.27, SD = 1.25) overall. Respondents tended to consistently be moderately satisfied (Mdn = 2.00, IQR = 2) with three items, two of which related to the Roadmap priorities. The other item that respondents were moderately satisfied with was the degree to which they perceived their jobs clearly aligned with the Roadmap. Respondents tended to be neither satisfied nor dissatisfied with Initiative team effectiveness (Mdn = 4.00, IQR = 3), although impressions were more favorable about Priority Work Group effectiveness (Mdn = 3.00, IQR = 3). All IQR were asymmetrical around the medians with negative skews.

Table 3. Descriptive Statistics for Perceived Satisfaction with the UF/IFAS Extension Roadmap

	ES % n	MS % n	SS % n	NAD % n	SD % n	MD % n	ED % n	*Mdn*	IQR
The degree to which Roadmap priorities align with local community priorities	14.0 51	37.8 138	18.9 69	17.3 63	8.2 30	3.0 11	0.8 3	2.00	2
Roadmap priorities designated for my area of expertise	13.7 50	42.5 155	13.2 48	14.2 52	7.7 28	7.7 28	1.1 4	2.00	2
The degree to which my job clearly aligns with the Roadmap	14.8 54	35.8 131	19.1 70	12.6 46	9.8 36	6.3 23	1.6 6	2.00	2
Communication between Program Leaders and Initiative Team members	10.4 38	24.7 90	20.0 73	18.4 67	14.8 54	7.7 28	4.1 15	3.00	3
Communication between Priority Work Group leaders and Priority Work Group members	9.0 33	21.1 77	21.1 77	20.5 75	17.3 63	6.0 22	4.9 18	3.00	3
Priority Work Group effectiveness	8.5 31	22.0 80	19.8 72	17.6 64	17.9 65	10.2 37	4.1 15	3.00	3
Initiative team effectiveness	8.5 31	21.6 79	18.9 69	20.0 73	17.0 62	11.0 40	4.4 16	4.00	3

Note. 1 = Extremely satisfied (ES), 2 = Moderately satisfied (MS), 3 = Slightly satisfied (SS), 4 = Neither satisfied nor dissatisfied (NAD), 5 = Slightly dissatisfied (SD), 6 = Moderately dissatisfied (MD), and 7 = Extremely dissatisfied (ED).

Perceptions of satisfaction with job workload were assessed (see Table 4). Respondents tended to be slightly satisfied with their job workload (*M* = 3.12, *SD* = 1.49). Respondents tended to be moderately satisfied with items related to the amount of their Extension programming responsibilities (*Mdn* = 2.00, IQR = 2) and their weekly workload (*Mdn* = 2.00, IQR = 2). Respondents tended to be less satisfied with the amount of Extension nonprogramming responsibilities (*Mdn* = 3.00, IQR = 3) and the amount of evening/weekend work during peak seasons of the year (*Mdn* = 3.00, IQR = 3). The IQR for the amount of Extension programming responsibilities was symmetrical around the median, but all other IQRs were asymmetrical with negative skews.

Table 4. Descriptive Statistics for Perceived Satisfaction with Job Workload

	ES % n	MS % n	SS % n	NAD % n	SD % n	MD % n	ED % n	*Mdn*	IQR
Amount of Extension programming responsibilities	26.5 97	36.6 134	13.1 48	9.8 36	8.7 32	3.0 11	2.2 8	2.00	2
Weekly workload	16.0 58	35.3 128	15.2 55	14.6 53	8.0 29	7.2 26	3.9 14	2.00	2
Amount of evening/weekend work during nonpeak seasons of the year	18.1 66	28.8 105	11.8 43	16.2 59	13.2 48	7.7 28	4.4 16	3.00	2
Amount of evening/weekend work during peak seasons of the year	14.8 54	25.0 91	15.7 57	14.6 53	14.3 52	9.9 36	5.8 21	3.00	3
Amount of Extension nonprogramming responsibilities	12.6 46	29.4 107	11.8 43	14.8 54	14.0 51	11.5 42	5.8 21	3.00	3

Note. 1 = *Extremely satisfied* (ES), 2 = *Moderately satisfied* (MS), 3 = *Slightly satisfied* (SS), 4 = *Neither satisfied nor dissatisfied* (NAD), 5 = *Slightly dissatisfied* (SD), 6 = *Moderately dissatisfied* (MD), and 7 = *Extremely dissatisfied* (ED).

Some variation existed for respondents' perceived satisfaction with salary and benefits (see Table 5), but they tended to be slightly satisfied ($M = 2.71$, $SD = 1.17$) overall. Respondents tended to be moderately satisfied with all salary and benefits items except for promotion opportunities ($Mdn = 3.00$, IQR = 2). The IQR for sick and vacation leave benefits was slightly positively skewed, while the IQRs for promotion opportunities and professional development funding were symmetrical. The remaining four IQRs were asymmetrical with negative skews.

Table 5. Descriptive Statistics for Perceived Satisfaction with Salary and Benefits

	ES % n	MS % n	SS % n	NAD % n	SD % n	MD % n	ED % n	*Mdn*	IQR
Sick and vacation leave benefits	47.9 173	27.1 98	9.7 35	7.8 28	3.9 14	1.7 6	1.9 7	2.00	1.50
Salary	17.7 64	35.5 128	16.9 61	4.7 17	13.3 48	7.2 26	4.7 17	2.00	2
Amount of time allocated for professional development	23.3 85	26.6 97	16.7 61	18.6 68	9.9 36	3.8 14	1.1 4	2.00	2
Level of funding available for professional development	20.8 76	28.8 105	18.6 68	13.4 49	11.5 42	4.1 15	2.7 10	2.00	2
Implementation of professional scheduling policies	30.7 111	28.5 103	11.6 42	18.8 68	4.2 15	4.2 15	1.9 7	2.00	3

	ES % n	MS % n	SS % n	NAD % n	SD % n	MD % n	ED % n	*Mdn*	IQR
Professional development leave benefits (e.g., EEP, sabbatical)	31.2 113	26.2 95	7.5 27	30.1 109	2.8 10	1.7 6	0.6 2	2.00	3
Promotion opportunities	19.7 72	27.7 101	16.2 59	15.6 57	9.9 36	6.8 25	4.1 15	3.00	2

Note. 1 = *Extremely satisfied* (ES), 2 = *Moderately satisfied* (MS), 3 = *Slightly satisfied* (SS), 4 = *Neither satisfied nor dissatisfied* (NAD), 5 = *Slightly dissatisfied* (SD), 6 = *Moderately dissatisfied* (MD), and 7 = *Extremely dissatisfied* (ED).

Overall, responding agents tended to be neither satisfied nor dissatisfied ($M = 4.20$, $SD = 1.48$) with the ROA (see Table 6). Respondents tended to be slightly satisfied with reporting annually (*Mdn* = 3.00, IQR = 2) and the quality of performance feedback based on ROA (*Mdn* = 3.00, IQR = 3). They tended to be dissatisfied with five other items. Almost half of the respondents (48.10%, $n = 114$) were moderately or extremely dissatisfied with the amount of time needed to write the yearly ROA (*Mdn* = 5.00, IQR = 3), and it had a negative skew to its IQR. Conversely, respondents' perceptions of the ROA format (*Mdn* = 5.00, IQR = 4) and their perceptions of the clarity of instructions (*Mdn* = 5.00, IQR = 3) had positive skews to their IQRs.

Table 6. Descriptive Statistics for Perceived Satisfaction with Reports of Accomplishment (ROA)

	ES % n	MS % n	SS % n	NAD % n	SD % n	MD % n	ED % n	*Mdn*	IQR
Frequency of reporting – currently annually – for the ROA	21.5 51	23.2 55	17.3 41	20.3 48	5.1 12	3.8 9	8.9 21	3.00	2
Quality of performance feedback based on ROA	14.3 34	25.7 61	15.2 36	14.8 35	12.7 30	4.6 11	12.7 30	3.00	3
Ease of reporting team efforts in the ROA	4.6 11	16.5 39	8.4 20	20.7 49	21.1 50	9.7 23	19.0 45	4.50	3
Options available for aggregating data for ROAs	4.2 10	11.8 28	8.4 20	21.1 50	20.3 48	15.6 37	18.6 44	5.00	2
Clarity of instructions for writing the ROA	5.9 14	18.2 43	13.1 31	11.0 26	17.4 41	16.5 39	17.8 42	5.00	3
Amount of time needed to write the yearly ROA	3.4 8	10.1 24	10.5 25	7.2 17	20.7 49	19.8 47	28.3 67	5.00	3
Report of Accomplishment (ROA) format	5.5 13	21.1 50	12.2 29	10.5 25	16.9 40	16.5 39	17.3 41	5.00	4

Note. 1 = *Extremely satisfied* (ES), 2 = *Moderately satisfied* (MS), 3 = *Slightly satisfied* (SS), 4 = *Neither satisfied nor dissatisfied* (NAD), 5 = *Slightly dissatisfied* (SD), 6 = *Moderately dissatisfied* (MD), and 7 = *Extremely dissatisfied* (ED).

Responding agents tended to be neither satisfied nor dissatisfied with Workload reporting (M = 3.59, SD = 1.35; see Table 7). They tended to have the most consistently positive perceptions of the frequency of reporting (Mdn = 3.00, IQR = 2) and the amount of time needed to submit Workload data (Mdn = 3.00, IQR = 2.00). Less than 20% of respondents (17.6%, n = 42) expressed any level of dissatisfaction with the amount of time needed to submit Workload data. The IQRs for most items tended to be small and symmetrical, indicating consistency in respondents' perceptions. For the two items with IQRs of 3, clarity of instructions for submitting Workload data was negatively skewed, while Workload format was positively skewed.

Table 7. Descriptive Statistics for Perceived Satisfaction with Workload Reporting

	ES % n	MS % n	SS % n	NAD % n	SD % n	MD % n	ED % n	*Mdn*	IQR
Frequency of reporting – currently annually – for Workload	22.7 54	26.5 63	18.1 43	21.8 52	4.6 11	2.1 5	4.2 10	3.00	2
Amount of time needed to submit Workload data	11.8 28	29.8 71	19.7 47	21.0 50	10.5 25	2.9 7	4.2 10	3.00	2
Clarity of instructions for submitting Workload data	9.7 23	23.5 56	18.9 45	17.2 41	14.3 34	8.8 21	7.6 18	3.00	3
Priority Work Group Indicators available in Workload	3.8 9	19.7 47	21.0 50	21.4 51	16.8 40	9.2 22	8.0 19	4.00	2
Ease of reporting team efforts in Workload	8.4 20	16.0 38	15.2 36	23.2 55	16.5 39	10.5 25	10.1 24	4.00	2
Options available for aggregating data for Workload	6.3 15	16.4 39	12.2 29	27.3 65	19.3 46	8.8 21	9.7 23	4.00	2
Workload format	6.7 16	24.4 58	13.0 31	23.1 55	17.6 42	7.6 18	7.6 18	4.00	3

Note. 1 = *Extremely satisfied* (ES), 2 = *Moderately satisfied* (MS), 3 = *Slightly satisfied* (SS), 4 = *Neither satisfied nor dissatisfied* (NAD), 5 = *Slightly dissatisfied* (SD), 6 = *Moderately dissatisfied* (MD), and 7 = *Extremely dissatisfied* (ED).

Conclusions, Implications, and Recommendations

We sought to answer the question of whether UF/IFAS Extension faculty were experiencing job dissatisfaction by assessing five constructs associated with Herzberg et al.'s (1959) theory. Based on our results, we conclude that most faculty are not dissatisfied with their jobs. We put forward this conclusion with the recognition that the study has potential limitations. The study may be limited by the failure to obtain a complete census, introducing the possibility that nonrespondents may have answered differently despite there being no significant differences observed between early and late respondents. Further, we assume respondents answered truthfully, but their responses may have been impacted by social desirability bias (Dillman et al., 2014).

There were multiple items for which faculty often reported moderate levels of satisfaction, especially for the salary and benefits construct. This finding was somewhat unexpected given previous research showing salary as a primary factor leading to the dissatisfaction of Extension professionals (Strong & Harder, 2009). The better-than-expected satisfaction level is likely due to asking respondents to consider multiple components of the salary and benefits package, given that salary as a standalone item was viewed less positively than other package components. We concur with Lindner's (1998) conclusion that monetary and nonmonetary benefits are important for avoiding job dissatisfaction in Extension. Future research should explore Extension professionals' views of salary and benefits packages to determine the relative value of each component, which would enable UF/IFAS Extension to make more informed decisions about what to provide its employees. Additionally, UF/IFAS Extension should continue to monitor employees' perceptions of their salaries because of the linkage between salary and turnover (Herzberg, 1968).

Krothe and Peutz (2011) found a healthy work/life balance was important to Extension agents. Our respondents tended to be slightly satisfied with their job workload overall. While respondents were moderately satisfied with the amount of programming responsibilities they had and their overall weekly workload, it was the perceptions of nonprogramming responsibilities and the evening and weekend work that pulled the construct mean closer to dissatisfaction. Concerns about irregular hours (Strong & Harder, 2009) and night and weekend work (Russell et al., 2019) have long plagued Extension. UF/IFAS Extension does have a professional scheduling policy, a strategy previously recommended in the literature (Harder et al., 2014) to address the potential for job dissatisfaction. However, even effectively implemented professional scheduling policies do not eliminate the need for some program areas (particularly 4-H) to host night and weekend events. Conducting focus groups with Extension faculty is recommended to develop bottom-up strategies designed to mitigate the negative impacts of irregular hours and evening and weekend work on the potential for job satisfaction.

There were several items for which respondents expressed varying degrees of dissatisfaction despite no construct having a negative mean overall. The commonality of these items was their association with the ROA construct, which had the lowest mean overall. In UF/IFAS, agents must complete their ROAs following the same template used by the University of UF/IFAS for academic promotion and tenure. Although county agents share the faculty designation, they are not eligible for tenure but rather can achieve permanent status. The lack of promotion and permanent status template specialized to Extension agents may be a contributing factor to the time burden for completing the ROA reported by agents and the difficulty they feel trying to follow instructions primarily written for their state faculty colleagues. Agents tended to be more critical of the ROA than Workload reporting, suggesting their dissatisfaction with the ROA goes beyond a general desire to avoid reporting. UF/IFAS Extension should include a goal to create performance review policies specific to county agents in the next strategic plan. Addressing hygiene factors known to be associated with job dissatisfaction is a critical step to prevent

turnover (Herzberg, 1968) and must be done before UF/IFAS Extension can optimize motivation factors leading to job satisfaction (Lindner, 1998).

We opted to report medians and IQRs because our data was skewed for many items. Medians are more appropriate for use with skewed data (Spatz, 2005). However, the median can only provide information about which point divides a distribution into equal halves (Spatz, 2005) and not how scores are distributed in those halves. The use of the IQR allowed us to determine when participants tended to have tightly distributed viewpoints, such as items for which the IQR was two or less. Conversely, larger IQR scores – like the IQR of 4 for ROA format – illustrated a lack of agreement among the sample. Additional research is needed to determine what factors contribute to the variability observed for items with larger IQR scores. Using the ROA format example, conducting interviews would be one possible strategy to determine why some agents find it so objectionable, while others are extremely or moderately satisfied, given that everyone has the same format to follow.

Elements of the current UF/IFAS Extension Roadmap should be retained moving forward, such as the external stakeholder priorities being addressed and the structure of Priority Work Groups. However, the importance of employee motivation to an organization and its ability to change should not be overlooked. Improvements in employee motivation should positively impact other components of the organization. Critically, motivation is linked to the work unit climate, individual performance, and organizational performance (Burke & Litwin, 1992). UF/IFAS Extension can improve its overall organizational effectiveness by choosing to incorporate internal stakeholder priorities into its next strategic plan. Doing so would be a positive step as UF/IFAS Extension prepares for the next phase of its future in Florida.

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