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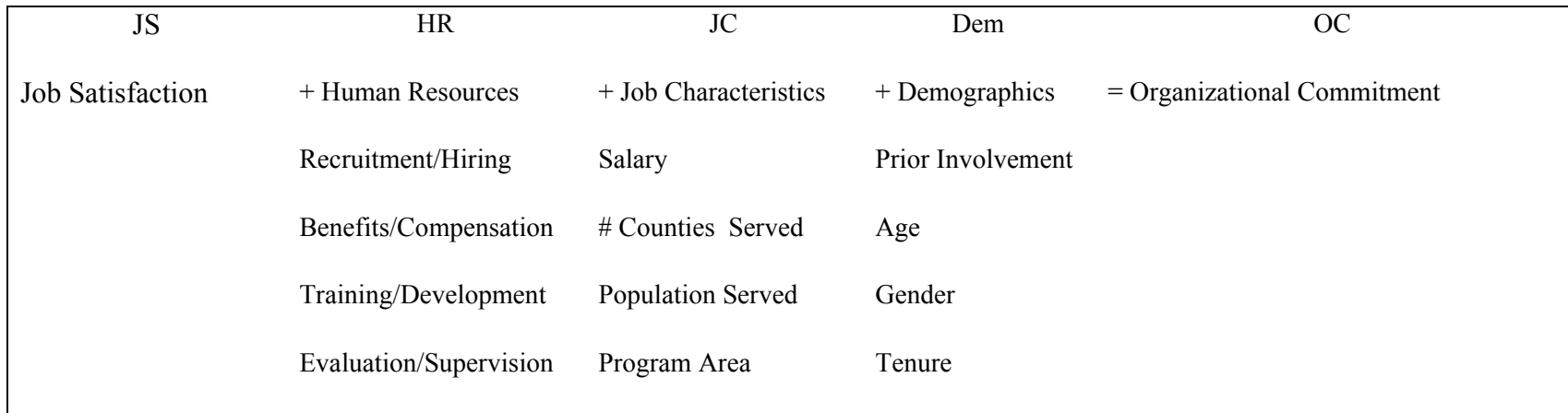


Figure 4-6. Conceptual Model for Organizational Commitment

Table 4-11

Reduced Regression Model for Organizational Commitment: Explaining Newly Hired Agents' Organizational Commitment

Source	Model 1	
	Est.	$\alpha$
Adjusted R-Square	.514	
F-Statistic	120.5	.000
Job Satisfaction	.658	.000
Evaluation and Supervision	.012	.757
Tenure	.088	.109



Acknowledging job satisfaction as a possible mediating variable for organizational commitment that cannot be directly influenced, the researcher conducted another stepwise regression model that excluded job satisfaction from the analysis. The analysis included all of the variables shown in Figure 4-7. The reduced regression model included benefits and compensation, evaluation and supervision, and tenure as the independent variables and had an adjusted R-square of .425, indicating and 42% of the variance related to organizational commitment was explained by these three variables (Table 4-12). The parameter estimates for benefits and compensation ( $\beta=.360, p=.000$ ), evaluation and supervision ( $\beta=.371, p=.000$ ), and tenure ( $\beta=-.079, p=.054$ ) were all significant, and produced the model with the greatest contribution to organizational commitment when job satisfaction is treated as an unknown variable.

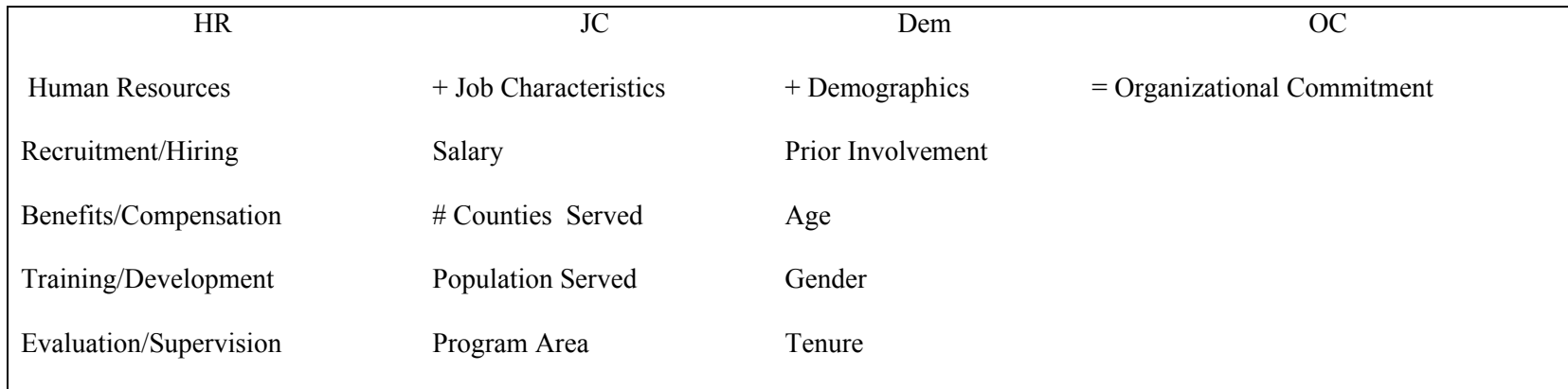


Figure 4-7: Conceptual Model for Organizational Commitment

Table 4-12

*Reduced Regression Model for Organizational Commitment: Explaining Newly Hired Agents' Organizational Commitment*

Source	Model 1	
	Est.	$\alpha$
Adjusted R-Square	.425	
F-Statistic	89.7	.000
Benefits/ Compensation	.360	.000
Evaluation/Supervision	.371	.000
Tenure	-.079	.054

The conceptual model in Figure 4-4 also indicates that job satisfaction and organizational commitment are both influenced by human resource practices. To show which independent variables had the greatest contribution to the job satisfaction of employees, stepwise regression was used to include all of the variables shown in Figure 4-8. The reduced regression model included recruitment and hiring, evaluation and supervision, benefits and compensation, tenure, and age as the independent variables and had an adjusted R-square of .675, indicating that 67% of the variance related to job satisfaction was explained by these five variables (Table 4-13). The parameter estimates recruitment and hiring ( $\beta = .168, p = .000$ ), evaluation and supervision ( $\beta = .449, p = .000$ ), benefits and compensation ( $\beta = .334, p = .000$ ), tenure ( $\beta = -.174, p = .000$ ), and age ( $\beta = .074, p = .024$ ) were all significant, and produced the model with the greatest contribution to job satisfaction.

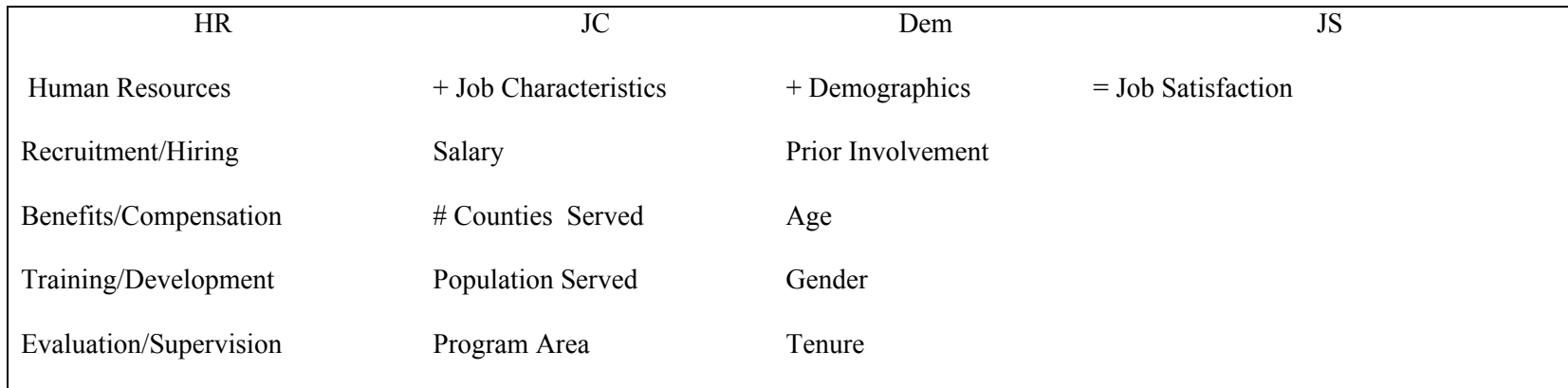


Figure 4-8. Conceptual Model for Job Satisfaction

Table 4-13

Reduced Regression Model for Job Satisfaction: Explaining Newly Hired Agents' Job Satisfaction

Source	Model 1	
	Est.	$\alpha$
Adjusted R-Square		.675
F-Statistic	139.1	.000
Recruitment/Hiring	.168	.000
Benefits/ Compensation	.334	.000
Evaluation/Supervision	.449	.000
Tenure	-.174	.000
Age	.074	.024

## Summary

This chapter presented the findings of the study. Findings were organized and presented by the following objectives:

1. Describe Extension agents' experience with HR practices during the first five years of employment;
2. Describe newly hired Extension agents' job satisfaction, organizational commitment, and intention to quit;
3. Identify the relationship between HR practices, job satisfaction, organizational commitment, and intent to quit; and
4. Explain newly hired Extension agents' intent to quit based upon HR practices.

Additional analysis of the conceptual model in Figure 4-4 was conducted to determine if there were significant relationships between certain independent variables, such as job characteristics and demographics, and the mediating variables of job satisfaction and organizational commitment.

Chapter 5 offers a more detailed discussion of the study's findings, including conclusions drawn from the findings. In addition, chapter five will provide recommendations for using HR practices to minimize undesirable voluntary turnover and recommendations for future research.

## **CHAPTER V**

### **SUMMARY AND DISCUSSION**

This final chapter of the dissertation includes an overview of the problem being studied, the methodology used in the study, and the findings of the research. Implications of the study are identified and recommendations for application and further research are discussed.

#### **Statement of Problem**

Employee turnover is a cause for concern when the best and brightest employees are leaving your organization for another, especially when there may be something that you could do to retain those employees. Turnover is costly for organizations. Direct costs such as recruitment, selection, and training of new employees, as well as indirect costs, such as stress on remaining workers, reduced productivity, and low morale for organizations, can cost as much as two year's pay and benefits (Ramlall, 2005).

Managing turnover is important in many occupations, but the impact of turnover is more evident in professional fields of work like Cooperative Extension where the organization is dependent on knowledge workers. Knowledge workers produce and distribute ideas and information rather than goods or services (Serrat, 2008). They are highly educated and skilled and therefore, are difficult to replace when they quit. A problem that Virginia Extension has faced over the past few years is the turnover of Associate Extension Agents prior to promotion to Extension Agent. For continued employment, this promotion is mandatory by the sixth year of employment. Total voluntary turnover rates (excluding retirements) for the past three years have ranged from 6.5% to 10.8% (Figure 5-1). What is more concerning, however, is the report of those with less than six years of employment who voluntarily left Virginia Cooperative

Extension. This group has included turnover rates of 14.1% to 20.2% over the past three years (M. Christian, personal communication, August 21, 2010).

Table 5-1

*Turnover Rates for Virginia Cooperative Extension Agents*

Year	Voluntary Turnover Rate	
	All Employees Pre-retirement	Employees of Less than Six Years
2009	6.5%	14.1%
2008	9.4%	15.8%
2007	10.8%	20.2%

*Note.* Data from personal communication with M. Christian, September 9, 2010.

The purpose of this study was to examine the influence of human resource (HR) practices on the job satisfaction and organizational commitment of new Extension agents as they relate to intent to quit. This study focused on Extension Agents with less than six years of employment and included four objectives: 1) to describe Extension agents’ experience with HR practices during the first six years of employment, 2) to describe newly hired Extension agents’ job satisfaction, organizational commitment, and intention to quit, 3) to identify the relationship between HR practices, job satisfaction, organizational commitment, and intent to quit, and 4) to explain newly hired Extension agent’s intent to quit based upon HR practices.

**Review of Methodology**

This study included a stratified sample of 480 Extension Agents from the Southern Region of the United States, who had less than six years of employment. The Southern region

consists of 13 states including: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, and Virginia (ASRED, 2010). Twelve states participated in the study. Each state either provided the researcher with a listing of their employees who met the criteria, or sent the survey information directly to the participants. Random samples of 40 Extension agents per state were selected for participation in the study.

A fifty-one question web-based Likert-type scale questionnaire was used for the study. (Appendix A) The instrument was developed by combining questions from existing instruments. To measure organizational commitment, the researcher used the 9-item short form of Mowday, Steers, and Porters' (1979) Organizational Commitment Questionnaire (OCQ). Reliability for these nine items using Cronbach's alpha was .914. To measure job satisfaction, the researcher used Spector's (1985) Job Satisfaction Survey (JSS). Of the original 36 items, 18 were included in the survey in an effort to limit the length of the survey instrument and decrease respondent fatigue. Reliability for these 18 items using Cronbach's alpha was .848. To measure intent to quit, the researcher used three items developed by Landau and Hammer (1986). Reliability for these three items using Cronbach's alpha was .910. To determine demographics and also to describe Extension agents' experiences with HR practices during their first five years of employment, 12 closed-ended questions and four open-ended questions were asked. (Appendix B) HR practices were divided into four categories. Cronbach's alpha for each of the four categories were: recruitment and hiring (.682), training and development (.825), compensation and benefits (.711), and supervision and evaluation (.775). These four categories are common to the HR literature (Huselid, 1995). Each of the four categories consisted of three questions for a total of 12 questions. Chronbach's alpha for all 12 HR questions as a group was .866.



To maximize the response rate, the director of each state's Extension program was contacted by mail with a letter from the director of Extension in Virginia, notifying them of the research and encouraging their participation. (Appendix C) A follow-up communication by the researcher to each state's director asked for their participation and also for a listing of e-mail of employees from their state with less than six years of employment. A pre-notice was sent to selected participants by their respective directors, alerting them to be expecting the survey and encouraging their participation. (Appendix D) Reminders and thank you notes were sent and incentive prizes were utilized to increase the response rate. (Appendices E,F, G) Three hundred ninety Extension agents responded to the questionnaire within 30 days of the initial notice for a response rate of 81%. The final usable responses included 365 Extension agents for a response rate of 76%. The Data was analyzed using the SPSS PASW Statistics 18 software package. No causation is implied in this research. Although the findings are not generalizable to states beyond the study population, extrapolations based upon the findings are appropriate. Extrapolation allows the researcher to make "modest speculations on the likely applicability of findings to other situations under similar, but not identical, conditions" (Patton, 2008, p.459).

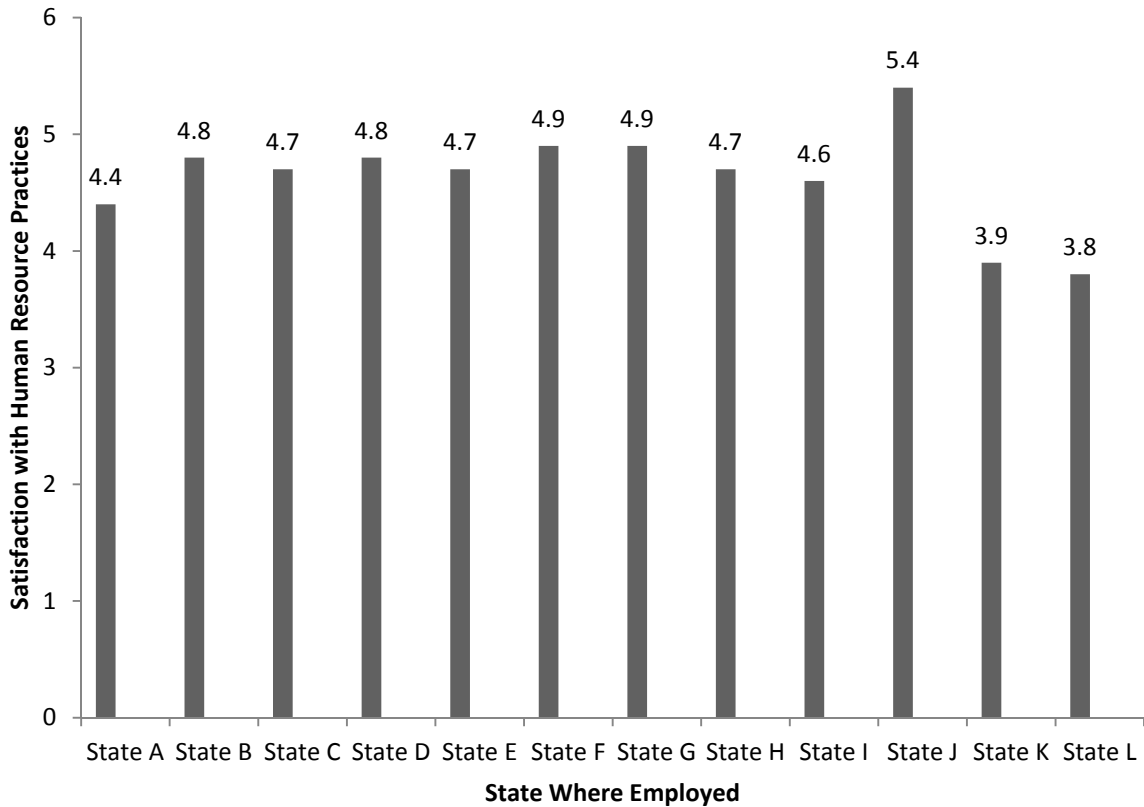
## **Summary of Findings**

### **Objective 1: Describe Experiences with Human Resource Practices**

The first objective was to describe Extension agents' experience with HR practices during the first five years of employment. The purpose of this objective was to determine how new employees view their organizations' efforts to meet their expectations as related to HR practices. Employee attitudes toward HR practices were measured on a 7-point Likert-type scale where 1= "strongly disagree" and 7= "strongly agree" and were organized in four major

categories: 1) Recruitment and Hiring (RH), 2) Training and Development (TD), 3) Benefits and Compensation (BC), and 4) Evaluation and Supervision (ES). Utilizing the paired samples T-test, BC was found to be significantly different from all other major HR categories. In addition, the researcher investigated the impact that state of employment and employment tenure had on attitudes toward HR practices. For all questions in the HR categories, employee attitudes were only slightly positive with an average mean of 4.7.

When HR practices were analyzed by state, some states scored consistently better than others, which seemed to indicate that new employees in those states are more positive about their situation and that those states may have a better grasp on HR practices that work well. However, even the highest scoring state had an average mean of only 5.4, indicating that there is still room for improvement (Figure 5-1).



*Figure 5-1.* Analysis of Extension agents’ perceptions of human resource practices by state. Satisfaction levels are based on a seven-point Likert-type scale: “Strongly Disagree” (1), “Moderately Disagree” (2), “Slightly Disagree” (3), “Neither Agree nor Disagree” (4), “Slightly Agree” (5), “Moderately Agree” (6), and “Strongly Agree” (7). The twelve states included in the study are identified with a CollectorID letter in no particular order.

As part of the survey, respondents were given an opportunity to share comments that explain their responses and employment experiences with Extension. State J, which had the highest mean score ( $M=5.4$ ,  $SD=.95$ ) of the 12 states in regard to the perception of employees toward HR practices generated some useful comments for the study. One respondent stated:

As with any job, there are positives and negatives - I am content that I have a job in this economic state. I am also grateful for the flexibility and fringe benefits of working in Extension, i.e. leaving the office for lunch, Employee Education Program as well as my states’ double match retirement. I took to heart the message shared in new agent training

of "you are in control of your own work schedule...if you're too busy, it's because you scheduled it." I try to maintain a healthy balance. But our office is also having some tension/communication issues right now...and that is affecting the work environment...as the support staff coordinator it is my responsibility to address and it is impacting my programming...that is, the amount of time I am spending to improve staff relations.

Another employee from that state wrote; "I love helping clients better their lives, and that to me, is the best satisfaction in being an Extension Agent!"

The states with the two lowest mean scores in regard to employee perceptions of HR practices were state K ( $M=3.9, SD=1.05$ ) and state L ( $M=3.8, SD=1.05$ ). Comments from respondents of those states included:

My hope for the long term viability of this organization is slim to none. Many years of poor leadership and a resistance to change from within extension has severely impacted the organization. Everything happening now to reorganize and increase efficiencies as well as to redirect program areas is too little too late. Also, Extension salaries need to reflect the level of education that we bring to the table.

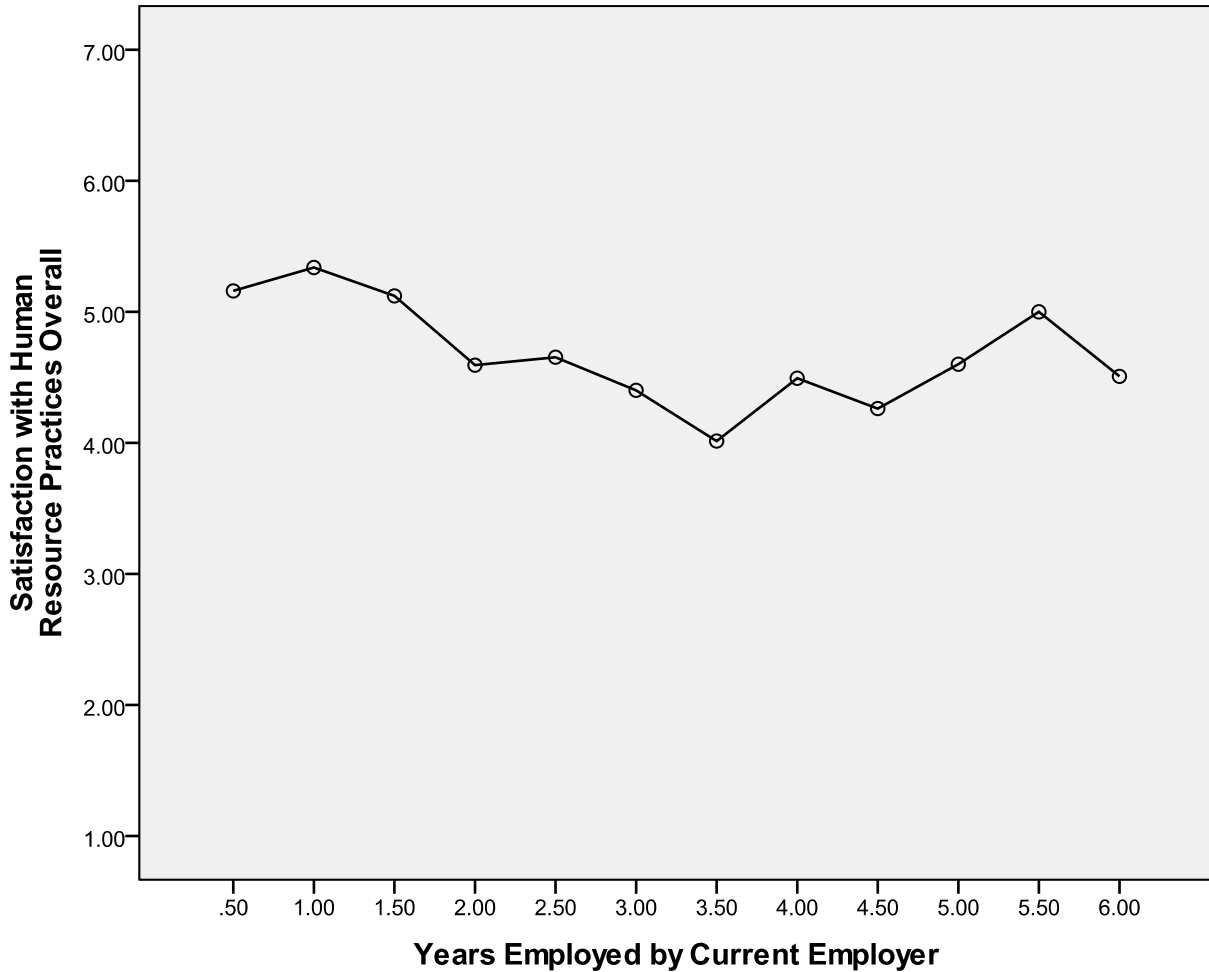
Another employee wrote:

Constant pressure related to diminishing State support for Extension program will end up driving me out of this job. Aside from salary, job security is the number one goal for me in a tenuous economy. Constantly fighting for support of Extension and the anxiety related to job security is enough to make me want to leave the organization.

Another employee wrote:

Extension trains many new employees and allows them to earn a Master's degree at no cost to the employee. Often times, once the employee has earned their Masters, they get offered a job with a higher salary somewhere else and the employee leaves Extension. If the pay was more competitive, these employees would be more likely to stay. However, as it is Extension trains their employees to do a good job and invest a lot of time and money in their professional development just to lose them to someone that is willing to pay them competitively according to their level of education and experience. So the University is ultimately losing money by doing this when they could up the pay and not have to train someone new, pay their tuition, and lose productivity in between employees.

Finally, tenure was analyzed in regard to differences in perspective between Extension employees and HR practices. Overall, employees with less than or equal to two years of employment had an average satisfaction rating of 5.1, while those employees with greater than two years of employment had an average satisfaction rating of 4.5 (Figure 5-2). These numbers indicate that new employees are more satisfied with their situation in regard to HR practices in the first couple of years, than after two years. Regardless of what influences the perspective, the scores are still relatively low throughout employees' tenure.



*Figure 5-2* Analysis of Extension agents’ perceptions of human resource practices by tenure. Satisfaction ratings are based on a seven-point Likert-type scale: “Strongly Disagree” (1), “Moderately Disagree” (2), “Slightly Disagree” (3), “Neither Agree nor Disagree” (4), “Slightly Agree” (5), “Moderately Agree” (6), and “Strongly Agree” (7).

**Objective 2: Describe Employee Job Satisfaction, Organizational Commitment, and Intent to Quit**

The second objective was to describe newly hired Extension agents’ job satisfaction, organizational commitment, and intention to quit. A high score on the Job Satisfaction Survey (JSS) and the Organizational Commitment Questionnaire (OCQ) instruments indicate high levels of satisfaction and commitment. A high score on the Intent to Quit (IQ) construct indicates a

desire to leave the organization. A seven point Likert-type scale was used where 1= “strongly disagree” and 7= “strongly agree”. Weighted mean scores showed that among all participants, the IQ score was 2.8, the JSS score was 4.6, and the OCQ score was 5.6. Extension Agents appear to be slightly or moderately in disagreement with their intent to quit. The Agents seem to be only slightly satisfied with their jobs, but are moderately in agreement that they are committed to the organization.

Results for this objective were also analyzed using the variables of salary and tenure. Key highlights from this analysis suggest that salary levels may be related to IQ rating. Salary levels in the \$45,001-\$50,000 range provided the lowest score on intent to quit at 1.9 and also the highest score on JSS of 4.9. Interestingly, the lowest salary level category of less than \$30,000 provided the highest score on OCQ, indicating that a high salary does not necessarily improve the organizational commitment of the Extension agent. When tenure was included in the analysis, Extension agents who had been employed for less than two years showed the most favorable scores on all three instruments.

### **Objective 3: Relationships between Human Resource Practices, Job Satisfaction, Organizational Commitment, and Intent to Quit**

The third objective was to identify the relationship between HR practices, job satisfaction, organizational commitment, and intent to quit. Particularly, since IQ was the dependant variable, it was important to see how the other variables influenced IQ. Bivariate correlation analysis was used to analyze the data for this objective. Findings showed significant positive relationships between HR practices of TD, BC, ES and job satisfaction. The HR practices of BC and ES had strong and positive relationships with organizational commitment. For the dependant variable of IQ, BC showed the strongest negative relationship among all of the

HR practices suggesting that is an important variable in the decision making process of Extension agents to leave their organization. Overall, it is important to note that when considering the conceptual model presented in Figure 5-3, HR practices have strong positive correlations with both job satisfaction ( $r=.806, p=.000$ ) and organizational commitment ( $r=.638, p=.000$ ). Job satisfaction also has a strong positive relationship to organizational commitment ( $r=.717, p=.000$ ).

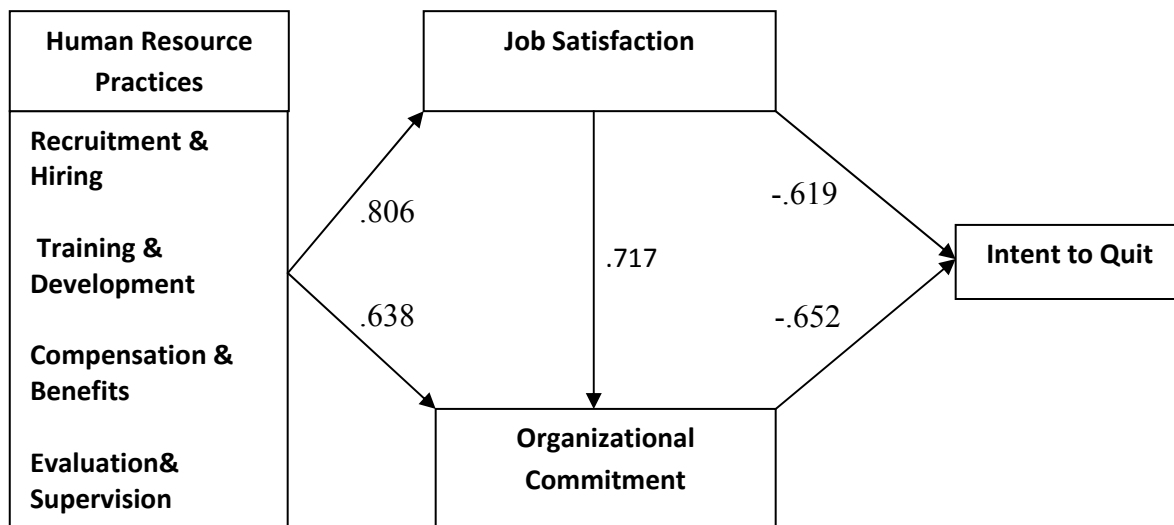


Figure 5-3: Conceptual Model showing correlations between human resource practices, job satisfaction, organizational commitment and intent to quit. Arrows do not imply causality, merely a correlation. Note: All correlations were significant at  $p \leq .001$ .

Ultimately, this study sought to determine what variables have the greatest influence on employee intent to quit. Correlation analysis presented in the previous chapter indicate that although all HR practices together have a strong negative relationship with IQ ( $r=-.529, p=.000$ ), the strongest relationships are between JS ( $r=-.619, p=.000$ ) and OC ( $r=-.652, p=.000$ ) with the



strongest predictor of intent to quit being organizational commitment. This analysis is consistent with the literature.

#### **Objective 4: Explain Extension Agents' Intent to Quit Based Upon Human Resource Practices**

The fourth objective was to explain newly hired Extension agents' intent to quit based upon HR practices. This was the most important objective of the study in that its purpose was to identify which HR practices have the greatest influence on a new employees' intention to quit and gives the researcher some insight into what organizations can do to minimize voluntary turnover. Regression analysis was conducted so that the researcher could consider multiple independent variables and interactions to explain variation in the dependant variable (intent to quit).

Five regression models were analyzed using HR practices, organizational commitment, and job satisfaction as independent variables, and intent to quit as the dependant variable. A summary of these models is found in Table 5-1. Using multiple regression, categories of HR practices were entered. Each of the five models included both organizational commitment and job satisfaction as variables. The first four models added one major HR component at a time. The fifth model included all four HR components. Recruitment and Hiring, Benefits and Compensation, Training and Development, and Evaluation and Supervision all failed to significantly contribute to IQ when JSS and OCQ were included in the model. Organizational Commitment and Job Satisfaction were both significant variables in all of the models. Approximately 47% of the variance in the dependant variable was explained within each of the models.

Table 5-2

*Standardized Regression Models for Intent to Quit: Explaining Newly Hired Agents' Intent to Quit Based Upon Human Resource Practices*

Source	Model 1		Model 2		Model 3		Model 4		Model 5	
	Est.	$\alpha$	Est.	$\alpha$	Est.	$\alpha$	Est.	$\alpha$	Est.	$\alpha$
Adjusted R-Square	.471		.475		.471		.474		.475	
F-Statistic	101.5	.000	103.2	.000	101.5	.000	102.9	.000	2.86	.091
Organizational Commitment	-.436	.000	-.419	.000	-.437	.000	-.444	.000	-.426	.000
Job Satisfaction	-.315	.000	-.257	.000	-.316	.000	-.364	.000	-.318	.000
Recruitment and Hiring	.018	.682							.026	.581
Benefits and Compensation			-.091	.093					-.098	.072
Training and Development					.015	.764			-.021	.714
Evaluation and Supervision							.088	.117	.099	.091

Since the regression models showed no HR practices that contributed significantly to intent to quit, other variables including job characteristics and demographics were investigated. Using stepwise regression, all of the variables were entered into the model. The reduced regression model showed that the only significant variable in addition to job satisfaction and organizational commitment was salary.

Figure 5-3 shows a strong, negative correlation between intent to quit and job satisfaction ( $r=-.619, p=.000$ ) as well as organizational commitment ( $r=-.652, p=.000$ ). To determine which HR practices and other variables had significant influence on organizational commitment, separate from job satisfaction, stepwise regression was used. The reduced regression model showed that two HR practices, benefits and compensation, and evaluation and supervision, both contributed to employee organizational commitment along with tenure, producing an adjusted R-square of .425, indicating that 42% of the variance in organizational commitment can be explained by these three variables.

To determine which HR practices, job characteristics and demographics had significant influence on job satisfaction, the variables were entered into a stepwise regression model. The reduced regression model showed that three HR practices, recruitment and hiring, benefits and compensation, evaluation and supervision, along with tenure and age, contributed to employee job satisfaction. This model produced an adjusted R-square of .675, indicating that 67% of the variance in job satisfaction can be explained by these five variables.

## Discussion of Results

### Interpretation of Findings

Based upon findings from the four research objectives, the following conclusions are offered.

#### **Objective 1: Describe Experiences with Human Resource Practices**

*Benefits and compensation are significantly less favorable among agents than other major HR categories.*

The one HR category that stood out from the others was benefits and compensation. Because of this, special attention should be given when determining fair compensation for work performed. The statement in the BC category that had the lowest overall mean score was regarding fair compensation for work performed. The score for this question was 3.8, indicating that respondents were slightly unfavorable about their compensation situation. In a previous study, agents that low pay was a reason why they left Extension (Rousan & Henderson, 1996). Additionally, the statement in the BC category regarding benefits had a score of 5.3, which was among the highest of all scores for HR questions. This indicates that respondents are favorable about the benefits received through employment with Extension. Therefore, it appears that agents have the strongest opinions about BC compared to the other HR categories.

*New employees are most satisfied with their HR experiences in their first two years of employment.*

When comparisons of responses to HR question were considered by tenure, employees with  $\leq 2$  years of employment produced a higher mean score ( $M=5.1$ ,  $SD=1.33$ ) than employees with  $>2$  years of employment ( $M=4.5$ ,  $SD=1.53$ ). ANOVA tests show that the relationships between HR practices and employee tenure are significant as follows: RH ( $F=9.638$ ,  $p=.002$ ), TD

( $F=19.481$ ,  $p=.000$ ), BC ( $F=14.914$ ,  $p=.000$ ), and ES ( $F=4.759$ ,  $p=.030$ ). This finding could be attributed to many internal or external variables but generally shows that there tends to be a honeymoon period where employees are more satisfied. In a previous study, it was found that job satisfaction decreases until an individual changes jobs, then the level of satisfaction increases when they start a new job (Boswell, Boudreau, and Tichy, 2011). Gradually, after the novelty wears off, the satisfaction tapers off and then eventually begins to decrease again. Implications are that continued attention to HR practices for employees throughout their early years of employment are important considerations.

**Objective 2: Describe Employee Job Satisfaction, Organizational Commitment, and Intent to Quit.**

***Extension agents are only slightly satisfied with their jobs.***

Overall, Extension agents' mean score for job satisfaction was only slightly positive ( $M=4.6$ ,  $SD=0.89$ ). Job satisfaction has a strong negative correlation with intent to quit ( $r=-.619$ ,  $p=.000$ ). Extension organizations should give attention to factors that improve job satisfaction in order to minimize the intent to quit of their new employees. Statements considered in the Job Satisfaction Survey included: "I feel I am being paid a fair amount for the work I do", "I like doing the things I do at work", and "when I do a good job, I receive the recognition for it that I should receive". In a study of Extension agent burnout, Ensle (2005) found that agents were "moderately satisfied with their jobs, their colleagues, and with CES as an organization".

***Extension agents are committed to Extension as an organization.***

The overall mean score for organizational commitment for Extension agents was moderately strong for the response group ( $M=5.6$ ,  $SD=1.12$ ), indicating that new Extension employees are generally committed to the organization that they are working for. This is encouraging for

administrators as organizational commitment generated the highest negative correlation with intent to quit ( $r=-.652, p=.000$ ). Implications of this finding are that many of the employees being hired as Extension agents believe in the purpose and mission of the organization and feel positive about being affiliated with the organization as an employee. Allen and Meyer (1996) defined organizational commitment as a psychological link between the employee and the employing organization that makes it less likely that the employee will voluntarily leave the organization. Examples of statements from the organizational commitment questionnaire included: “I talk up this organization to my friends as a great place to work for”, “this organization really inspires the very best in me in regard to job performance”, and “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful”.

***Salary level may influence an employee’s intent to quit.***

Findings of the study show that the salary range of \$45,001-\$50,000 per year produced the lowest score for employee intent to quit ( $M=1.9, SD=1.36$ ) indicating that salary levels in this range may be related to lower levels of intent to quit. Interestingly, the salary levels of less than \$30,000 up to \$45,000 provided the highest average mean score for employee intent to quit ( $M=2.9, SD=1.75$ ). Implications are that once the employee reaches a salary level of \$45,000, their intent to quit is reduced. Rousan and Henderson (1996) found that low pay was a reason that Extension agents left the organization. It should be noted that salary level alone is not a sufficient measure of intent to quit and must be considered in addition to other HR factors.

***Extension agents are more likely to consider quitting after their first two years of employment.***

Extension organizations should pay special attention to meeting new employee needs in their initial years of employment. Findings show that new employees give less consideration to quitting in their first two years ( $M=2.3$ ,  $SD=1.60$ ) than they do after two years on the job ( $M=3.0$ ,  $SD=1.81$ ). HR practices influencing work conditions, placement, training, compensation, and supervision should be monitored to maximize the match of the employee for the position they were hired for. When employees perceive that the organization is committed to them and supportive of them, their trust in and commitment to the organization are stronger (Whitener, 2001).

**Objective 3: Relationships between Human Resource Practices, Job Satisfaction, Organizational Commitment, and Intent to Quit**

*HR practices are strongly related to an employee's job satisfaction and their commitment to the organization.*

Correlation analysis showed that there was a significant positive relationship between HR practices and job satisfaction ( $r=.806$ ,  $p=.000$ ). This finding indicates that the more positive an employee's feelings are about the HR practices of the organization, the more satisfied they will be with their job situation. Correlation analysis also showed that there was a significant positive relationship between HR practices and the organizational commitment of the employee ( $r=.638$ ,  $p=.000$ ). This finding, as with the previous finding, indicates that the more positive an employee's feelings are about the HR practices of the organization, the more committed they will be to the organization. In an exchange where the organization shows commitment to the employee, the employee may in turn show commitment to the organization. This type of exchange is known as perceived organizational support and was designed to explain the

development of employee commitment to an organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

***Job satisfaction and organizational commitment are related to an employee's intent to quit.***

Correlational analysis conducted in this study showed a strong and negative relationship between job satisfaction and intent to quit ( $r=-.619, p=.000$ ). This finding indicates that the more satisfied the employee is with their job, the lower their intent to quit. Correlational analysis also produced a strong and negative relationship between organizational commitment and intent to quit ( $r=-.652, p=.000$ ). This finding indicates that the more committed an employee is to their organization, the less likely their intent to quit. “Most empirical studies of organizational commitment have focused on affective commitment. This is because affective commitment is the strongest and most consistent predictor of organizationally desired outcomes such as employee retention” (Mohamed, Taylor, & Hassan, 2006). These findings are both well supported in the related literature (Mobley, Horner, & Hollingsworth, 1978, Lee & Mitchell, 1994, Steers & Mowday, 1981, Price & Mueller, 1981, Mowday, Koberg, & McArthur, 1984, Holtom, Mitchell, Lee, & Eberly, 2008, Vandenberghe & Tremblay, 2008, Allen & Meyer, 1996).

#### **Objective 4: Explain Extension Agents' Intent to Quit Based Upon Human Resource Practices**

***HR practices are significant predictors of employee intent to quit.***

Regression analysis was used to determine the significance of HR practices on intent to quit.

Results showed that in each of the regression models used for this objective, groupings of HR



practices produced a significant contribution to intent to quit ( $F=41.737, p=.000$ ). Two HR practices produced individual significance in the model. The two were BC ( $\beta=-.310, p=.000$ ) and TD ( $\beta= -.157, p=.008$ ). Therefore, HR practices are worth additional consideration as a factor impacting employee intent to quit. Pay satisfaction has been associated with increased organizational commitment, job satisfaction, and greater intent to stay in the position (Farrell & Rusbult, 1981, Lum, Kervin, Clark, Reid, & Sirola, 1998). Benefits have also been shown to have a strong correlation with turnover (Shaw, Delery, Jenkins, & Gupta, 1998).

***Organizational commitment, job satisfaction, and salary are significant contributors to employee intent to quit.***

The five prescribed regression models for objective four all showed that HR practices were fully mediated by organizational commitment and job satisfaction in regard to intent to quit. The researcher used stepwise regression to determine if there were other factors such as job characteristics or demographics that had any significant influence on intent to quit and were not fully mediated by organizational commitment and job satisfaction. The reduced regression model showed that salary level of employees was a significant contributor to intent to quit ( $\beta=-.105, p=.009$ ). This finding is supported in the Currall, Towler, Judge, and Kohn (2005) study of public school teachers, showing that pay satisfaction is significantly associated with intent to quit. Since public school teachers are knowledge workers, like Extension agents, the relationship makes sense.

***Recruitment and hiring, benefits and compensation, evaluation and supervision, tenure and age are significant contributors to job satisfaction.***

The conceptual model presented in Figure 5-3 shows that there is a significant relationship between HR practices and job satisfaction. To determine which variables best explain job

satisfaction, the researcher used stepwise regression to investigate the independent variables, including HR practices, job characteristics, and demographics. Results showed that recruitment and hiring, benefits and compensation, evaluation and supervision, tenure, and age were all significant contributors to job satisfaction. This is consistent with findings by Mobley, Horner, and Hollingsworth (1978) that age and tenure had a direct effect on job satisfaction. They found that intention to search for a job was stronger when job satisfaction was lower, and when the employee was younger and less tenured.

***Benefits and compensation, evaluation and supervision, and tenure are significant contributors to organizational commitment.***

The conceptual model in Figure 5-3 also showed a significant relationship between HR practices and organizational commitment. Excluding job satisfaction, the researcher used stepwise regression to create a reduced model which included HR practices, job characteristics and demographics. The reduced model showed that benefits and compensation, evaluation and supervision, and tenure were the most significant contributors to organizational commitment, when job satisfaction was not included as a variable. Interestingly, in this study, training and development did not appear as a significant HR practice in the reduced models in regard to influencing job satisfaction or organizational commitment. Previous studies had shown that issues contributing to agent turnover included lack of strong and consistent training (Strong & Harder, 2009).

### **Recommendations for Practice**

Based upon the findings and conclusions of this study, the researcher recommends the following to Extension organizations wishing to limit occurrences of unwanted voluntary turnover of Extension Agents:

1. Extension administration should investigate options for better meeting the salary expectations of agents. It is evident from this research that salary has an important influence on the job satisfaction, organizational commitment, and also the intent to quit of newly hired Extension Agents. Fair compensation for work performed is an area that employers should give more attention.
2. Extension organizations should strive to offer employees opportunities to increase their salary quickly in the first six years through implementing multiple levels of promotion in the early years. Emergent workers are not any less loyal than traditional workers, but organizations need to understand that they are looking for opportunities for growth and development. Salary and compensation can be a part of this plan for growth. Allowing employees to reach the \$45,000 annual salary range in the first six years, may contribute to reduced levels of attrition by voluntary turnover.
3. Extension organizations should develop a clear and realistic employee performance plan for the initial years of employment. The organization can begin this process during the recruitment and hiring phase by providing realistic job previews and internships to potential employees. This would be a good way for prospective employees to gain practical experience and perspective of the career choice prior to making the commitment. This is particularly important since employees are most satisfied with their HR experiences in their first two years on the job, but they are also more likely to quit after the first two years.
4. Since job satisfaction and organizational commitment are the best predictors of employee intent to quit, organizations should conduct formal assessments of their employees during the first six years of employment to measure success in providing an employment

environment that promotes jobs satisfaction and organizational commitment. This may provide information useful for analyzing and modifying HR practices that will help to improve where there are deficiencies in employee perception of job satisfaction and organizational commitment.

5. Findings indicate that since job satisfaction is a strong predictor of intent to quit, organizations should consider giving attention to recruitment and hiring, benefits and compensation, evaluation and supervision, tenure, and age as they seek to improve the job satisfaction of employees in the organization.
6. Since the states included in the study produced differing results in the perceptions of their employees toward HR practices, administration should share experiences and best practices with each other to improve the satisfaction and commitment of their employees, and reduce their intent to quit.
7. Emergent workers desire regular skill development and support. Retention efforts can be similar to those used for retaining volunteers. Extension educators and administrators should seek volunteer resources and literature on retaining volunteers that they may apply to their new employees through resources such as the Everyone Ready program (<http://energizeinc.com/everyoneready/>) which is available to Extension employees through 4-H (<http://nextgeneration.4-h.org/volunteerism/>).

### **Suggestions for Additional Research**

1. The study should be replicated in the other parts of the country to see if the results are consistent. This study was limited to 12 states in the Southern United States. The findings are not generalizable, and there may be some regional differences from the respondents. Such potential differences should be explored.

2. Research on the job satisfaction and organizational development of new Extension agents, should be conducted by program of expertise. Since the demands of work are somewhat different for 4-H Agents, Agriculture Agents, and Family and Consumer Science Agents, this type of research could provide ideas for HR personnel on custom designing training programs and expectations.
3. A replication study should be conducted when the economy improves to see if results would differ as employment conditions change and options become more readily available. This study was conducted in a time when the national economic conditions were not favorable, unemployment was hovering at 10 percent, and pay increases for government employees were minimal or non-existent.
4. Social Exchange Theory, would be a good basis for additional study with Extension Agents to determine if job satisfaction and organizational commitment are influenced by the perceived level of commitment from the organization to the employee. Perceived organizational support has been associated with intention to quit. Research conducted in this area should explore the commitment of the organization to the employee as perceived from the employees' perspective.
5. Benefits and compensation should be explored in regard to the direct influence on intent to quit of newly hired employees. This research indicated that there was a significant relationship, but additional research in regard to the influence of salary levels on intent to quit should be explored.

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## **Appendix A**

### **Southern Region Extension Survey**

A fifty-one question web-based Likert-type scale questionnaire was developed by the researcher for the study. The instrument was developed by combining questions from existing instruments. To measure organizational commitment, the researcher used the 9-item short form of Mowday, Steers, and Porters' (1979) Organizational Commitment Questionnaire (OCQ). To measure job satisfaction, the researcher used Spector's (1985) Job Satisfaction Survey (JSS). Of the original 36 items, 18 were included in the survey in an effort to limit the length of the survey instrument and decrease respondent fatigue. To measure intent to quit, the researcher used three items developed by Landau and Hammer (1986).

# Southern Region Extension Survey

## 1. Employment Information

Thank you for your participation in this research study. The survey will take about 10-15 minutes to complete.

### 1. What is your primary area(s) of responsibility? (check all that apply)

- Agriculture and Natural Resources
- Family and Consumer Science
- 4-H Youth Development
- Community Viability/Community Development
- Other (please specify)

### 2. Please indicate the population of the area for which you are responsible for serving.

- Under 20,000
- 20,001-40,000
- 40,001-60,000
- 60,001-80,000
- 80,001 and over

### 3. How many counties/parishes are you responsible for serving?

# Southern Region Extension Survey

## 2. Human Resource Practices

Please answer the questions below to the best of your ability. These questions regard common human resource practices impacting recently hired employees.

### 1. Please indicate the level of agreement with each statement

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
My job interview provided a good preview of what I actually experience on the job	jn	jn	jn	jn	jn	jn	jn
The actual requirements of my job accurately reflect my understanding of the job when I was first hired	jn	jn	jn	jn	jn	jn	jn
Prior to my employment with Extension, I had several opportunities to observe the work of Extension	jn	jn	jn	jn	jn	jn	jn
Upon employment with Extension, I was provided with the training necessary for success in my first year on the job	jn	jn	jn	jn	jn	jn	jn
I receive professional development necessary for me to perform my job capably	jn	jn	jn	jn	jn	jn	jn
Extension provided me with an effective mentoring and coaching experience as part of my training	jn	jn	jn	jn	jn	jn	jn

# Southern Region Extension Survey

## 3. Human Resource Practices

Please answer the questions below to the best of your ability. These questions regard common human resource practices impacting recently hired employees.

### 1. Please indicate the level of agreement with each statement

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
I am compensated fairly for the work that I perform	jn	jn	jn	jn	jn	jn	jn
Fringe benefits provided by Extension are competitive with those offered by other organizations	jn	jn	jn	jn	jn	jn	jn
Extension provides work/life balance programs which are sufficient to help me manage my personal responsibilities	jn	jn	jn	jn	jn	jn	jn
My successes are recognized and acknowledged by my supervisor	jn	jn	jn	jn	jn	jn	jn
The evaluation and performance management process provides meaningful feedback for me to be successful	jn	jn	jn	jn	jn	jn	jn
I have a clear understanding of the promotion requirements for this job	jn	jn	jn	jn	jn	jn	jn

# Southern Region Extension Survey

## 4. Organizational Perspectives

Listed below are several statements that represent possible feelings that individuals might have about the organization for which they work for.

### 1. Please indicate your level of agreement with each statement.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	jn	jn	jn	jn	jn	jn	jn
I talk up this organization to my friends as a great organization to work for	jn	jn	jn	jn	jn	jn	jn
I would accept almost any type of job assignment in order to keep working for this organization	jn	jn	jn	jn	jn	jn	jn
I find that my values and the organizations values are very similar	jn	jn	jn	jn	jn	jn	jn
I am proud to tell others that I am part of this organization	jn	jn	jn	jn	jn	jn	jn
This organization really inspires the very best in me in the way of job performance	jn	jn	jn	jn	jn	jn	jn
I am extremely glad that I chose this organization to work for over others I was considering at the time i joined	jn	jn	jn	jn	jn	jn	jn
I really care about the fate of this organization	jn	jn	jn	jn	jn	jn	jn
For me this is the best of all possible organizations for which to work	jn	jn	jn	jn	jn	jn	jn
I am actively looking for a job outside of Extension	jn	jn	jn	jn	jn	jn	jn

# Southern Region Extension Survey

## 5. Job Perspectives

Listed below are several statements that represent possible feelings that individuals might have about the job that they have in an organization.

### 1. Please indicate your level of agreement with each statement.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
I feel I am being paid a fair amount for the work I do	JN	JN	JN	JN	JN	JN	JN
My supervisor is quite competent in doing his/her job	JN	JN	JN	JN	JN	JN	JN
The benefits package we have is equitable	JN	JN	JN	JN	JN	JN	JN
When I do a good job, I receive the recognition for it that I should receive	JN	JN	JN	JN	JN	JN	JN
Many of our rules and procedures make doing a good job difficult	JN	JN	JN	JN	JN	JN	JN
I like the people I work with	JN	JN	JN	JN	JN	JN	JN
I sometimes feel my job is meaningless	JN	JN	JN	JN	JN	JN	JN
I am seriously thinking about quitting my job	JN	JN	JN	JN	JN	JN	JN
Communications seem good within this organization	JN	JN	JN	JN	JN	JN	JN
Those who do well on the job stand a fair chance of being promoted	JN	JN	JN	JN	JN	JN	JN
I do not feel that the work I do is appreciated	JN	JN	JN	JN	JN	JN	JN
I find I have to work harder at my job because of the incompetence of people I work with	JN	JN	JN	JN	JN	JN	JN

# Southern Region Extension Survey

## 6. Job Perspectives

Listed below are several statements that represent possible feelings that individuals might have about the job that they have in an organization.

### 1. Please indicate your level of agreement with each statement.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
I like doing the things I do at work	jn	jn	jn	jn	jn	jn	jn
I have too much to do at work	jn	jn	jn	jn	jn	jn	jn
I often feel that I do not know what is going on with the organization	jn	jn	jn	jn	jn	jn	jn
I feel satisfied with my chances for salary increases	jn	jn	jn	jn	jn	jn	jn
There are benefits we do not have which we should have	jn	jn	jn	jn	jn	jn	jn
I like my supervisor	jn	jn	jn	jn	jn	jn	jn
I am satisfied with my chances for promotion	jn	jn	jn	jn	jn	jn	jn
As soon as I can find a better job, I'll leave Extension	jn	jn	jn	jn	jn	jn	jn

# Southern Region Extension Survey

## 7. Personal Characteristics

Please answer the following demographic questions.

**1. How many years have you been employed by your current employer?**

**2. What was your involvement with Cooperative Extension prior to employment? (Check all that apply)**

No Previous Involvement

4-H Member

Volunteer

Client/Program Participant

Other (please specify)

**3. Please choose the answer that represents your current annual gross salary.**

Less than \$30,000

\$30,000-\$35,000

\$35,001-\$40,000

\$40,001-\$45,000

\$45,001-\$50,000

Greater than \$50,000

**4. What is your gender?**

Male

Female

**5. What is your age?**

**6. Please share any other comments that you would like in regard to your employment experiences with Extension.**



## Appendix B

### Justification for Human Resource Questions

#### Recruitment and Hiring

My job interview provided a good preview of what I actually experience on the job	(Wanous, 1992)
The actual expectations of my job accurately reflect my understanding of the job when I was first hired	(Manton & van Es, 1985)
Previous involvement in Extension programs influenced my decision to pursue a career with Extension	(Arnold & Place, 2010)

#### Training and Development

Upon employment with Extension, I was provided with the training necessary for initial success in my position	(Brown, Gibson, & Stuart, 2008)
I receive professional development necessary for me to perform my job capably	(McCann, 2007)
Extension provided me with a satisfying mentoring and coaching experience as part of my training	(Kutilek & Earnest, 2001)

#### Compensation and Benefits

I am compensated fairly for the work that I perform	(Strong & Harder, 2009)
Fringe benefits provided by Extension are competitive with those offered by other organizations with which I considered employment	(Strong & Harder, 2009)
Extension provides work/life balance programs which are sufficient to help me to manage my personal time schedule and responsibilities	(Kutilek, Conklin, & Gunderson, 2002)

## Evaluation and Supervision

My successes are acknowledged by my supervisor	(Rousan & Henderson, 1996)
The evaluation and performance management process provides meaningful feedback for me to be successful	(Arnold & Place, 2010)
I have a clear understanding of the promotion requirements for this job	(Gaetner & Nollen, 1989)

**Appendix C**  
**Letter to Extension Directors**

Dear Extension Director,

I am writing to request your support of a doctoral study being conducted in the Southern Region regarding the influence of human resource practices on the job satisfaction and organizational commitment of new Extension agents as they relate to intent to quit.

Mike Martin is a PhD student at Virginia Tech, working on a research study with Dr. Eric Kaufman in the Department of Agricultural and Extension Education. His position as a District Director for the past seven years has ignited his interest in retention of new employees. Due to unprecedented budgetary constraints over the past seven years and as a cost saving measure, Virginia Cooperative Extension (VCE) has experienced a drastic reduction in the number of Extension Agents/Educators. From a human resource management perspective, VCE has also experienced high levels of turnover among the new employees who have been hired. This is concerning to me and to our organization and I am fully supportive of his efforts. I am unaware of any other studies that have been conducted in this context.

This quantitative study will be conducted by utilizing an online questionnaire format. Mike will be contacting your Director of County Operations in the next couple of weeks to request a listing of the names and e-mail addresses of Extension Agents from your state who were hired after January 1<sup>st</sup>, 2004 for purposes of determining a sample. Data collection is planned for the months of October and November 2010.

If you have any questions or concerns about this research, please contact Mike directly at [mjmartin@vt.edu](mailto:mjmartin@vt.edu) or by phone at 540-315-0816. Upon completion of the study, a summary report will be sent to you.

Sincerely,

Alan L. Grant, Ph.D.  
Dean of the College of Agriculture and Life Sciences  
Virginia Polytechnic Institute and State University (Virginia Tech)  
104 Hutcheson Hall (0402)  
Blacksburg, VA 24061

**Appendix D**  
Pre-Notice to Extension Agents

To selected Extension Educators,

In the next couple of days, you will be receiving an invitation to participate in a survey of newly hired Extension educators. This online survey is being conducted by Mr. Michael Martin, a doctoral student at Virginia Tech and also a fellow Extension professional. As a District Director, Michael is interested in studying the relationships between human resource practices and employee retention.

You have been selected for participation in a survey of Extension educators in the Southern Region who have been employed for less than six years. I encourage your participation in this study as the findings may be useful to our state in identifying human resource practices that can be implemented to minimize the premature turnover of our newer Extension educators.

Please contact Michael directly if you have any questions regarding his research at [mjmartin@vt.edu](mailto:mjmartin@vt.edu) or (540) 315-0816.

Sincerely,

Director of Extension

**Appendix E**  
Initial Letter to Participants

**Please send to Selected Field Educators:**

[Dear First\_Name:]

You have been selected for participation in a survey of Extension educators in the Southern Region who have been employed for less than six years. As a doctoral student and a fellow Extension professional, I am requesting your assistance with my current research on the relationships between human resource practices and employee retention. The survey is available at [\[survey link\]](#)

Cooperative Extension is experiencing one of it's' most difficult times as an organization. In the midst of a struggling economy, many Extension systems are seeing reduced levels of funding from federal, state, and local partners. In response Extension is looking at ways to do more with less. My research focuses on what can be done from an organizational perspective, through human resource practices, to reduce the incidence of voluntary turnover among newly hired Extension educators.

Your participation in this study is completely voluntary and does not impact your position in any form. All responses will be kept strictly confidential. By completing the survey your consent to participate is implied. As fellow Extension professionals, I know many of you can appreciate the importance of participating. The study will take less than 15 minutes from start to finish. Everyone who completes the survey will have the opportunity to enter a drawing for a \$50 Walmart gift card. (The odds of winning are 1 in 40. The drawing will be conducted by me and observed by my major professor, Dr. Eric Kaufman.)

Thank you in advance for your time and efforts with this important study. Please let me know if you have any additional questions regarding my research at [mjmartin@vt.edu](mailto:mjmartin@vt.edu) or (540) 315-0816. You may also contact my advisor, Dr. Eric Kaufman, at [ekaufman@vt.edu](mailto:ekaufman@vt.edu) or (540) 231-6258. I look forward to receiving your responses to the survey, available at [\[survey link\]](#)

Sincerely,

Michael Martin  
District Director & Phd Candidate  
Virginia Cooperative Extension  
Virginia Tech

Eric Kaufman  
Asst. Professor & Extension Specialist  
Virginia Cooperative Extension  
Virginia Tech

## Appendix F

### Follow-Up Letter to Participants

#### **Please send to Selected Field Educators:**

[Dear First\_Name:]

Last week, I sent you an email requesting your participation in a survey on the relationships between human resource practices and employee retention. Thank you so much to those of you who have already completed the survey. If you have not yet completed the survey, please take 10 minutes now to provide your responses to the questions at [\[survey link\]](#)

The feedback we are receiving is insightful, and we look forward to gaining a complete picture of experiences of Extension educators like you. To ensure an accurate representation, we need as many responses as possible. The study will help guide Extension organization practices and the effects on Extension educators across the Southern Region.

As a reminder, your participation in this study is completely voluntary and does not impact your position in any form. All responses will be kept strictly confidential. By completing the survey your consent to participate is implied. As fellow Extension professionals, I know many of you can appreciate the importance of participating. Everyone who completes the survey will have the opportunity to enter a drawing for a \$50 Walmart gift card. (The odds of winning are 1 in 40. The drawing will be conducted by me and observed by my major professor, Dr. Eric Kaufman.)

Thank you in advance for your time and efforts with this important study. Please let me know if you have any additional questions regarding my research at [mjmartin@vt.edu](mailto:mjmartin@vt.edu) or (540) 315-0816. You may also contact my advisor, Dr. Eric Kaufman, at [ekaufman@vt.edu](mailto:ekaufman@vt.edu) or (540) 231-6258. Once again, I look forward to receiving your responses to the survey, available at [\[survey link\]](#)

Sincerely,

Michael Martin  
District Director & Phd Candidate  
Virginia Cooperative Extension  
Virginia Tech

Eric Kaufman  
Asst. Professor & Extension Specialist  
Virginia Cooperative Extension  
Virginia Tech

## Appendix G

### Follow-Up Letter to Participants

#### **Please send to Selected Field Educators:**

[Dear First\_Name:]

Two weeks ago, I sent a reminder email requesting your participation in a survey on the relationships between human resource practices and employee retention. Thank you so much to those of you who have already completed the survey. If you have not yet completed the survey, please take 10 minutes now to provide your responses to the questions at [\[survey link\]](#). The survey will close on December 1<sup>st</sup>, 2010.

The feedback we are receiving continues to provide insightful information. We look forward to gaining a more complete picture of experiences of Extension educators like you. To ensure an accurate representation, we need as many responses as possible. The study will help guide Extension organization practices and the effects on Extension educators across the Southern Region.

As a reminder, your participation in this study is completely voluntary and does not impact your position in any form. All responses will be kept strictly confidential. By completing the survey your consent to participate is implied. As fellow Extension professionals, I know many of you can appreciate the importance of participating. Everyone who completes the survey will have the opportunity to enter a drawing for a \$50 Walmart gift card. (The odds of winning are 1 in 40. The drawing will be conducted by me and observed by my major professor, Dr. Eric Kaufman.)

Thank you in advance for your time and efforts with this important study. Please let me know if you have any additional questions regarding my research at [mjmartin@vt.edu](mailto:mjmartin@vt.edu) or (540) 315-0816. You may also contact my advisor, Dr. Eric Kaufman, at [ekaufman@vt.edu](mailto:ekaufman@vt.edu) or (540) 231-6258. Once again, I look forward to receiving your responses to the survey, available at [\[survey link\]](#)

Sincerely,

Michael Martin  
District Director & Phd Candidate  
Virginia Cooperative Extension  
Virginia Tech

Eric Kaufman  
Asst. Professor & Extension Specialist  
Virginia Cooperative Extension  
Virginia Tech