

## The Relationship between Job Satisfaction and Other Job Related Factors of KVK Subject Matter Specialists

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### ABSTRACT

Indian Council of Agricultural Research (ICAR) has created a network of Krishi Vigyan Kendra (KVK) aiming at assessment, refinement and demonstrations of technology in their respective districts. The present study was undertaken to study the job satisfaction and other job related factors of the SMSs. This study was conducted in 31 KVKs of Karnataka state. A questionnaire prepared in the light of the objectives was mailed to all the SMS in the state, to which 120 SMSs responded. Collected data was subjected to appropriate statistical analysis. The study revealed that majority of the SMSs had high level of job satisfaction and 71.66 per cent of SMSs had medium level of job involvement. Majority of the SMSs had medium level of achievement motivation and organizational commitment (57.50%) (67.50%) respectively. Fifty per cent of the SMSs expressed organizational climate as favorable for them. The study further revealed that achievement motivation, organizational commitment and experience in the present post had positive and significant correlation with job satisfaction of SMSs.

**Key words:** Job satisfaction, Job involvement, Achievement motivation, Organizational commitment, Organizational climate.

### INTRODUCTION

The employees are the most important resource of an organization. Satisfied employees make a healthy organization. Such organizations flourish because each employee recognizes his responsibility and performs his assigned duty with commitment and plays an important role in organizational productivity. Some of the key job satisfaction aspects are healthy working environment, career path,

security, pay and benefits, opportunities, respect and higher productivity.

Job involvement indicates the degree to which people identify psychologically with their job and consider their perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

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The present investigation was under taken to know the level of job satisfaction, involvement, achievement motivation, organizational commitment and climate of KVK Subject Matter Specialists.

### MATERIAL AND METHODS

The study was conducted in 31 KVKs of Karnataka state during 2015-16. The SMSs of all these KVKs were considered for the study. Descriptive and diagnostic research design was formulated to conduct the investigation. Total number of sanctioned post were 186 and 163 post were filled. The pre-structured questionnaire was sent to all the SMSs through mail, out of which 120 SMS responded.

Collected data was subjected to appropriate statistical analysis.

Standard scales developed by various social scientists were used in their original form or by slight modifications. For Job Satisfaction scale by Sridhar, Job Involvement by Lodhal and Kejner, Achievement Motivation by Reddy, Organizational Commitment by Porter *et al.*, Organizational Climate by by Kolb *et al.* were used with different continuum. Scoring was done by following the methods suggested by the respective scientists. Based on the sum of the scores for all items obtained by each respondents, they were grouped into three categories following the equal distribution method based on class intervals.

### RESULTS AND DISCUSSION

**Table 1: Job satisfaction levels of Subject Matter Specialists of KVK**  
n=120

Category	Frequency	Percentage
Low (<39)	-	-
Medium (40-61)	46	38.34
High (>61)	74	61.67

The data in Table 1 depicts that majority (61.67 %) of the SMSs had high level of job satisfaction, 38.33 per cent of them had medium level of job satisfaction and none of them belonged to low level of job satisfaction category. The overall job satisfaction index was found to be 74.57 this shows that SMSs were satisfied with their job upto the extent of 74.57 per cent.

This may be due to good organizational commitment and climate. A sense of being able to contribute to the welfare of millions of farmers gives a sense of satisfaction to the SMSs. Therefore we see that cent per cent are in the medium to high category of job satisfaction. This finding augurs well for the development of KVKs and farming community of the country.

**Table 2: Level of Job involvement of Subject Matter Specialists of KVK**  
n=120

Categories	Frequency	Percentage
Low (<44)	-	-
Medium (45-69)	86	71.66
High (>69)	34	28.34

It is observed from Table 2 that a majority (71.66 %) of SMSs were in the medium level of job involvement. Which means that their involvement was neither too high nor too low. Having worked for so long at village level and monotony of the work must have made them to lose interest in their work. The overall job involvement index was found to be 71.73,

which means the SMSs were involved in their job to the extent of 71.33 per cent. However job involvement does not seem to have affected the job satisfaction. The results are in line with the results of Basco<sup>1</sup> who found majority of the AAOs had medium level of job involvement.

**Table 3: Level of Achievement Motivation Subject Matter Specialists of KVK**  
n=120

Categories	Frequency	Percentage
Low (<16)	2	1.67
Medium (17-25)	69	57.50
High (>25)	49	40.83

It is clear from the Table 3 that more than half of the KVK SMS (57.50 %) had medium level of achievement motivation. This may be because the SMS have been working from a long time in the KVKs. This is true especially of NGO KVKs where chances for career

advancements are practically nil. When there is no incentive for hard work their achievement motivation is also stagnated and the reported results of this study go with the findings of Padmaja and Prabhakar<sup>6</sup> and Gopika *et al.*<sup>2</sup>.

**Table 4: Level of Organizational Commitment of Subject Matter Specialists of KVK**  
n=120

Categories	Frequency	Percentage
Low (<35)	-	-
Medium (36-55)	81	67.50
High (>55)	39	32.50

The results of the present study depict that (Table 4) cent per cent of the KVK SMS had a medium to high level of organizational commitment. The overall organizational commitment index was found to be 71.04. It shows that the SMSs committed to the

organizational goals and objectives to the extent of 71.04 per cent. The KVKs are not large organization. Their commitment to the farming community is reflected in pre as well as their job satisfaction.

**Table 5: Level of perception by Subject Matter Specialists on Organizational Climate**  
n=120

Categories	Frequency	Percentage
Less favorable (<18)	3	2.50
Most favorable (19-28)	60	50.00
High favorable (>28)	57	47.50

The overall organizational climate is shown in Table 5 fifty per cent of the SMSs expressed towards organizational climate as favorable while 47.50 per cent of them expressed organizational climate as most favorable. The overall organizational climate index was found to be 71.73. It has already been mentioned that the KVKs are small units where staff are known to each other and all of them work

together. Moreover if the Programme Co-ordinator is friendly, able person with good leadership qualities, he can make working a pleasurable experience. KVKs have no dearth of funds for infrastructure development, so there seems to be no problems with physical components of climate. Similar results are reported by Gopika *et al.*<sup>2</sup>.

**Table 6: Relationship between personal, psychological and job related characteristics of SMSs and job satisfaction**

Sl. No	Independent Variables	Correlation Co-efficient
1	Age	0.024 NS
2	Gender	0.097 NS
3	Education	-0.284**
4	Total Experience	0.033 NS
5	Experience in present post	0.211*
6	Job involvement	0.114 NS
7	Achievement Motivation	0.267**
8	Organizational Commitment	0.280**
9	Organizational Climate	0.177 NS

NS=Non-significant \*\*significant at 1% \*significant at 5%

From the correlation table 6, it is clear that among the independent variables achievement motivation, organizational commitment and experience in present post exhibited a positive and significant relationship with job satisfaction, because as the experience increases SMSs build better rapport with farmers and are able to better understand and solve field level problems. Being in the post for more than 5 years also create an identity for SMSs and they get better recognition. When there is commitment to organization, job satisfaction is automatically achieved. However education was found to be negatively related with job satisfaction. This could probably be because the KVK SMSs are masters and doctoral degree holders and are more interested to work in the research/teaching rather than at grass root level activities. Extension work requires more of human relation skills which may not be possessed by all SMSs.

### CONCLUSION

Understanding the factor that contribute to job satisfaction of SMSs is vital in order to achieve high standards of mandatory activities. The results showed that cent per cent respondents were in the medium to high category of job satisfaction. This is may be due to good organizational commitment and climate. A sense of being able to be contributing to the welfare of millions of farmers gives a sense of satisfaction to the SMSs. The study further reveals that majority

of the SMSs were in the medium category of job involvement. Having worked for so long at village level and monotony of the work must have made them to loose interest in their work. Even the SMS having many hurdles in their job, they are putting maximum efforts for catering to the needs of farming community.

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