

## Association of Job Performance and Job Satisfaction with Job Related Factors of Subject Matter Specialists of Krishi Vigyan Kendra

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### ABSTRACT

*The primary mandate of Krishi Vigyan Kendra (KVK) is the assessment, refinement and demonstrations of generated technology for the farming community. The present study was undertaken in 8 Krishi Vigyan Kendra of Vidarbha region of Maharashtra State, to study the job performance and job satisfaction of the SMSs and association of job related factors with the job performance and job satisfaction. Keeping the above objectives in mind the forty eight SMSs from 8 KVKs were selected purposively and interviewed with a structural interview schedule developed. Exploratory research design of social research was used in the present investigation. The study revealed that larger proportion (89.58%) of the SMSs and slightly above half (54.17%) of the SMSs were found to be good in their job performance and satisfied with their job related activities respectively. Majority of the SMSs were observed with good level of job commitment and job involvement, whereas majority (60.42%) of the SMSs noted above average achievement motivation, while half (52.08%) of the SMSs were moderately satisfied with the prevailing organizational climate.*

**Key words:** *Subject matter specialists; Job performance; Job satisfaction; Organizational climate;*

To cater the information and technological need of the farming community Indian Council of Agricultural Research (ICAR) established the huge network of more than, 700 Krishi Vigyan Kendra (KVK) working almost each and every district of the country over the period of time (Anonymous, 2019). The different extension activities have been implemented by respective KVKs keeping in view the technological need of region. The Subject Matter Specialists are the vital unit of the organization in the process of technology transfer. The organization able to fulfil the set forth objectives only when the people working in it are satisfied with their job. The job performance of an individual certainly enhance, if the individual is satisfied with his job related activities.

Job commitment, job involvement, achievement motivation and organizational climate are the major contributing characteristics of an individual during their job performance and job satisfaction. Job involvement

indicates the degree of psychological attachment with their job related activities, job commitment is the degree of an individual attaches himself with organization including its values and goals, while organizational climate is the perception of an individual towards the working place, facilities, co-workers etc. Keeping these in view the present investigation was under taken to know the level of job performance and job satisfaction of the SMSs, as well as to study the relationship between selected characteristics of the SMSs with their job performance and job satisfaction.

### METHODOLOGY

An Exploratory Research Design of social research has been used in the present study. The study was conducted as doctoral research work in the Western Vidarbha Zone of Maharashtra state during 2018-19. The Vidarbha region comprises of 14 Krishi Vigyan Kendra which are performing the task of technology

dissemination among the farming community, rural youths, farmwomen and extension functionaries. Among the 14 KVKs, 8 Krishi Vigyan Kendra were selected purposively. In each KVK's 6 Subject Matter Specialists (SMS) has been performing the task of technology dissemination, thus 48 Subject Matter Specialists were selected for the study.

In order to measure the different job factors standard scales developed by different social researchers were used in the present research investigation in the original form or by slight modifications keeping in view the objectives of the study. In order to measure the job performance quantitatively, job performance scale developed by *Kumar and Kaur (2014)* was used, whereas job satisfaction of the SMSs was measured with the help of scale developed by *Kaur and Singh (1997)*. The respondents were grouped into four categories on the basis of obtained index range.

To measure the different job related factors such as, the scale developed by *John (1966)* was used to measure job commitment, whereas to measure job involvement scale developed by *Lodhal and Kejner (1965)*, scale developed by *Reddy (1976)* was used to find out extent of achievement motivation among SMSs, while scale developed by *Kaur (2004)* with suitable modification was used to compute the prevailing organizational climate. Scoring was done by following the methods and procedures suggested by the respective scientists. Based on the obtained score, the SMSs were grouped into different categories following equal interval method. To assess the relationship between the selected characteristics with the job performance and job satisfaction of the SMSs the rank correlation coefficient was computed.

## RESULTS AND DISCUSSION

*Job performance level of the subject matter specialists:* It was observed (Table 1) that majority (89.58%) of the SMSs in their self-ratings and 72.92 per cent of the SMSs as per their superior's rating were observed under good job performance category. This was followed by, one tenth (10.42%) of the SMSs were recorded their job performance in the above average category in their self-rating whereas job performance of 27.08 per cent of the SMSs were recorded in above average category by their superior ratings. It was worthwhile to mention that none of the SMSs were

recorded in poor and below average job performance category in their own ratings as well as by their immediate superiors.

**Table 1. Distribution of the Subject Matter Specialists according to their job performance (N=48)**

Category	Self-rating of SMSs		Superior's rating of PCs	
	No.	%	No.	%
Poor	0	0.00	0	0.00
Below average	0	0.00	0	0.00
Above average	5	10.42	13	27.08
Good	43	89.58	35	72.92
Total	48	100.00	48	100.00

The above findings were in line with the findings reported by *Ramannanavar and Nagnur (2016)* the duo studied the job performance of 120 SMSs working in KVKs of Karnataka State and revealed that almost all SMSs were having medium to high (98.34%) level of job performance whereas, *Mishra et al (2007)* reported that majority (75.41%) of the extension officers belonged to medium level of job performance.

The data pertaining to the job satisfaction of the Subject Matter Specialists was analysed and the Subject Matter Specialists were categorized on the basis of their level of job satisfaction.

**Table 2. Distribution of the SMSs according to their job satisfaction (N=48)**

Category	No.	%
Highly unsatisfied	0	0.00
Unsatisfied	05	10.41
Satisfied	26	54.17
Highly satisfied	17	35.42
Total	48	100.00

The findings depicted in Table 2 indicated that, slightly above half (54.17%) of the SMSs were satisfied with their job, whereas marginally above one third (35.42%) of the SMSs reported there were highly satisfied whereas 10.41 per cent of the SMSs recorded their non-satisfaction towards their assigned task. It was worthy to note none of the Subject Matter Specialists observed under highly unsatisfied category.

The findings were in line with the results quoted by *Foor & Cano (2011)* and *Gopika et al. (2015)*. *Job related factors of the Subject Matter Specialists:* Job commitment, job involvement, achievement motivation and prevailing organizational climate in which

SMSs are working were studied and the findings of these has been depicted in the respective Table 3.

*Job commitment* : Job commitment is the feeling of responsibility that a person has towards the mission and goals of an organization. It is evident from the Table 3 that larger proportion (66.67%) of the SMSs had observed with good job commitment level, whereas around one forth (27.08%) and 6.25 per cent of the Subject Matter Specialists were observed in above average and below average job commitment category respectively. The findings were in concurrence with the results reported by *Kandwal and Kaur (2017)*.

**Table 3. Distribution of the Subject Matter Specialists according to job commitment (N=48)**

Category	No.	%
Poor	0	0.00
Below average	3	6.25
Above average	13	27.08
Good	32	66.67
Total	48	100.00

*Job involvement* : Job involvement is viewed as a psychological condition wherein an employee “is engaged in, and concerned with one’s present job”.

**Table 4. Distribution of the Subject Matter Specialists according to job involvement (N=48)**

Category	No.	%
Poor	0	0.00
Below average	2	4.17
Above average	18	37.50
Good	28	58.33
Total	48	100.00

The data depicted in Table 4 indicated that majority (58.33%) of the SMSs observed with good job involvement, whereas marginally over one third (37.50%) of the SMSs and miniature (4.17%) respondents recorded their above average and below average category of job involvement respectively. These results were in line with the findings of *Sandikaet al. (2007)* and *Reddy and Maraty (2004)*.

*Achievement motivation* Achievement motivation is regarded as the drive to achieve targets and the process to maintain the drive. It is apparent from Table 5 that 60.42 per cent of Subject Matter Specialists observed with above average category of achievement motivation, followed by 22.92 per cent and slightly above one tenth (12.50%) of the Subject Matter Specialists had reported

under good and below average category of achievement motivation respectively. A miniature percentage of respondents i.e. 4.16 per cent had observed with poor achievement motivation.

**Table 5. Distribution of the Subject Matter Specialists according to achievement Motivation (N=48)**

Category	No.	%
Poor	2	4.16
Below average	6	12.50
Above average	29	60.42
Good	11	22.92
Total	48	100.00

*Organizational climate* : It is the perception of an individual formed about the organizational procedures, policies and practices. The Table 6 documented the response of the SMSs about prevailing organizational climate at their respective working places. Slightly above half of the respondent’s (52.08%) were found moderately satisfied about the prevailing organizational climate, while one third (33.34%) and 14.58 per cent of the Subject Matter Specialists reported their less satisfaction and high satisfaction respectively with the prevailing organizational climate at their respective work places.

**Table 6. Distribution of the Subject Matter Specialists according to prevailing organizational climate (N=48)**

Category	No.	%
Less satisfied	16	33.34
Moderately satisfied	25	52.08
Highly satisfied	7	14.58
Total	48	100.00

*Relationship between selected characteristics of the SMSs with their job performance and job satisfaction*: The association of personal, communicational, psychological and organizational characteristics of the SMSs with their job performance and job satisfaction was computed with help of coefficient of correlation and the emerged findings about existence or non-existence of relationship between dependent variables and the selected characteristics under the study is presented in Table 7.

From the findings depicted in the Table 7, indicated that among the selected characteristics of the SMSs sources of information, job commitment, job involvement, achievement motivation and organizational climate were found to be positive and highly significant at 0.01 level

of probability with job performance whereas, organizational climate recorded positive and highly significant relationship at 0.01 level of probability with job satisfaction of the SMSs.

**Table 7. Coefficient of correlation between selected characteristics of the Subject Matter Specialists with their job performance and job satisfaction**

Variables	Job performance	Job satisfaction
	'r' value	'r' value
Age	0.0661	0.0821
Academic qualification	0.0283	-0.1873
Service experience	-0.0604	0.0442
In-service training	0.1951	0.1245
Infrastructure facilities	0.3362*	0.3243*
Sources of information	0.7667**	0.2418
Job commitment	0.5972**	0.3083*
Job involvement	0.5361**	0.3252*
Achievement motivation	0.5683**	0.1991
Organizational climate	0.4564**	0.5443**

\*\* Significant at 0.01 level of probability

\* Significant at 0.05 level of probability

The findings in the Table 7 further elaborated that only infrastructure facilities had positive and significant association with the job performance at 0.05 level of probability, while, infrastructure facilities, job commitment and job involvement of the SMSs had established positive and significant relationship with the job satisfaction of the Subject Matter Specialists at 0.05 level of probability. The rest of the variables under the study, did not formed any significant relationship with

the job performance and job satisfaction of the SMSs..

The findings recorded by *Sandikaet al. (2007)*, and *Manjunath and Shashidahra (2011)* were in concurrence with the job performance of the SMSs, while the findings with regard to the job satisfaction of the SMSs are in line with the results reported by *Patel and Dhondia (2015)* and *Gopikaet al. (2015)*.

## CONCLUSION

It is important to understand the factors that can contribute towards the job performance and job satisfaction of the SMSs in order to achieve the high standards of mandatory activities framers before the KVKs. The findings indicated majority of the SMSs observed under the good job performance category, whereas majority of the SMSs expressed their job satisfaction. This may be due to good level of job involvement, job commitment, achievement motivation and satisfactory prevailing organizational climate at their work places. A sense of the SMSs being in position towards contribution for the welfare of millions of farmers by transmission of innovated technology gives a sense of satisfaction. The working forces with maximum job commitment, job involvement with high standards of achievement motivation and satisfied organizational climate always provide the added advantage for any organization. Even tough, the SMSs may have many hurdles in their job related activities, they are putting maximum efforts for catering to the needs of farming community.

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$$r = \frac{\sum XY - \sum X \sum Y / n}{\sqrt{\sum X^2 - (\frac{\sum X)^2}{n}} \sqrt{\sum Y^2 - (\frac{\sum Y)^2}{n}}}$$