



Differential Perception of the Subject Matter Specialists about the Existing and Desired Motivational Climate in Krishi Vigyan Kendras of Assam

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ABSTRACT

The study was carried out to find out the gap between the existing and desired motivational climate as perceived by the Subject Matter Specialists (SMSs) of Krishi Vigyan Kendras (KVKs) under Assam Agricultural University (AAU). The study was conducted at the KVKs functioning under the administrative control of the Directorate of Extension Education, Assam Agricultural University, Jorhat, Assam. The study revealed that a decrease in the climate motives of dependency and control was desired by the respondents over the existing. An augmentation in the climate strengths with respect to extension, affiliation and expert power climates was perceived by the SMSs as their existing strengths were lower than what was desired by them. In fact, extension climate was the one which had the maximum gap of 35.90 percent among all the climate motives. The extent of gaps in relation to affiliation and expert influence climates were almost similar, to the tune of 21.85 per cent and 17.39 per cent respectively.

Key words: Motivational climate, Subject Matter Specialists, Krishi Vigyan Kendra

Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. Organizations are open systems—they affect and are affected by their environment. “As any organization grows and develops, more and more problems are manifested as people’s problems such as power struggles, interpersonal conflicts, low job motivation, union management relations etc.” (Hammer and Organ 1978). Among different factors, motivation is one of the most dominant factors which affect the performance of an

individual in an organization. Motivation is an inner state which energizes, activates or moves and directs or channels behaviour towards goals. Motivation is that set of attitude which predisposes a person to act in a specific, goal directed way (Glueck 1978). At organizational level, motivational climate influences work motivation. Motivational climate in the present study was conceptualized as the environment prevailing in the KVKs, which activates, energizes and directs (hence motivates) the SMSs towards the achievement of organizational and personal goals. According to Pareek *et*

al.(1981), motivational climate is the general culture of the organization characterized by dominant psychological needs (motives). Effective motivational climate encourages the employees to their work that ultimately influences the growth of an organization. This is more so, and very much important to an organization like KVK.

KVK (also known as Farm Science Centre), an innovative science based institution, was thus established mainly to impart vocational training to the farmers and field level extension workers. It is an organizational framework that caters the need of farmers in a district. Training, On Farm Testing and Front Line Demonstration are the three major mandates of KVK. KVKs provide training not only in agriculture and allied vocations but also in other income-generating activities that may supplement the income of farm families.

The professional expertise of the Subject Matter Specialist in KVKs is the key to achieve the organizational objectives and emerging expectations. Keeping this in view, the present study was undertaken with an objective to measure the differences in perception of the Subject Matter Specialists about the existing and desired motivational climate in Krishi Vigyan Kendras of Assam. Motivational climate in the present study was conceptualized as the environment prevailing in the KVKs, which activates, energizes and directs (hence motivates) the Subject Matter Specialists (SMSs) towards the achievement of organizational and personal goals. This was a part of M. Sc. (Agriculture) study on “A study on motivational climate as perceived by the Subject Matter Specialists of Krishi Vigyan Kendras under Assam Agricultural University”.

MATERIALS AND METHODS

The study was conducted at the KVKs functioning under the administrative control of the Directorate of Extension Education, AAU, Jorhat, Assam. A multistage purposive sampling method was followed for selection of the respondents of the study. All the 23 KVKs functioning under the administrative control of the Directorate of Extension Education, AAU were selected purposively for the study. The total strength of SMSs in 23 KVKs was 126 at the time of planning the study. Initially, it was decided to include all the SMSs working in 23 KVKs as respondents of the study. Later on only those SMSs who have completed a minimum of 2 years of service and a minimum of 1 year service at the present place of posting were included as respondents of the study. The number of SMSs fulfilling these criteria was 112. The major tool used for collection of primary data in the study was a structured pretested questionnaire. The structured questionnaire was prepared in accordance with the objectives of the present study to collect pertinent information from the respondents. The questionnaire for collection of data was mailed through registered post to 112 SMSs working in 23 KVKs. Further, the questionnaire was also sent to each SMS through e-mail and then follow up was made by sending e-mails and telephonic messages. Some of the KVKs were visited by the investigator for collection of the filled-in questionnaire.

Each respondent was contacted at least twice or more. Despite all efforts, the total number of SMSs returning the filled-in questionnaire was 65. Finally, 65 SMSs from 18 KVKs constituted the sample of respondents for the study.

The main purpose of the study was to arrive at the dominant motivational climate as perceived by the SMSs of the KVKs. Following Pareek (1981, 2002), motivational climate was measured on six motive dimensions, viz. achievement, affiliation, extension, dependency, control and expert power. Eleven organizational dimensions were also taken for the purpose of measuring the above mentioned motive dimensions. The eleven organizational dimensions against which the motivational climate was measured were: orientation, interpersonal relationship, supervision, communication, decision making, trust, managing problems, managing mistakes, managing conflicts, managing rewards and risk taking. On each of these eleven organizational dimensions, the motives were measured for the following six motive dimensions:

- 1) Achievement or a concern for excellence with emphasis on achieving goals.
- 2) Affiliation or a concern for friendly, warm, affectionate and personal relationships.
- 3) Extension or a concern for other persons, groups and the society, and helping people when such help is needed in times of need.
- 4) Dependency or a concern and orientation to look for suggestions, help and solutions, from seniors and to refer matters to them rather than attempting on one's own.
- 5) Control or a need for personal aggrandizement and consolidation of one's one power.
- 6) Expert power or a concern for achieving goals or organizational good through expertise and its influences in the system.

Each of the eleven organizational dimensions had six statements, each reflecting one of the above six motives. The individual items in each dimension were properly worded to suit the present study without changing the intended meaning. In all, 66 items were selected for the motivational climate questionnaire. The questionnaire consisting of six statements in each of the eleven organizational dimensions listed above was administered for ranking. The respondents were asked to rank all the six statements reflecting six different motives in each dimension from rank I to rank VI, through rank II, rank III, rank IV and rank V with regard to their dominance (both 'actual' and 'desired') in their respective KVKs. The scores assigned to these ranks (from I to VI) ranged from 6 to 1. Thus, any individual respondent could theoretically secure scores between 11 (minimum) and 66 (maximum) in each motive. The standardized mean score for each motive was arrived at by dividing the mean score of the motive by the total number of motive statements of the instrument, i.e., 11. According to the instrument, a combination of an organization's highest or dominant score and its second

highest or back-up score results in a basic characterization of that organization's climate.

After review of relevant literatures available to the investigator and consulting the experts, 7 independent variables, viz. age, educational qualification, service experience, level of aspiration, job involvement, attitude towards KVK and job satisfaction were selected for the study which were grouped into two categories, namely 'Socio-personal variables' and 'Organizational variables'. Out of 7 variables, age, educational qualification and service experience were classified as socio-personal variables, while level of aspiration, job involvement, attitude towards KVK and job satisfaction were classified as organizational variables.

Various descriptive and inferential statistical measures were employed to analyze the data. The statistical techniques and tests used for analysis and interpretation of data included frequency, percentage, mean, standard deviation (SD), coefficient of variation (CV), 't' test, and Chi square test.

RESULTS AND DISCUSSION

The findings obtained from the study have been discussed in the following paragraphs. The distribution of respondents according to selected socio-economic and organizational characteristics is presented in (Table 1). A perusal of the (Table 1) revealed that majority of the respondents (67.69%) belonged to the middle age category. As far as education was concerned, a vast majority of the respondents (78.46%) were Master degree holders. In case of service experience, 56.92 per cent of respondent had medium service experience. Significantly, majority of the respondents (60%) were with medium level of aspiration. Findings also indicated that majority of the respondents (66.15%) perceived medium level of job involvement. In case of job satisfaction, majority of the respondents (55.38%) perceived medium level of job satisfaction. In so far as attitude towards Krishi Vigyan Kendra KVK) was concerned, majority of the respondents (66.15%) had favourable attitude towards Krishi Vigyan Kendra (KVK).

Table 1 Distribution of SMSs based on selected socio-economical and organizational characteristics

Category	Criterion	Score Range	Number (n=65)	Percent	Mean	S.D.	CV
Age							
Young	Up to $\bar{X} - 1$ SD	28 to 35 years	12	18.46			
Medium	$\bar{X} - \text{SD}$ to $\bar{X} + 1$ SD	36 to 46 years	44	67.69	40.78	5.94	14.57
Old	Above $\bar{X} + 1$ SD	47 to 54 years	9	13.8			
Education level							
M. Sc. Degree		1	51	78.46	1.24	0.43	34.83
Ph. D. Degree		2	14	21.53			
Service experience							
Low	Up to $\bar{X} - 1$ SD	2 to 4 years	25	38.46			
Medium	$\bar{X} - \text{SD}$ to $\bar{X} + 1$ SD	5-10 years	37	56.92	7.01	3.08	44.04
High	Above $\bar{X} + 1$ SD	11 - 14 years	3	4.61			
Level of aspiration							
Low	Up to $\bar{X} - 1$ SD	0 to 1	17	26.1			
Medium	$\bar{X} - \text{SD}$ to $\bar{X} + 1$ SD	2-3	39	60	2.43	1.32	54.40
High	Above $\bar{X} + 1$ SD	4 -10	9	13.8			
Job involvement							
Low	Up to $\bar{X} - 1$ SD	17 to 60	14	21.53			
Medium	$\bar{X} - \text{SD}$ to $\bar{X} + 1$ SD	61-73	43	66.15	66.86	7.02	10.50
High	Above $\bar{X} + 1$ SD	74 to 85	8	12.30			
Job satisfaction							
Low	Up to $\bar{X} - 1$ SD	19 to 63	18	27.69			
Medium	$\bar{X} - \text{SD}$ to $\bar{X} + 1$ SD	64-80	36	55.38	71.35	9.11	12.77
High	Above $\bar{X} + 1$ SD	81 to 95	11	16.92			
Attitude towards KVK							
Less favourable	Up to $\bar{X} - 1$ SD	20 to 72	12	18.46			
Favourable	$\bar{X} - \text{SD}$ to $\bar{X} + 1$ SD	73 - 84	43	66.15	77.96	6.31	8.10
Highly favourable	Above $\bar{X} + 1$ SD	85 and 100	10	15.38			

A perusal of (Table 2) revealed that as regards the existing motivational climate, the mean score of dependency climate motive (41.69) was the highest among the six motives, followed closely by control climate motive (40.84).

These were followed by achievement climate motive (38.73), expert power climate motive (35.52), affiliation climate motive (33.29) and extension climate motive (32.87) in decreasing order of existing motivational climate strength.

In case of desired motivational climate strength mean perception score of extension climate motive (44.57) was the highest among the six motives, followed closely by expert power climate motive (41.12). These were followed

by affiliation climate motive (40.49), achievement climate motive (37.78), dependency climate motive (35.26) and control climate motive (34.46) in decreasing order (Iljinsa et al. 2015).

Table 2 Motivational climate strengths and perceptual heterogeneity (N=65)

Motive	Minimum obtained score		Maximum obtained score		Range		Mean		SD		CV (%)	
	EMC	DMC	EMC	DMC	EMC	DMC	EMC	DMC	EMC	DMC	EMC	DMC
Dependency	25	11	55	48	30	37	41.69	35.26	7.72	7.59	18.91	21.52
Extension	14	33	49	60	35	27	32.87	44.57	7.20	8.40	21.91	18.86
Achievement	11	12	60	59	49	47	38.73	37.78	9.77	7.84	25.22	20.78
Control	28	23	60	46	32	23	40.84	34.46	7.72	6.50	18.91	18.88
Affiliation	13	11	45	56	32	45	33.29	40.49	7.43	10.00	22.32	24.70
Expert power	16	26	60	60	44	34	35.52	41.12	10.15	8.30	28.57	20.19

*EMC indicates existing motivational climate and DMC indicates desired motivational climate

The extent of gaps between the perceived existing motivational climate and desired motivational climate has been worked out. For this purpose, the overall mean values of the existing and desired motivational climate dimensions were standardized. The findings are presented in (Table 3).

A perusal of (Table 3) reveal that in case of dependency climate motive, the gap between existing and desired motivational climate was (-) 15.56 per cent, indicating a 15.56 per cent reduction in strength of desired climate as compared to the existing climate. In case of extension climate motive, a 35.90 per cent gap, the highest gap amongst all the climate motives, indicated that the existing extension climate strength was 35.90 per cent less than what was actually desired by the respondents. A low gap of (-) 2.5

per cent in case of achievement climate suggested that there virtually did not exist any noteworthy gap between the existing and desired climates on this dimension and was therefore stable. A (-) 15.63 per cent gap, between existing and desired control climates, suggested that a reduction to the tune of 15.63 per cent of the control climate strength was desired by the respondents as compared to the existing climate. In case of affiliation climate motive, the table revealed a 21.85 per cent gap, which suggested a required increase in the desired climate by a similar percentage as compared to the existing affiliation climate. Likewise, in case of expert influence climate, a 17.39 per cent gap indicated a 17.39 per cent desired increase of the climate motive strength over the existing one.

Table 3 Perceptual gap between existing and desired motivational climate

Motivational climate	Standardized mean scores		Mean difference (B – A)	Percentage gap*
	Existing (A)	Desired (B)		
Dependency	3.79	3.20	(-) 0.59	(-) 15.56
Extension	2.98	4.05	1.07	35.90
Achievement	3.52	3.43	(-)0.09	(-) 2.5
Control	3.71	3.13	(-)0.58	(-) 15.63
Affiliation	3.02	3.68	0.66	21.85
Expert power	3.22	3.78	0.56	17.39

*Negative sign (-) indicates decrease in mean score of 'desired' motivational climate as compared to 'existing' motivational climate

Summarizing the (Table 3), it can be said that a decrease in the climate motives of dependency, achievement and control was desired by the respondents over the existing. Since the value for achievement climate was only marginal, it can be ignored and inferred that chiefly dependency and control climates require a existing control climate reduction (by 15.56 per cent and 15.63 per cent respectively) in their existing strengths as perceived by the SMSs. On the other hand, an augmentation in the climate strengths with respect to extension, affiliation and expert influence climates was perceived by the SMSs as their existing strengths were lower than what was desired by them.

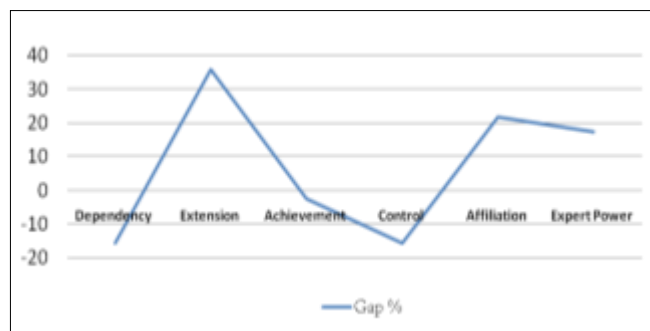


Fig 1 Perceptual gap between existing and desired motivational climate

In fact, extension climate was the one which had the maximum gap of 35.90 per cent among all the climate motives. The extent of gaps in relation to affiliation and expert influence climates were almost similar, to the tune of 21.85 per cent and 17.39 per cent respectively. The same is depicted in (Fig 1). Similar findings were also reported by Kalita (1991).

An appraisal of the motivational climate as perceived by the Subject Matter Specialists of Krishi Vigyan Kendras (KVKs) revealed that the dominant existing motivational climate pattern in the KVKs was Dependency-Control and dominant desired motivational climate pattern in the KVKs was Extension-Expert power. An analysis of the gap

between the existing and desired motivational climates as perceived by the SMSs of the KVKs also revealed a high perceived desire for increase in the extension climate as compared to the existing strength. Similarly, a medium to high perceived need was revealed for an increase in the strengths of affiliation and expert power climates. Steps should be taken to increase in the strengths of extension, affiliation and expert power climates in the. Effort should be made by the concerned authority to Krishi Vigyan Kendras (KVKs) provide such type of climate where subject matter specialists (SMS) would perform their duties and responsibilities with excellence and help each other in developing greater skills.

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