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ANTECEDENT OF KVK SCIENTISTS ABOUT THEIR ATTITUDE TOWARDS ORGANIZATIONAL DESIGN

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ABSTRACT

This present study entitled "Antecedent of KVK scientists about their attitude towards organizational design" was conducted in 2022 in four states of India viz., Gujarat, Maharashtra, Rajasthan and Goa with a sample size of 240 KVK scientists. The ex-post facto research design was used for the research study. Krishi Vigyan Kendra is an institutional project of ICAR for testing, training and transfer of agricultural technologies for the benefit of farmers, farm women and youths. Organizational design is the term frequently employed to describe the psychological structure of organization and their sub units. Good organizational design helps improve communication, increase productivity, and inspire innovation. Owing to the importance of organizational design in KVKs for effective communication and innovation. It was, therefore felt necessary to analyze the KVK scientists' attitude towards organizational design. The action of individual KVK scientist is governed by personal, economic, social, communicational and psychological factors involved in situation. KVK scientists' shows different level of attitude towards organizational design. Thus, it may be stated that the attitude towards organizational design differs with such characteristics. Hence, considering the importance of these characteristics and review of past research studies, an attempt has been made in this investigation to ascertain the relationship if any, between profile of KVK scientists and their attitude towards organizational design. The result concluded that majority of KVKs scientists had perceived organizational design of KVK as most favorable. The result also revealed that out of eighteen independent variables nine variables viz. knowledge about ICT, achievement motivation, attitude towards extension work, professionalism, job satisfaction, job involvement, level of exposure to new farming idea, empathy and planning orientation were found to be positive and highly significantly correlated while education had negative and highly significant correlation with attitude towards organizational design. While professionally training received had negative and significant correlation with attitude towards organizational design. Regression coefficient indicated that one-unit change in job satisfaction and job involvement would affect 0.323 units and 0.167 units change in attitude towards organizational design, respectively.

Keywords: *KVK, scientists, organizational design, attitude, organizational climate*

INTRODUCTION

Krishi Vigyan Kendra (KVK) is an institutional project of Indian Council of Agricultural Research (ICAR) for testing, training and transfer of agricultural technologies for the benefit of farmers, farm women and rural youths. It has a multidisciplinary team who work in participatory mode with various segments of the farming community. Imparting learning through 'work experience' to those who are engaged in farming is the main purpose of the KVKs (Adenike, 2011; Yeragorla *et al.,* 2021).The scientist working in KVKs performs two main functions namely research and extension activities. Organizational climate serves as the guideline for dealing with people and has a major influence on motivation and productivity of individuals as well as total work group (Lad *et al.*, 2013). Organizational design is one of the important components of organizational climate. Organizational design is a step-by-step methodology which identifies dysfunctional aspects of work flow, procedures, structures and systems, realigns them to fit current business realities/goals and then develops plans to implement the new changes. Organizational design provide initial base for carrying out any activities for farmers as well as colleagues and to create good report building and communication. Good organizational design helps improve communication, increase productivity, and inspire innovation. Attitude of scientists varies from individual to individual according to personal, socio-economic, communicational, psychological and organizational factors which surrounds them.So organizational design have direct impact on attitude as it lead to strongly favorable to strongly unfavorable attitude which hade directly or indirectly impact on work performance of

the organization. Hence, considering the importance of these characteristics and review of past research studies, an attempt has been made in this investigation to ascertain the relationship if any, between profile of KVK scientists and their attitude towards organizational design.

OBJECTIVES

(1) To study the attitude of KVK scientists towards organizational design

(2) To study the relationship between profile of KVK scientists and their attitude towards organizational design

METHODOLOGY

Random sampling procedure was used for the selection of the respondents from western states of India *viz.* Gujarat, Maharashtra, Rajasthan and Goa. For the research purpose 240 scientists was selected from the KVKs of western India from the states of Gujarat, Maharashtra, Rajasthan and Goa. The present study was confined to ex-post-facto research design. The data was collected by Google form or personal interview from selected respondents. The interview schedule was prepared by keeping in view the objectives of the study and common for all the respondents. Before interview, the investigator will introduced him to the respondents and then the objectives of the study will explained to them with a view to facilitating free responses. The secondary data and other relevant information to the study was gathered from the reference books, bulletins, reports and periodicals, journals, paper published by different authors and post-graduate theses pertaining to more or less similar study. Based on the arbitrary method for attitude and Karl Pearson's coefficient correlation for relationship was assessed and analyze the data to draw the meaningful conclusion.

Arbitrary method for categorization: Generally arbitrary method is use on ad hoc basis and designed largely through researcher's own subjective selection for formulation of groups of different variables. In this study attitude was categorized based on division of difference between maximum and minimum possible scores with number of categories.

Coefficient of correlation (r): To find out relationship between profile of scientists and their attitude towards organizational design the Pearson's product method was used. For computing Pearson's product moment coefficient following formula was used in this study.

$$r = \frac{\sum(XY) - \frac{\sum X \sum Y}{n}}{\sqrt{\left[\sum X^2 - \frac{(\sum X)^2}{n}\right]\left[\sum Y^2 - \frac{(\sum Y)^2}{n}\right]}}$$

Regression analysis

The regression (multiple regressions) analysis was employed to predict attitude towards organizational design by independent variables.

The regression analysis was started with regression of y and $x_i \ldots x_k$ taken singly. The variate giving the highest accountability in sum of squares of y is first selected. The bivariate regression in which xi appeared were worked out. The variable which gives the highest additional accountability in sum of squares in y after fitting xi variable was selected. All the trivariate regression that includes both x_1 and x_2 were computed. The analysis was continued till the last variate of which additional contribution was the least of all variables.

The prediction equation used as:

$$\hat{y} = a + b_1x_1 + b_2x_2 + b_3x_3 + \ldots \ldots \ldots + b_kx_k$$

Where,

$\hat{y}$ = Dependent variable

a = Intercept

$b_{1,} \ldots, b_k$ = Partial regression co-efficient of respective independent variables.

$x_{1,} \ldots, x_k$ = Independent variable

After the regression equation, the 'F' values for partial regression co-efficient were tested for their significance.

RESULTS AND DISCUSSION

Table 1: KVKs scientists according to their attitude towards organizational design (n =240)

Sr. No.	Category	Frequency	Per cent
1	**Most unfavorable** (00 to 20.00 score)	00	00.00
2	**Unfavorable** (20.01 to 40.00 score)	00	00.00
3	**Favorable** (40.01 to 60.00 score)	06	02.50
4	**More favorable** (60.01 to 80.00 score)	70	29.17
5	**Most favorable** (80.01 to 100.00 score)	164	68.33

The result in Table - 1 specify that more than two-third (68.33 per cent) of KVKs scientists had most favorable attitude towards organizational design, followed by 29.17

per cent and 02.50 per cent of them had more favorable and favorableattitude towards organizational design, respectively. No KVKs scientists were categorized under unfavorable and most unfavorable attitudecategories.

The result designated that great majority (97.50 per cent) of KVKs scientists had perceived organizational design of KVK as most favorable to more favorable as KVK system had prescribed setup and line of control to run activities of KVK which provide freedom to scientist to work for the benefit of the farmer, provide initial base to create good communication and report building might be the possible reason for this type of result.

Table 2: Relationship between profile of scientists and their attitude towards organizational design

(n = 240)

Sr. No.	Variables	r value
X_1	**Age**	-0.057
X_2	**Education**	-0.173*
X_3	**Academic performance**	0.033
X_4	**Knowledge about ICT**	0.228**
X_5	**Native place**	0.1078
X_6	**Experience**	-0.036
X_7	**Professionally training received**	0.130
X_8	**Annual income**	0.020
X_9	**Achievement motivation**	0.334**
X_{10}	**Attitude towards extension work**	0.347**
X_{11}	**Professionalism**	0.467**
X_{12}	**Job satisfaction**	0.492**
X_{13}	**Job involvement**	0.494**
X_{14}	**Level of exposure to new farming idea**	0.447**
X_{15}	**Empathy**	0.368**
X_{16}	**Job stress**	0.102
X_{17}	**Work load**	-0.014
X_{18}	**Planning orientation**	0.399**

* Significant at 0.05 level of probability

** Highly Significant at 0.01 level of probability

Table - 2 revealed that out of eighteen independent variables nine variables *viz.* knowledge about ICT, achievement motivation, attitude towards extension work, professionalism, job satisfaction, job involvement, level of exposure to new farming idea, empathy and planning orientation were found to be positive and highly significantly correlated with attitude towards organizational design while education had negative and highly significant correlation with attitude towards organizational design. Whereas professionally training received had negative and significant correlation with attitude towards organizational design.

Further Table-2 concluded that academic performance, annual income, native place and job stress had positive and non-significant relation with attitude towards organizational design whereas age, experience and work load had negative and non-significant relation with attitude towards organizational design. So these variables were fails to show any significant correlation with attitude towards organizational design. This result partially supported by sandika *et al.*(2007) and Yunus (2016).

Job involvement and job satisfaction motivate KVK scientists to create such climate in which employee freely put their ideas or issues, develop professionalism and empathy in the organization, create positive attitude towards extension work, eagerly participate in various types of programme and training and increase their existing knowledge and update it with new technologies related to ICT. These help scientists to contact easily with farmers to solve their problems as well as to discuss new and innovative agricultural technologies for faster diffusion and adoption. So these variables had positive and significant relation with attitude towards organizational designs these had direct impact on creation of favorable organizational design in KVK.

Table 3 : Multiple regression analysis of attitude towards organizational design (n = 240)

Sr. No.	Independent variables	Regression Co-efficient (b)	't' value
X_1	**Age**	0.032	0.566
X_2	**Education**	-0.156	-1.950
X_3	**Academic performance**	0.112	0.997
X_4	**Experience**	-0.023	-0.156
X_5	**Annual Income**	0.097	1.483
X_6	**Native place**	-0.054	-0.825
X_7	**Professionally training received**	-0.114	-1.588
X_8	**Knowledge related to ICT**	0.075	1.121
X_9	**Achievement motivation**	-0.014	-0.147
X_{10}	**Attitude towards extension work**	-0.052	-0.863
X_{11}	**Professionalism**	0.119	1.331
X_{12}	**Job satisfaction**	0.323**	5.358
X_{13}	**Job involvement**	0.167*	2.556
X_{14}	**Level of exposure to new farming idea**	0.116	1.517
X_{15}	**Empathy**	0.114	1.625
X_{16}	**Job stress**	0.021	0.300
X_{17}	**Work load**	-0.008	-0.075
X_{18}	**Planning orientation**	0.075	0.951

* Significant at 0.05 per cent level of probability

R^2=0.484 R = 0.698

** Significant at 0.01 per cent level of probability

It is concluded from the Table - 3 that 48.40 per cent of the total variation in the attitude towards organizational design was explained through the variables considered as the regression equation. The unexplained variation was 51.60 per cent, which may be due to extraneous factors. The calculated 't' values of the partial regression coefficient were significant in case of job satisfaction (X12) and job involvement(X13).

From the regression analysis, it was concluded that out of eighteen variables, two variables namely job satisfaction and job involvement had significant effect on the attitude towards organizational design. Regression coefficient indicated that one-unit change in job satisfaction and job involvement would affect 0.323 units and 0.167 units change in attitude towards organizational design, respectively.

CONCLUSION

To optimize the result, majority of KVKs scientists had perceived organizational design of KVK as most favorable and out of eighteen independent variables nine variables *viz.* knowledge about ICT, achievement motivation, attitude towards extension work, professionalism, job satisfaction, job involvement, level of exposure to new farming idea, empathy and planning orientation were found to be positive and highly significantly correlated with attitude towards organizational design. While education had negative and highly significant correlation with attitude towards organizational design. Whereas professionally training received had negative and significant correlation with attitude towards organizational design. Independent variables like academic performance, annual income, native place, job stress, age, experience and work loadfails to show any significant correlation withattitude towards organizational design. Regression coefficient indicated that one-unit change in job satisfaction and job involvement would affect 0.323 units and 0.167 units change in attitude towards organizational design, respectively.

IMPLICATION

Based on the outcome of the study, main implications are those variables who had recognized significant influence on organizational designs must be reckon while planning any programme related to KVK andthe upshot of this study would be helpful in developing data base of existing organizational design which will serve as a guideline to planners and extension agencies to understand the gap exist if any, among different KVK. It will help them in conniving, planning and executing effectual programmes to bridge such gap.

CONFLICT OF INTEREST

No conflict of interest among researchers.

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