

## Original Research Article

# Motivational climate as desired by the Subject Matter Specialists of Krishi Vigyan Kendras in Assam

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## ABSTRACT

The study was carried out to measure the desired motivational climate as perceived by the Subject Matter Specialists (SMSs) of KrishiVigyanKendras (KVKs) under Assam Agricultural University (AAU). The present study was conducted at the KVKs functioning under the administrative control of the Directorate of Extension Education, Assam Agricultural University, Jorhat, Assam. Motivational climate as perceived by SMSs was measured by MAO(C) scale developed by Pareek (1981). The study revealed that the 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 of desired motivational climate strength. Hence it could be stated that an overall Extension-Expert Power climate was desired in the KVKs under AAU, as perceived by the SMSs.

## Keywords

Motivational climate, Subject matter specialists, Krishi Vigyan Kendra

## Introduction

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 Subject Matter Specialists (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 desired motivational climate as perceived by the SMSs of KVKs under AAU. 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. 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 and relevant 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 aggrandisement and consolidation of one's own 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.

The distribution of the SMSs on seven selected socio-personal and organizational variables was worked out. These variables included age, educational qualification, service experience, level of aspiration, job involvement, job satisfaction and attitude of SMSs towards KVK. The Pictorial Self Anchoring Ladder Scale developed by Kilpatrick and Cantrill, (1979) was used to measure the level of aspiration of the SMSs and Job involvement was measured by using the scale developed by Lodahl and Kejner (1965). Job satisfaction was measured by using the job satisfaction scale developed by Daftuar (1988). Attitude of SMSs towards KVK was measured by the attitude scale developed by the investigator for the study.

Various descriptive statistical measures used for analysis and interpretation of data included frequency, percentage, mean, standard deviation (SD) and coefficient of variation (CV).

## **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 KVK was concerned, majority of the respondents (66.15%) had favourable attitude towards KVK.

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

Category	Criterion	Score Range	Number (n=65)	%	Mea	S.D	CV	
<b>Age</b>								
Young	Up to $\bar{x} - 1$ SD	28 to 35	12	18.46	40.78	5.9	14.5	
Medium	$\bar{x} -$ SD to $\bar{x} + 1$ SD	36 to 46	44	67.69		4	7	
Old	Above $\bar{x} + 1$ SD	47 to 54	9	13.8				
<b>Education level</b>								
M.sc		1	51	78.46	1.24	0.4	34.8	
PhD degree		2	14	21.53				
<b>Service experience</b>								
Low	Up to $\bar{x} - 1$ SD	2 to 4 years	25	38.46	7.01	3.0	44.0	
Medium	$\bar{x} -$ SD to $\bar{x} + 1$ SD	5-10 years	37	56.92		8	4	
High	Above $\bar{x} + 1$ SD	11 - 14 years	3	4.61				
<b>Level of aspiration</b>								
Low	Up to $\bar{x} - 1$ SD	0 to 1	17	26.1	2.43	1.3	54.4	
Medium	$\bar{x} -$ SD to $\bar{x} + 1$ SD	2-3	39	60		2	0	
High	Above $\bar{x} + 1$ SD	4 -10	9	13.8				
<b>Job involvement</b>								
Low	Up to $\bar{x} - 1$ SD	17 to 60	14	21.53	66.8	7.0	10.5	
Medium	$\bar{x} -$ SD to $\bar{x} + 1$ SD	61-73	43	66.15		6	2	
High	Above $\bar{x} + 1$ SD	74 to 85	8	12.30			0	
<b>Job satisfaction</b>								
Low	Up to $\bar{x} - 1$ SD	19 to 63	18	27.69	71.3	9.1	12.7	
Medium	$\bar{x} -$ SD to $\bar{x} + 1$ SD	64-80	36	55.38		5	1	
High	Above $\bar{x} + 1$ SD	81 to 95	11	16.92			7	
<b>Attitude towards KVK</b>								
Less	Up to $\bar{x} - 1$ SD	20 to 72	12	18.46	77.9	6.3	8.10	
Favourable	$\bar{x} -$ SD to $\bar{x} + 1$	73 – 84	43	66.15		6		1
Highly	Above $\bar{x} + 1$ SD	85 and 100	10	15.38				

**Table.2** Desired motivational climate strengths and perceptual heterogeneity

N=65						
Motive	Minimum obtained score	Maximum obtained score	Range	Mean	SD	CV
Dependency	11	48	37	35.26	7.59	21.52
Extension	33	60	27	44.57	8.40	18.86
Achievement	12	59	47	37.78	7.84	20.78
Control	23	46	23	34.46	6.50	18.88
Affiliation	11	56	45	40.49	10.00	24.70
Expert power	26	60	34	41.12	8.30	20.19

The values of coefficient of variation (CV) indicated that respondents were mostly homogeneous with respect to the variables of job satisfaction and job involvement. This was followed by Attitude towards KVK and age. On the other hand, respondents were relatively heterogeneous or scattered in their responses on the variables of level of aspiration followed by, service experience and education level.

For the purpose of description of the desired motivational climate as perceived by the SMSs of the KVKs under AAU, the descriptive measures of the six desired climate motives is presented in Table 2.

A perusal of the said Table 2 revealed that the 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 of desired motivational climate strength. It can be thus inferred that the strength of extension climate was the highest as desired by the SMSs, followed by expert power climate. Hence it could be stated that an overall Extension-Expert Power climate was desired in the KVKs

under AAU, as perceived by the SMSs. Based on the climate strengths, as indicated by the mean scores, affiliation, achievement, dependency and control climates were ranked third, fourth, fifth and sixth respectively. It is thus observed that respondents had more or less similar perceptual orientation regarding perceived desired climates of extension and expert power climates. Similar findings were also reported by Kalita (1991).

In conclusion, an appraisal of the socio-economic and organizational characteristics of SMSs revealed that 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%) had perceived medium level of job satisfaction. In so far as attitude towards KVK was concerned, majority of the respondents (66.15%) had favourable attitude towards KVK.

An appraisal of the perceived desired motivational climate by the SMSs of the KVKs revealed that the dominant desired motivational climate pattern in the KVKs was extension-expert power. An extension climate involves high concern for the growth of people- a climate where people are treated as human beings, not as role occupants. In such a situation, people help each other, supervisors try to help the subordinates grow, and they all try to solve problems and resolve conflicts supportively. An extension climate is important for organizations involved in community services. This more or less fits with the mandates of KVKs, which, as delivery organizations, function in a community service mode. The strong desire for extension climate may have stemmed from the dominant existing climate pattern of dependency-control, which tended to disregard individual's need for autonomy and initiative, giving rise to a lack of mutual trust within the set up. A climate of expert power indicates that experts with skill and knowledge are encouraged. They are influential in decision-making, resolving conflicts, and solving problems. In sum, experts are highly regarded in the organization. The expert power climate patterns are generally prevalent in university departments and scientific organizations. KVKs, being manned by professionals from agriculture and allied disciplines, have an in built academic atmosphere akin to such organizations. KVKs of Assam are under AAU, apart from two KVKs being run by the ICAR. Hence, it is not surprising to infer that SMSs of the study area would desire to acquire knowledge, skills and attitudes in their respective fields, which would not only minimize the existing dependency climate but would also empower them in making decisions that affect the growth and development of their own organizations. So effort should be made by the concerned

authority to provide such type of climate where SMS would perform their duties and responsibilities with excellence and help each other in developing greater skills. Further, a decrease in the climate motives of dependency and control was desired by the respondents over the existing climate. Steps should be taken to reduce the effect of such motivational climates on the SMSs of the KVKs.

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