Determinants Influencing for Job satisfaction of the Subject Matter Specialists

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A B S T R A C T

The research investigation was conducted in Western Vidarbha Zone of Maharashtra State with 48 Subject Matter Specialists working under the eight Krishi Vigyan Kendra to know their job satisfaction. The study revealed that slightly above half (54.17%) of the SMSs were satisfied with their job, whereas nearly one third (35.42%) quoted extreme satisfaction while one tenth (10.41%) were not satisfied with their job. The item-wise job satisfaction mean index of the SMSs were calculated and it revealed that, self-esteem (85.83%), opportunity of help others (84.17%), use of talents (82.08%), opportunity to do challenging job (81.67%) and opportunity to do many things (81.25%) were the prime job satisfaction factors quoted by the SMSs. The findings further revealed that organizational climate was positive and highly significant relation whereas, infrastructure facilities, job commitment and job involvement of the SMSs had established positive and significant relationship with their job satisfaction. This indicated that better organizational climate, infrastructure facilities available at KVKs, job involvement, job commitment of the SMSs towards their work might helpful to enhance the job satisfaction of the SMSs.

Keywords
Job satisfaction, organizational climate

Introduction
Job satisfaction refers to an individual’s complex attitude towards his job. Job satisfaction refers to feeling and emotional aspect rather than rational aspect of an individual towards his job. Vroom (1964) describes job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. He further suggest that job satisfaction is a reflection of how desirable a person finds his job, thus, it is a measure of a person's valence for his work situation.

According to the Armstrong (2006) job satisfaction refers to the attitude and feelings that people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and
unfavorable attitudes towards the job indicate job dissatisfaction.

Job satisfaction of an employee is the important indicator for the success and health of an organization. In any organization, the attitude of an individual towards his assigned task is vital to achieve the organizational goals. Job satisfied employees are the important criteria of an organization for evaluating the effectiveness of the organization as whole. Subject Matter Specialists working in the Krishi Vigyan Kendra need to play a crucial role in the process of technology dissemination towards the farming community.

They act as intermediate channel between the researchers and the farmers. The earlier researchers quoted job satisfaction of the employees has positive and significant impact towards their job performance, which serve as ultimate goal of an organization.

Therefore, it was felt necessary to assess the existing level of job satisfaction of the Subject Matter Specialists in order to enhance the job performance of these key individuals, which may lead towards achievement of organizational goals. The study was planned with the following objectives.

To study the job satisfaction of the Subject Matter Specialists of Krishi Vigyan Kendra

To study the item wise job satisfaction of the SMSs of Krishi Vigyan Kendra

To study relationship between selected characteristics of the SMSs with their job satisfaction.

**Materials and Methods**

An ‘Exploratory Research Design’ of social research has been used in the present study. The study was conducted as doctoral research work in the Western Vidarbhia Zone of Maharashtra state during 2018-19. The Vidarbhia region comprise of 14 Krishi Vigyan Kendra which are performing the task of technology dissemination among the farming community, rural youths, farmwomen and extension functionaries.

Among the 14 KVKs, eight Krishi Vigyan Kendra were selected purposively. In each KVK’s six Subject Matter Specialists (SMS) has been deputed, thus from eight KVK’s 48 Subject Matter Specialists were included which form the population for the study.

The data were collected from all the Subject Matter Specialists with the help of pre-tested questionnaire specially developed keeping in view the objectives of the study.

For measuring the job satisfaction of the Subject Matter Specialists, scale developed by Kaur and Singh (1997) with some modification was administered.

The responses obtained were then categorized on five point rating scale by assigning the score of 5, 4, 3, 2 and 1 for very much satisfied, satisfied, cannot say, not satisfied and not at all satisfied responses respectively. The job satisfaction index was then worked out with the help of the formula given below.

\[
\text{Job Satisfaction index} = \frac{\text{Actual obtained job satisfaction scores}}{\text{Maximum obtainable job satisfaction scores}} \times 100
\]

The respondents were grouped into four categories on the basis of four quartiles of obtainable index range. After the collection of data, it was systematically arranged and tabulated for further analysis and meaningful interpretation of results.
Results and Discussion

Job satisfaction level of the Subject Matter Specialists

The data pertaining to the job satisfaction of the Subject Matter Specialists was analysed and the Subject Matter Specialists were categorized on the basis of their level of job satisfaction.

The findings depicted in Table 1 indicated that, more than fifty per cent (54.17%) of the Subject Matter Specialists were found to be satisfied with their job, whereas slightly above one third (35.42%) of the respondents reported to be highly satisfied whereas 10.41 per cent of the Subject Matter Specialists were recorded their non-satisfaction towards their assigned task. It was worthy to note none of the Subject Matter Specialists represented themselves in highly unsatisfied category.

It could be concluded that around 90.00 per cent of the Subject Matter Specialists was found satisfied to highly satisfied category about the activities attached to their job as a Subject Matter Specialists. The findings were in line with the results quoted by Foor and Cano (2011) and Gopika et al., (2015).

Item wise job satisfaction of the Subject Matter Specialists

The statement wise job satisfaction mean index for the different statements has been analyzed. The obtained results presented in the Table No. 2 mentioned below.

The job satisfaction of the SMSs depends upon the different areas of work attached with their job. The job satisfaction on the different aspects were calculated by mean indices and obtained findings are arranged in descending rank order. It can be seen that among the thirty areas of job satisfactions (statements), the SMSs quoted the first five job satisfaction statements as, self-esteem or respect (85.83%), opportunity to help others (84.17%), use of talents (82.08%), opportunity to do challenging job (81.67%) and opportunity to do many things (81.25%). It means that, more than three forth of the SMSs had quoted their job satisfaction towards the above stated statements attached with their job.

The mean indices for the job satisfaction facets for the other statements were opportunity to participate in decision making (75.00), fairness of authority (74.88%), chance to do a whole piece of work (74.58%), comforts of physical working condition (74.17%) and opportunity to complete work (73.75%). This mean that the SMSs were satisfied towards their participation in decision making, fairness of authority, comforts of physical condition etc., the presence of these factors are important for the job satisfaction of the SMSs.

The least job satisfaction mean indices score which may hamper the job satisfaction of the SMS were, feeling of job security (67.50%), opportunity of professional growth (61.25%), opportunity of job outside the department (61.25%), the fringe benefits (medical facilities) (40.83%) and opportunity for promotion (39.17%). The lower level of job satisfaction towards these statements indicated that the job satisfaction of the Subject Matter Specialists slow down due the limited professional, growth, lack of fringe benefits (medical claims etc.) and limited opportunities for the promotions.

The magnitude of job satisfaction indices show that the actual satisfaction of the Subject Matter Specialists ranges between 39.17 to 85.83 per cent which show a very wide scope for improvement of job satisfaction of the SMSs.
Therefore, there is need for systematic efforts for formulating appropriate strategies to improve the job satisfaction of the Subject Matter Specialists to perform the task of technology disseminator in more effective and efficient manner towards the duties and responsibilities attached to their position.

Table 1 Distribution of the SMSs according to their job satisfaction

| Sr. No. | Category            | Frequency (n= 48) | Per cent |
|---------|---------------------|------------------|----------|
| 1       | Highly unsatisfied  | 0                | 0.00     |
| 2       | Unsatisfied         | 05               | 10.41    |
| 3       | Satisfied           | 26               | 54.17    |
| 4       | Highly satisfied    | 17               | 35.42    |
| **Total** |                    | **48**           | **100.00** |

Table 2 Ranking of various job facet according to mean job satisfaction indices

| Sl. No | Job facets                                      | Mean Index | Rank |
|--------|-------------------------------------------------|------------|------|
| 1      | Self-esteem or respect.                         | 85.83      | I    |
| 2      | Prestige of job inside department.              | 75.83      | X    |
| 3      | Prestige of job outside department.             | 79.58      | VI   |
| 4      | Opportunity of professional growth.             | 61.25      | XVII |
| 5      | Opportunity for promotion.                      | 39.17      | XXX  |
| 6      | Opportunity of job outside department.          | 55.83      | XXVIII|
| 7      | Pay for job                                     | 70.42      | XXII |
| 8      | Amount of close supervision.                    | 70.00      | XXIII|
| 9      | Opportunity of close friendship.                | 77.92      | VIII |
| 10     | Opportunity to help others.                     | 84.17      | II   |
| 11     | Feeling of job security                         | 67.50      | XXVI |
| 12     | Opportunity to complete work                     | 73.75      | XXV  |
| 13     | Feeling of accomplishment                        | 72.08      | XIX  |
| 14     | Chance to do a whole piece of work               | 74.58      | XIII |
| 15     | Opportunity to get to know others                | 71.25      | XXI  |
| 16     | Opportunity to do many things                   | 81.25      | V    |
| 17     | Liking for the nature of the work                | 79.17      | VII  |
| 18     | Variety on the job                              | 73.52      | XVI  |
| 19     | Comforts of physical working condition           | 74.17      | XIV  |
| 20     | Technical facilities to do the job              | 71.67      | XX   |
| 21     | Opportunity to do challenging job                | 81.67      | IV   |
| 22     | The fringe benefits (Medical facilities)        | 40.83      | XXIX |
| 23     | Opportunity for independent thought             | 67.92      | XXV  |
| 24     | Freedom on the job                              | 68.75      | XXIV |
| 25     | Opportunity to participate in decision making   | 75.00      | XI   |
| 26     | Opportunity for feedback on performance         | 76.02      | IX   |
| 27     | Use of talents                                  | 82.08      | III  |
| 28     | Feelings that know when to do job well          | 72.92      | XVII |
| 29     | Help from administration in doing job           | 72.50      | XVIII|
| 30     | Fairness of authority                           | 74.88      | XII  |
This can be possible by regular guidance and providing various facilities and necessary resources for them. The administrators and policy makers may take appropriate steps to maintain and enhance the job satisfaction of the SMSs.

**Relationship between selected characteristics of the SMSs with their job satisfaction**

Selected characteristics of the Subject Matter Specialists under the study were correlated with the job satisfaction by using correlation coefficient. The ‘r’ value of each variable was computed and the results of the same were depicted in the Table 3 below.

A closer look at the ‘r’ values depicted in Table 23 indicated organizational climate was found positive and highly significant relation with job satisfaction of the SMSs at 0.01 level of probability whereas, the infrastructure facilities, job commitment and job involvement of the SMSs had established positive and significant relationship with the job satisfaction of the Subject Matter Specialists at 0.05 level of probability while rest of the characteristics of the SMSs, viz., age, academic qualification, service experience, in-service training, sources of information and achievement motivation did
not formed any significant relationship with the job satisfaction. The non-significant relationship of these characteristics under the study indicates that the above mention variables does not influence the job satisfaction of the Subject Matter Specialists.

The present findings elaborated that organizational climate surely affects the job satisfaction of the SMSs which ultimately leads towards the organizational productivity in the long run. Rewards, better promotional opportunities, opportunities for higher studies, positive organizational climate, in-service trainings at regular interval to update the knowledge and skill of the Subject Matter Specialists and good infrastructure facilities would ultimately help the SMS to discharge their duties with highest job satisfaction.

These findings were in consonance with the findings of Patel and Dhondia (2015), Gopika et al., (2015), Majunath and Shashidahra (2011) in case of job involvement and organizational climate; Sharma et al., (2013) in case of job commitment.

The study leads to the conclusion that more than half (54.17%) of the Subject Matter Specialists were observed to be satisfied with their job while nearly one tenth (10.41%) of the SMSs revealed low level of job satisfaction. Among the different facets attached with the job satisfaction of the SMSs, showed that self-esteem or respect (85.83%) of the SMSs is the major contribution factors towards job satisfaction whereas opportunity for promotion (39.17%) is the least contributing job satisfaction factor for the Subject Matter Specialists. This study gives an indication to the administrators and the policy makers to think over strategies to enhance and build up the job satisfaction 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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