

Factors Affecting Work Motivation of Agricultural Extension Officers of Odisha

G. Jaya¹

Abstract

Well-trained and highly motivated extension functionaries play a critical role in agricultural development as they provide advisories and extension services to the farming community. This study was undertaken to find the factors that influence work motivation of newly-recruited extension functionaries of Odisha state. In the present study, five different aspects of motivation were studied using relevant statements. The statements are sub-grouped as Achievement motivation, Advancement motivation, Work itself is motivation, Recognition motivation and Growth motivation. The study revealed that extension officers are innovative in thinking and ready to take new and non-routine assignments. When the situation demands, they are ready to take decisions and also take responsibility towards their role in agriculture extension related activities. A significant number of extension officers felt proud of their achievements. The functionaries perceived high score in career development than monetary benefits. They are highly motivated when farmers recognize and appreciate their work and services.

Key words: Motivation, Extension officers, Odisha

Introduction

According to Robbins (1989) motivation is the willingness to exert high levels of efforts toward organizational goals, conditioned by the effort's ability to satisfy some individual need.

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action (Daft, 2014). Williams and Tripathy (2016) define Motivation as the set of forces that initiates, directs, and makes people persist in their efforts to accomplish a goal. Initiation of effort is concerned with the choices that people make about how much effort to put forth in their jobs. Direction of effort is concerned with the choices that people make in deciding where to put forth effort in their jobs. Persistence of effort is concerned with the choices that people make about how long they will put forth effort in their jobs before reducing or eliminating those efforts. Initiation, direction and persistence are at the heart of motivation.

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration (Pinder, 1998). Work motivation research focuses on multiple dimensions of behaviour change, including the

¹ Deputy Director (HRD), National Institute of Agricultural Extension Management, Hyderabad. Email: gjaya@manage.gov.in
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direction, intensity, and persistence of work place actions and job performance within the broader, continuing stream of experiences that characterize the person in relation to his or her work (Kanfer, 1990). Du Toit (1990) added that three groups of variables influence work motivation, viz. individual characteristics such as people's own interests, values and needs; work characteristics, such as task variety and responsibility; and organizational characteristics, such as its policies, procedures and customs.

The present study was conducted to explore factors that motivate the newly-recruited (with one year experience) Agricultural extension functionaries of Department of Agriculture and Farmers' Empowerment, Odisha.

Material and Methods

A structured questionnaire having 16 statements with five point Likert scale (1 strongly disagree to 5 strongly agree) was used to collect the data from 66 newly-recruited agricultural functionaries. The statements are sub grouped as Achievement motivation, Advancement motivation, Work itself is motivation, Recognition motivation and Growth motivation. Factor analysis and descriptive statistical tools were applied using Statistical Package for the Social Sciences (SPSS) software. Factor analysis refers to a set of statistical procedures applied on a data set to reduce a large number of variables into fewer numbers of factors. The fundamental assumption of factor analysis is that some underlying factors which are less in number than the Observed variables are responsible for the co-variation among the observed variables.

Average age of the respondents was 25 years. Regarding gender, the sample consists of 35 male and 31 female officers. Minimum qualification of the respondents was graduation in Agriculture and allied areas. The descriptive analysis of the study is presented in Table 1. It can be observed that the mean and standard deviation range between 3.61 to 4.55, and 0.611 to 0.943 respectively.

Table 1. Descriptive Statistics

S. No.	Statement	Mean	Standard Deviation
1	I am happy with my job as it gives me sense of accomplishment	4.09	0.717
2	I am able to manage both the desk work and field work within the scheduled time	3.97	0.744
3	I feel that I am able to serve the farmers as I achieve the targets given within the stipulated time	4.03	0.841
4	My organization provides opportunities for me to learn and acquire new knowledge and skills for my career advancement	4.29	0.941
5	Career advancement is more important for me than monetary incentives	4.52	0.749

S. No.	Statement	Mean	Standard Deviation
6	My work provides variety of tasks and challenge in terms of resources and time	4.36	0.737
7	I have sufficient authority to carry out my responsibilities of work	3.61	0.943
8	My supervising officers periodically appreciate my work and efforts	3.76	0.878
9	I have a sense of recognition in my organization that acts as an incentive to perform better	3.94	0.875
10	Farmers recognize and appreciate the skills and efforts that I put in my work	3.95	0.793
11	I am ready to take new and non-routine assignments	4.33	0.641
12	I am a team player and all of us in our team viz, seniors, colleagues and junior staff discuss the tasks to be performed and how to go about	4.32	0.768
13	My job provides opportunities to gain experience, skills and improve performance	4.44	0.704
14	I have concern and interest in developing my junior staff in the work place	4.44	0.611
15	When the situation demands, I feel encouraged to take decisions and responsibility at work	4.55	0.612
16	I am proud of my achievements at work	4.33	0.791

Results and Discussion

To analyze the strength of association among variables, the Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy was applied which certifies whether data are suitable to perform Factor Analysis. The value of KMO varies from 0 to 1 and high values generally indicate that the data are suitable for conducting factor analysis test. KMO score should be .60 to be adequate for testing. As per Table 2, it is clear that KMO score was 0.794, indicating adequacy for testing.

The table below indicates that, the Kaiser-Meyer-Olkin measure of sampling adequacy is a statistic that indicates the proportion of variance in variables that might be caused by underlying factors. High value closer to 1 generally indicates that a factor analysis may be useful with the data. Bartlett's test of Sphericity is the ratio of squared value of simple correlation to sum of squared values of simple correlation and squared values of partial correlation. If the value of the index is closer to "1", it indicates that partial

correlation is very low compared to simple correlation. In the present case, the KMO index is 0.794 which implies that there is presence of moderate level of partial correlation. Small value (<0.05) of the significance level indicates that a factor analysis may be useful with the data (https://www.ibm.com/support/knowledgecenter/en/SSLVMB_24.0.0/spss/tutorials/fac_telco_kmo_01.html).

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling	0.794
Adequacy Approx. chi-Square	458.490
Bartlett's Test of Sphericity df	120
Sig.	0.000

Eigen value reflects the number of extracted factors whose sum should be equal to number of Items which are subjected to factor analysis. The next item shows all the factors extractable from the analysis along with their Eigen values. It can be observed that the first factor accounts for 39.3 the second factor accounts for 9.4 and the third is 7.9 per cent (Table 3).

Table 3. Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.290	39.310	39.310	6.290	39.310	39.310	2.575	16.095	16.095
2	1.505	9.404	48.714	1.505	9.404	48.714	2.297	14.354	30.448
3	1.278	7.986	56.700	1.278	7.986	56.700	2.181	13.634	44.082
4	1.081	6.756	63.455	1.081	6.756	63.455	1.780	11.123	55.205
5	.918	5.739	69.194	.918	5.739	69.194	1.607	10.045	65.250
6	.834	5.209	74.404	.834	5.209	74.404	1.465	9.154	74.404

In order to produce theoretical results, fixed number of components has been specified, instead of extracting the factors based on Eigen value creation. Principal component analysis (PCA) was carried out to explore the underlying factors associated with 16 items. Table 4 shows that 74.40 per cent of variation in work motivation of the employees was explained by six components.

Table 4. Component Matrix, Rotated Component Matrix

		Component			
		1	2	3	4
1	I am happy with my job as it gives me sense of accomplishment	.496	.509		
2	I am able to manage both the desk work and field work within the scheduled time	.730			
3	I feel that I am able to serve the farmers as I achieve the targets given within the stipulated time	.530			.536
4	My organization provides opportunities for me to learn and acquire new knowledge and skills for my career advancement	.440			
5	Career advancement is more important for me than monetary incentives				.670
6	My work provides variety of tasks and challenge in terms of resources and time				.720
7	I have sufficient authority to carry out my responsibilities of work			.650	
8	My supervising officers periodically appreciate my work and efforts	.405		.589	
9	I have a sense of recognition in my organization that acts as an incentive to perform better	.453	.679		
10	Farmers recognize and appreciate the skills and efforts that I put in my work	.778			
11	I am ready to take new and non-routine assignments		.776		
12	I am a team player and all of us in our team viz, seniors, colleagues and junior staff discuss the tasks to be performed and how to go about			.671	
13	My job provides opportunities to gain experience, skills and improve performance		.459		.665
14	I have concern and interest in developing my junior staff in the work place			.772	
15	When the situation demands, I feel encouraged to take decisions and responsibility at work		.792		
16	I am proud of my achievements at work	.761			

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 7 iterations.

Component one is labeled as Achievement motivation (F1) and it is represented through four items (Table 5). They are item 1, 2, 3, and 16. In F1 the factor loadings range from 0.509 to 0.761, which implies that employees had better achievement motivation. Component two is labeled as Advancement Motivation (F2). It is represented through items 4 and 5. The factor loadings are 0.404 and 0.670 respectively for these two items which indicate that the loadings are moderate. Component 3 is labeled as “Work itself is motivation”. It is represented through items, 6, 7 and 11, and their factor loadings are 0.720, 0.650 and 0.776 respectively. From the factor loadings, it can be inferred that employees had better perception about ‘work itself is motivation’. Component 4 is labeled as “Recognition motivation”. It is represented through 8, 9, 10, 12 and 14 and their factor loadings are 0.589, 0.679, 0.778, 0.671 and 0.772 respectively. From the factor loadings it can be inferred that employees had better Recognition motivation. Component 5 is labeled as “Growth Motivation” and is represented through items 13 and 15 whose loadings are 0.665 and 0.792 respectively. From the factor loadings, it can be inferred that employees had better growth motivation.

Naming of the factors is represented in Table 5.

Table 5. Naming of Factors

Factor No.	Name of the Dimension	Item No	Variables	Factor loading
F1	Achievement Motivation	1	I am happy with my job as it gives me sense of accomplishment	0.509
		2	I am able to manage both the desk work and field work within the scheduled time	0.730
		3	I feel that I am able to serve the farmers as I achieve the targets given within the stipulated time	0.536
		16	I am proud of my achievements at work	0.761
F2	Advancement Motivation	4	My organization provides opportunities for me to learn and acquire new knowledge and skills for my career advancement	0.440
		5	Career advancement is more important for me than monetary incentives	0.670
F3	Work itself is motivation	6	My work provides variety of tasks and challenge in terms of resources and time	0.720
		7	I have sufficient authority to carry out my responsibilities of work	0.650
		11	I am ready to take new and non routine assignments	0.776
F4	Recognition Motivation	8	My supervising officers periodically appreciate my work and efforts	0.589
		9	I have a sense of recognition in my or ganization that acts as an incentive to perform better	0.679
		10	Farmers recognize and appreciate the skills and efforts that I put in my work	0.778

Factor No.	Name of the Dimension	Item No	Variables	Factor loading
		12	I am a team player and all of us in our team viz, seniors, colleagues and junior staff discuss the tasks to be performed and how to go about	0.671
		14	I have concern and interest in developing my junior staff in the work place	0.772
F5	Growth Motivation	13	My job provides opportunities to gain experience, skills and improve performance	0.665
		15	When the situation demands, I feel encouraged to take decisions and responsibility at work	0.792

Table 6. Main factors responsible for work motivation of Agricultural Officers

Factor Number	Name of the Dimension	Item No	Variable	Factor Loading
F1	Achievement Motivation	16	I am proud of my achievements at work	0.761
F2	Advance Motivation	5	Career advancement is more important than monetary benefits	0.670
F3	Work itself is motivation	11	Extension functionaries are ready to take the new and non -routine assignments	0.776
F4	Recognition motivation	10	Extension functionaries are highly motivated when farmers recognize and appreciate the work or services done by the extension functionaries	0.778
F5	Growth Motivation	15	When the situation demands, I feel encouraged to take decisions and responsibility at work	0.792

Conclusion

It can be concluded from the above analysis that the perceived motivation factors of the extension functionaries are item number 15 of Growth motivation i.e. “When the situation demands, I feel encouraged to take decisions and responsibility at work” stands first with 0.792. In Achievement motivation, item number 16 namely “I am proud of my achievements at work” ranks first with factor loading 0.761. In Advancement motivation item no.5 i.e. “Career advancement is more important than monetary benefits” ranks first with 0.670. In “work itself is motivation”, item no. 11 i.e. “Extension functionaries are ready to take the new and non-routine assignments” ranks first with factor loading of 0.776. In Recognition motivation, item no.10 i.e. the extension functionaries are highly motivated when farmers recognize and appreciate the work or services with factor loading of 0.778 (Table 6). Although each factor contributes to the work motivation of extension functionaries, the above specified factors from the five categories play a vital role in work motivation of Agricultural extension functionaries from the study area.

It can be inferred from the study that Assistant Agricultural Officers are motivated as they are newly appointed and looking forward for challenging and non-routine work and are proud of their achievements. Career advancement is more important than monetary benefits and when farmers recognize and appreciate their work/services, the motivation level is significant.

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