



Role Performance and Job Satisfaction among Trainers of Krishi Vigyan Kendras in Maharashtra

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ABSTRACT

The present study was conducted to ascertain the role performance in conducting training and job satisfaction among the trainers of Krishi Vigyan Kendras (KVKs). Five KVKs each were randomly selected from the State Agricultural Universities (SAUs) and Non-Government Organizations (NGO), and data were collected using questionnaire from 43 respondents. The study revealed that majority (45.45%) of respondents of NGO-KVKs perceived high level of role performance in comparison to medium level by most of the respondents (47.62%) working in SAU-KVKs. In both streams, delivery of well prepared lectures and measurement of training impact were the most and the least performed role with mean score value 4.46 and 3.63, respectively. Overall role performance level of NGO based KVK trainers' in organizing training was found slightly at higher side with mean score 42.0. Most of the respondents were satisfied with professional social prestige (1.74), while least satisfied with promotion (0.28). Majority (53.49%) of the trainers from both type of KVKs had medium level of job satisfaction. Trainers working in NGO-KVKs had medium to low level of job satisfaction whereas, it was medium to high level among trainers of SAU based KVKs. Therefore, there is a need to clarify roles in organization of training and to promote team work among trainers as well as to sort out their issues related to job satisfaction for better role performance.

Key Words: Role performance, Job satisfaction, Training, Trainer, Krishi Vigyan Kendra

INTRODUCTION

Training has been considered as an essential component for appropriate human resource development in order to meet new challenges. The KVK being an educational institution of the farmer offers an opportunity by organizing training to work closely with trainees in developing a skilled and educated work force. In KVK, every scientist has to play a set roles related with their position and different mandatory activities. The Comptroller and Auditor General (CAG, 2008) reported that 65 per cent KVKs did not assess location specific training needs based on interaction with farmers, 53 per cent of the KVKs did not conduct impact assessment of training and only 0.34 per cent of the total trained

rural youth were able to gain self employment. It has been mentioned that the main training areas preferred by trainers for self training were use of training methods, monitoring and evaluation and training need assessment techniques which emphasized that there is a need for basic minimum competence in KVK trainers' skill.

Job satisfaction refers to an overall affective orientation on the part of individuals towards work roles which they are presently occupying. Success of any organization depends mainly on the role performance and job satisfaction of the stakeholders that affects turnover of organization and job performance. In case of KVK, it was assumed

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that success of training depends on effective role performance by trainers, which probably might be affected with their overall job satisfaction level. It was suggested to initiate an objective and scientific evaluation of all KVKs so that a case-by-case assessment could be made to guide the type and level of any further support (Chander, 2015).

It is common observation that the KVKs being run by NGOs are doing well as compared to the performance of KVKs hosted by SAUs, ICAR institutes and others (Meena *et al*, 2013). Nath *et al* (2017) also supported it and concluded that KVKs managed by NGO were performing better, due to its commitment and flexibility in simple operational procedure. The situation deserves to come across and look into factors that make the difference in performance of KVKs managed by different host institutions across the country. Hence, the present study was conducted with the objectives to ascertain role performance in organization of training and job satisfaction perceived by KVK trainers at work place.

MATERIALS AND METHODS

Present study was purposively conducted in Maharashtra state in year 2017, where 45 KVKs are functioning, out of which, majority (60.0%) of KVKs are under administrative control of NGOs (27) and 35.55 per cent are working under SAUs (16). Each five SAU-KVKs (Yavatmal, Chandrapur, Wardha, Aurangabad and Solapur districts) and NGO-KVKs (Washim, Jalgaon, Akola, Ahmednagar and Nanded districts) were selected randomly. The respondents were KVKs' trainers including Heads, Subject Matter Specialists and Programme Assistants those directly involved in organization of the training. The data were collected by using structured mailed questionnaire from 21 trainers of SAU-KVKs and 22 trainers working in NGO-KVKs comprising the total sample size of 43 respondents for the present study. Role performance of trainer in organization of training was measured by using scale developed by Kumar and Kaur (2014) on five point continuum in terms of most often, often, sometimes, seldom

and never. The scale developed by Hanumanaikar *et al* (2011) was used to measure job satisfaction on a three point continuum not satisfied, some extent satisfied and satisfied. The obtained data were analyzed with the help of mean, frequency, percentage and Pearson chi-square test.

RESULTS AND DISCUSSION

A. Role performance in organization of farmers' training

(i) Overall mean role performance score across host institute

Results (Table 1) depict that the delivery of well prepared lectures to the trainees was the most performed role by KVK trainers with mean score 4.46 followed by assessment of the training needs of the farmers (4.32), development of need based curriculum (4.28), preparation and distribution of the training material amongst trainees (4.28), and organization of discussion session for the better understanding of the subject matter (4.25). Whereas, arrangement of field trips to the demonstration sites (4.21), careful selection of the trainees (4.09), modification in training programme on the basis of feedback (4.05), use of proper AV aids (3.88) and measurement of training impact (3.63) were the least performed roles by the trainers, which are otherwise important sub-components in organization of training. These roles need enough time, team work and extension skill. Probably, the findings might be due to overlapping mandatory activities, individual efforts and responsibility, inadequate extension skill as well as focus on number of activities by trainers belonged to different disciplines. The findings of the study were in line with Kumar and Kaur (2014).

However, there were slight differences in role performance priority amongst trainers of SAU and NGO based KVKs. Assessment of the training needs was the most performed role in training organization by SAU based KVKs' trainers (4.43), followed by equally (4.33) developing need based curriculum and delivering well prepared lectures to the trainees each, while the most performed role by

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Table 1. Distributions of respondents according to role performance score in organization of training.

Sr. No.	Role item	SAU-KVK n=21		NGO-KVK n=22		Pooled N = 43		X ² Value
		MSV*	Rank	MSV*	Rank	MSV*	Rank	
1	Assessment of training needs of the farmers of the district	4.43	1	4.23	5.5	4.32	2	0.90
2	Careful selection of the trainees for a training programme	4.14	5	4.04	8	4.09	7	3.06
3	Developing need based curriculum	4.33	2.5	4.23	5.5	4.28	3.5	0.59
4	Use of proper AV aids	3.90	8.5	3.86	9	3.88	9	3.50
5	Preparing and distributing the training material amongst farmers and extension staff	4.24	4	4.32	4	4.28	3.5	4.88
6	Delivering well prepared lectures to the trainees	4.33	2.5	4.59	1	4.46	1	1.87
7	Organizing discussion session for the better understanding of subject matter	4.09	6	4.41	3	4.25	5	2.86
8	Arranging field trips to the demonstration sites, experiment fields and other relevant places	3.90	8.5	4.50	2	4.21	6	6.71
9	Measuring the impact of training programme	3.57	10	3.68	10	3.63	10	2.20
10	Modifying training programme on the basis of feedback received	3.95	7	4.14	7	4.05	8	3.75
	Overall role performance	40.90	-	42.00	-	41.46	-	11.78

*MSV-Mean Score Value

trainers of NGO based KVK was delivering well prepared lectures (4.59), followed by arranging field trips (4.5) and organizing discussion session (4.41). Further, it was observed in both SAU and NGO-KVK that measuring the impact of training programme was the least performed role by trainers with 3.57 and 3.68 mean score, respectively. The findings were in line with the Comptroller and Auditor General (CAG, 2008), which had underlined that 53 per cent of the KVKs did not conduct impact assessment of training. The findings were supported by Ramakrishnan (2013), who conducted a study in Tamil Nadu and reported that training needs of almost 78 per cent of trainees had been assessed

by subject matter specialists and they frequently used field trips, discussion and monitored outputs of course. Results (Table 1) revealed that there was no significant difference between trainers of SAU-KVKs and NGO-KVKs in relation to various role items and overall role performance score in organization of training. This finding underlined that the trainers working in SAU-KVKs were performing as good as to their counterparts of NGO-KVKs in organization of training.

(ii) Role performance across host institute

The data (Table 2) indicate that majority (44.19%) of the respondents belonged to medium

Table 2. Distributions of respondents according to role performance level.

Level of role performance	Host Institute		Pooled N=43
	SAU-KVK n=21	NGO-KVK n=22	
Low(30 to 36 score)	4(19.05)	3(13.64)	7(16.28)
Medium (37 to 43 score)	10(47.62)	9(40.91)	19(44.19)
High (44 to 50 score)	7(33.33)	10(45.45)	17(39.53)
Mean \pm S.D.	40.90 \pm 4.70	42.00 \pm 5.34	41.46 \pm 5.01

*Figures in parentheses indicate percentage.

level of role performance in organization of training, followed by 39.33 and 16.28 per cent of the respondents in high and low level of role performance, respectively. Further, it revealed that majority (45.45%) of trainers working in NGO based KVK had perceived their role performance level as high in organization of training, while it was considered medium level by the most (47.62%) of respondents of SAU-KVK. The findings were in line with Kumar (2004) in case of trainers working in SAU-KVKs with medium level of role performance and Ramakrishnan (2013) regarding trainers of NGO-KVKs with high level of role performance. Comparatively, overall role performance of NGO based KVKs' trainers in organization of training was found slightly at higher side with mean score 42.0 than the trainers of SAU-KVKs with mean score 40.9. Findings was supported by Nath *et al* (2017), who had reported better performance of KVKs managed by NGOs. Probably, it might be due to three possible reasons *viz.* flexible and simple operational procedures at NGO-KVK, at some extent discrimination in response because of the role ambiguity or role conflict, and possibly due to the lower service experiences of trainers working in SAU based KVKs.

B. Job satisfaction level of trainers

(i) Job satisfaction score across host institute

It is clear from the results (Table 3) that overall respondents were mostly satisfied with professional social prestige with mean score (1.74), followed by salary (1.67), professional official prestige (1.46),

incentives and rewards (1.26), while they were least satisfied with promotion (0.28), allowance like PF/pension etc. (0.49) and service security (0.79). The findings were in line with Hanumanaikar *et al* (2011), who reported the similar observations in a study conducted in Karnataka state. However, there were slight differences in perceived job satisfaction level regarding its various sub-components across host institute. At some extent, trainers working in SAU and NGO-KVKs were preferably satisfied with salary (2-rank 1st and 1.36 – rank 2nd), professional social prestige (1.81-rank 2nd and 1.68-rank 1st), and professional official prestige (1.62 and 1.32-each rank 3rd), respectively. Although, noticeable differences were found in job satisfaction across host institute in giving priority to its various sub-components *viz.* leave facility; incentive and rewards. Data further revealed that trainers from SAU and NGO-KVKs were least satisfied with promotion policy with mean score 0.24 and 0.32 as well as allowance like PF/pension etc. with mean score 0.52 and 0.45, respectively. It might be due to the limitation in hierarchical growth in KVK setup and revised pension policy applicable to the employee joined later 2004.

No significant difference was found among trainers in relation to overall job satisfaction level as well as about its various sub-components *viz.* professional social prestige, promotion, job authority, professional official prestige, work distribution, service rules, allowance and leave facility while working in KVKs under different administrative control. However, there were

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Table 3. Distribution of respondents according to job satisfaction score.

Sr. No.	Sub components of Job satisfaction	SAU-KVK n=21		NGO-KVK n=22		Pooled N=43		X ² Value
		MSV*	Rank	MSV*	Rank	MSV*	Rank	
1	Professional social prestige	1.81	2	1.68	1	1.74	1	1.38
2	Incentives and rewards	1.57	4	0.95	8	1.26	4	8.00**
3	Salary	2.00	1	1.36	2	1.67	2	10.86*
4	Promotion	0.24	11	0.32	11	0.28	11	0.31
5	Job authority	1.38	5.5	1.09	6.5	1.23	5.5	3.71
6	Professional official prestige	1.62	3	1.32	3	1.46	3	3.43
7	Service security	1.14	7.5	0.45	9.5	0.79	9	8.13*
8	Work distribution	1.38	5.5	1.09	6.5	1.23	5.5	2.91
9	Service rules	1.14	7.5	1.14	4.5	1.14	7	0.21
10	Allowance like PF/ Pension etc.	0.52	10	0.45	9.5	0.49	10	4.69
11	Leave facility	0.95	9	1.14	4.5	1.05	8	0.59
	Overall job satisfaction	13.76	-	11.00	-	12.35	-	14.98

*MSV-Mean score value

**Significant at 5% level

significant differences in relation to job satisfaction components viz. incentives and rewards; salary and service security amongst the trainers of both stream as indicated in Table 3.

(ii) Job satisfaction across host institute

In context to the level of job satisfaction perceived by the trainers (Table 4), it was revealed that majority (53.49%) of respondents of both type of KVKs had medium level of job satisfaction, followed by high and low level by 27.91 and 18.60 per cent respondents with average score 23.34. Similar observations were made by Ramakrishnan (2013) in Tamil Nadu, while it contradicts with Rajput (2011), who reported the low level of job satisfaction among trainers of KVKs in J&K, Punjab, Delhi and Uttarakhand. Data further depict that respondents of NGO-KVKs had medium to low level of job satisfaction, whereas, it was medium to high in SAU-KVKs with average score 24.76. Probably, it might be due to the comparatively stronger service security feelings amongst trainers

of SAU-KVKs than the trainers of NGO-KVKs.

CONCLUSION

Training being a core activity of KVKs involves various sub-roles, which requires to be properly followed by the trainers to achieve the desirable outcome. Most of the trainers in NGO-KVKs perceived high role performance in organization of training compared to the trainers of SAU-KVKs with slight differences in role performance priority. Study indicates the role ambiguity or conflict that leads to response discrimination at some extent about various roles among trainers. Impact assessment, use of audio-visual aids, arranging field trips etc are crucial roles in training organization, involves physical efforts, skill and require sufficient time, but these were the least performed roles by the trainers. Probably, it might be due to inadequate extension skill amongst trainers, overlapping and time bound mandatory activities; and lack of team-work in organization of training, which needs to be addressed

Table 4. Distributions of trainers according to job satisfaction.

Job satisfaction level of KVK trainers	Host Institute		Pooled N=43
	SAU-KVK n=21	NGO-KVK n=22	
Low(13 to 19 score)	1(4.76)	7(31.82)	8(18.60)
Medium (20 to 26 score)	12(57.14)	11(50.00)	23(53.49)
High (27 to 32 score)	8(38.10)	4(18.18)	12(27.91)
Mean \pm S.D.	24.76 \pm 3.57	22 \pm 4.84	23.34 \pm 4.44

Figures in parentheses indicate percentage.

through training with intent to upgrade extension skill and acquaint clarity by trainers about different roles as well as needs to promote team efforts in organization of trainings. Overall, no significant difference in relation to role performance indicates that trainers working in SAU-KVKs perform as good as to their counterparts of NGO-KVKs. Most of the trainers of both type of KVKs had medium level of job satisfaction and most of them were not satisfied with promotion, allowance like provident fund/pension and service security, which need to be sorted out at the earliest. The findings of the study are beneficial in developing training policies and action plan for effective organization of training and smooth functioning of KVKs.

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