



Job Performance of Subject Matter Specialists Working in *Krishi Vigyan Kendra*

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ABSTRACT

The present study was carried out to assess the job performance of the Subject Matter Specialists (SMSs) working in 8 *Krishi Vigyan Kendra* (KVK) of Vidarbha region of Maharashtra State. Forty Eight SMSs working in the KVKs were interviewed with a structural interview schedule developed purposively. Total 10 independent variables were selected to measure the relationship between the selected characteristics of the SMSs and their job performance. The findings revealed that larger proportion (89.58%) of the SMSs were under good performance category, while none of the respondents found with poor and below average job performance. Correlational study indicated that among the selected attributes of the SMSs, sources of information, job commitment, job involvement, achievement motivation and organizational climate were found to be positive and highly significant ($P \leq 0.01$) relation whereas, the infrastructure facilities had established positive and significant ($P \leq 0.05$) relationship with the job performance of SMSs.

Key Words: Subject Matter Specialists, Job, Performance, Correlational.

INTRODUCTION

The main concern for the administrators of any organization is the effective and efficient utilization of available human resources. While working in an extension organization, the administrators concern about the effective management of human resources as well as the efficient performance of people working in the organization. The performance of the employees is the important indicator of the success and health of an organization. One way of enhancing the performance of employees is to know their level of performance and delineate the factors responsible for it.

Krishi Vigyan Kendra (KVK) is the vital organization which made remarkable contribution towards development of agricultural sector and rural development. KVK works towards

technology backstopping to extension personnel as well as farmers to enhance their productivity and profitability (Kokade, 2010). In a KVK, the subject matter specialists are the grass root level extension functionaries performing vital task of technology dissemination. Extension person *i.e.*, SMS does not only involve in delivering information to farmers, but also attempt to make farmers creative, self-confident and competent enough to overcome their own problems and dilemmas (Sulaiman and Hall, 2003). Hence, for accomplishing the organization's mission, extension workers should have optimum level of job performance. Keeping this in view, the present study was contemplated with the objectives to study the level of job performance of the SMSs and relationship between selected characteristics of the SMS with its job performance.

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MATERIALS AND METHODS

An Exploratory Research Design of social research has been used in the present study. The study was conducted in the Western Vidarbha Zone of Maharashtra state during 2018-19. The Vidarbha region comprised of 14 KVK which are performing the task of technology dissemination among the farming community, rural youths, farmwomen and extension functionaries. Among the 14 KVKs, eight were selected purposively. In each KVK, 6 SMS have been performing the task of technology dissemination, thus 48 SMS were selected for the study. The data were collected with the help of pre-tested questionnaire.

Performance was operationalized as the degree to which the different job activities were performed. In order to measure the job performance quantitatively, job performance scale developed by Kumar and Kaur (2014) was used. The response from the SMS was elicited on five point continuum i.e. most frequently, frequently, sometimes, seldom and never with the scores of 5, 4, 3, 2 and 1, respectively. The score was converted into the job performance index with the help of the formula given as

$$\text{Job performance index} = \frac{\text{Actual obtained job performance score}}{\text{Maximum obtainable job performance score}} \times 100$$

The SMS were grouped into four categories on the basis of four quartiles of obtainable index range viz., poor, below average, above average and good categories. The same scale of job performance as

used by the SMS was applied to obtain the superior rating from Programme Coordinators of KVK under study to assess the job performance of SMSs.

The overall job performance of the SMS measured on nine different areas. The mean indices of the respective areas of job performance was worked out by collecting the mean score of the self-ratings as well as the superior ratings. The obtained results on the different areas of job performance were categories on the basis of their ranks. To assess the relationship between the selected characteristics and the job performance 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.

The above findings were in line with the findings reported by Ramannanavar and Nagnur (2016) the duo studied the job performance of 120 SMSs

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

Sr. No	Category	Self-rating of SMSs		Superior's rating of PCs	
		Frequency	Per cent	Frequency	Per cent
1	Poor	0	0.00	0	0.00
2	Below average	0	0.00	0	0.00
3	Above average	5	10.42	13	27.08
4	Good	43	89.58	35	72.92

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Table 2. Mean indices on various areas of job performance.

Sr. No	Areas of job performance	self-rating		superiors rating	
		Mean Index	Rank	Mean Index	Rank
1	Organization of training	85.76	VII	85.56	IV
2	Frontline demonstration	86.08	VI	84.04	VII
3	Subject Matter authority	87.64	V	84.31	VI
4	Communication and feedback	85.69	VIII	83.06	VIII
5	Evaluation	84.38	IX	81.04	IX
6	Management	89.58	II	86.25	III
7	Service and supplies	88.33	III	84.48	V
8	Office work and reporting	88.02	IV	86.56	II
9	Supporting activities	89.83	I	87.17	I

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.

Job performance of the SMSs based on different areas attached to their job

The job performance of the SMSs was ascertained about the nine different areas attach with their job activities. The findings revealed that the mean index score as per self-rating and superiors ratings were in line about the job performance of the SMSs towards supporting activities and evaluation.

The mean index score in the self-rating of the SMSs about areas of their job performance ranged between 89.83 to 84.38 whereas of the superior, rating ranged between 87.17 to 81.04. The mean index score of the self-rating were recorded at par with the mean index score of superior rating which indicated that SMSs and the Programme Coordinators had collaborative team work in the technology dissemination process.

Relationship between selected characteristics of the SMSs with their job performance

The association of personal, communicational, psychological and organizational characteristics of the Subject Matter Specialists with their job performance was computed with help of coefficient

of correlation and the emerged findings about existence or non-existence of relationship between job performance and the selected characteristics under the study (Table 3).

A closer look at the 'r' values depicted in (Table 3) indicated that among the selected characteristics, sources of information, job commitment, job involvement, achievement motivation and organizational climate were found to be positive and highly significant($P \leq 0.01$) relation whereas, the infrastructure facilities had established positive and significant($P \leq 0.05$) relationship with the job performance of SMSs.

The rest of the variables viz., age, academic qualification, service experience and in-service training did not show any significant relationship with the job performance of the SMSs. The findings were in concurrence with the findings of Sandika *et al* (2007), Manjunath and Shashidhra (2011) and Parthasarathi and Ganesan (2015).

CONCLUSION

The findings of the study indicated that larger proportion of the SMSs as per their self-rating (89.58%) and superior rating (72.92%) were recorded under good job performance category, the mean indices score of the self-rating about the different areas of job performance attached with the job activities of the SMSs was observed in line with superior rating. The significant association of the

Table 3. Coefficient of correlation between selected characteristics of the Subject Matter Specialists with their job performance.

Sr. No	Independent variable	Job performance 'r' value
1	Age	0.0661
2	Academic qualification	0.0283
3	Service experience	-0.0604
4	In-service training	0.1951
5	Infrastructure facilities	0.3362*
6	Sources of information	0.7667**
7	Job commitment	0.5972**
8	Job involvement	0.5361**
9	Achievement motivation	0.5683**
10	Organizational climate	0.4564**

** Significant at 0.01 level of probability

* Significant at 0.05 level of probability

job commitment, job involvement and achievement motivation indicated that the SMSs had more committed towards their job, with significant involvement in their job activities and good level of achievement motivation which leads towards the effective and efficient job performance of the SMSs. This study gives an indication to the administrators and the policy makers to think over strategies to enhance the job performance and also to enhance the expertise of the Subject Matter Specialists which will proved beneficial for them for their effective job performance.

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