

Original Research Article

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Determinants Influencing for Job satisfaction of the Subject Matter Specialists

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ABSTRACT

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

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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 Vidarbha Zone of Maharashtra state during 2018-19. The Vidarbha 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 fourth 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	XXVIII
30	Fairness of authority	74.88	XII

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

Sl. No	Variables	Job satisfaction ‘r’ value
1	Age	0.0821
2	Academic qualification	-0.1873
3	Service experience	0.0442
4	In-service training	0.1245
5	Infrastructure facilities	0.3243*
6	Sources of information	0.2418
7	Job commitment	0.3083*
8	Job involvement	0.3252*
9	Achievement motivation	0.1991
10	Organizational climate	0.5443**

** Significant at 0.01 level of probability

* Significant at 0.05 level of probability

Fig.1 Distribution of the SMSs according to their job satisfaction



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 mentioned 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 Shashidhara (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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