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From Innovation to Fields: Challenges and Job Satisfaction of KVK Employees

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ABSTRACT

This study investigates the job satisfaction and challenges faced by employees of Krishi Vigyan Kendras (KVKs) operating under Chaudhary Charan Singh Haryana Agricultural University (CCS HAU) in Haryana, India. KVKs play a critical role in transferring agricultural technologies to farmers and offering vocational training. A sample of 30 employees from six randomly selected KVKs was surveyed using a structured questionnaire. The findings reveal high levels of job satisfaction, motivation and overall life satisfaction among respondents, largely driven by a supportive work environment, meaningful work and opportunities for professional growth. However, issues such as workload stress, limited recognition, staff shortages and logistical constraints remain significant. Additionally, external challenges like low farmer literacy, poor internet access, financial limitations and unfavorable weather conditions hinder effective technology transfer. The study underscores the need for improved institutional support, including better staffing, infrastructure and incentive systems, to enhance the efficiency and impact of KVKs in rural agricultural development.

Keywords: Job Satisfaction, Krishi Vigyan Kendras, Technology Transfer

INTRODUCTION

Chaudhary Charan Singh Haryana Agricultural University (CCS HAU) is a publicly funded agricultural university located in Hisar, Haryana, India. Recognized as one of the largest agricultural universities in Asia, it is named in honor of India's seventh Prime Minister, Chaudhary Charan Singh. Following the formation of Haryana, the institution was declared autonomous and formally established under the Haryana and Punjab Agricultural Universities Act. This Act was ratified on February 2, 1970, initially naming it Haryana Agricultural University. Later, on October 31, 1991, it was renamed to its current title. The university's first Vice-Chancellor was A. L. Fletcher. CCS HAU has made remarkable contributions to agricultural research and development, publishing the highest number of research papers among agricultural universities in India. It was awarded the Indian Council of Agricultural Research (ICAR) Award for Best Institute in 1997. The university played a pivotal role in both the Green Revolution and the White Revolution, significantly enhancing India's agricultural productivity and dairy sector. The Directorate of Extension Education began establishing Krishi Gyan Kendras (Agricultural Knowledge Centres) across various districts of Haryana in 1966. By 1979, a total of eleven Krishi Gyan Kendras (KGKs) had been set up. In 1989, the model was revised and the newly established centers were renamed as Krishi Vigyan Kendras (KVKs), or Farm Service Centres. One KVK was established in each district of Haryana with the objective of disseminating relevant agricultural technologies to farmers, rural youth and development agencies. These centers were funded by the Indian Council of Agricultural Research (ICAR). As of 2012, there were 11 KGKs and 19 KVKs operating in the state. In addition to technology transfer, these centers also offer

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vocational training in agriculture-related fields.

Objectives:

1. To assess the job satisfaction among KVK employees
2. To examine the challenges faced by KVK employees in educating farmers

Review of literature:

Bashir *et al.* (2016) conducted a study in Tamil Nadu and Kerala, highlighting that factors such as people's participation, teamwork and workload significantly impact job satisfaction levels among SMSs. The study found that more than 60% of respondents were satisfied with farmers' involvement in extension programs and the collaborative efforts within their teams. However, the perception of workload varied, with a notable proportion of SMSs experiencing medium to high levels of job stress.

Singh *et al.* (2018) conducted their study across 42 KVKs in northern India, primarily covering Punjab, Haryana and Uttar Pradesh. Their research found that 65% of KVK scientists in these regions reported significant bureaucratic barriers to innovation implementation. The study's geographical focus on the Indo-Gangetic plains provided insights into how organizational challenges manifest in areas with intensive agricultural production systems.

Ramannanavar and Nagnur (2019) reported that a majority of SMSs in Karnataka experienced medium levels of job stress, with an overall job stress index of 65.37%. Major stressors included excessive reporting requirements, dissemination of complex technologies and delays in budget allocations. These findings highlight the need for streamlined administrative processes and enhanced support systems to alleviate stress among KVK staff.

METHODOLOGY

The study was conducted in randomly selected Krishi Vigyan Kendras (KVKs) from Haryana state. A total of 6 KVKs were chosen randomly, with 5 respondents selected purposively from each of the KVKs. This ensured a sample size of 30 respondents for the study. For collection of primary data, a questionnaire was prepared in accordance with the objective of the study. The questionnaire was prepared in accordance with the objective of the study. The developed questionnaire was pretested before finalizing it for collects the data.

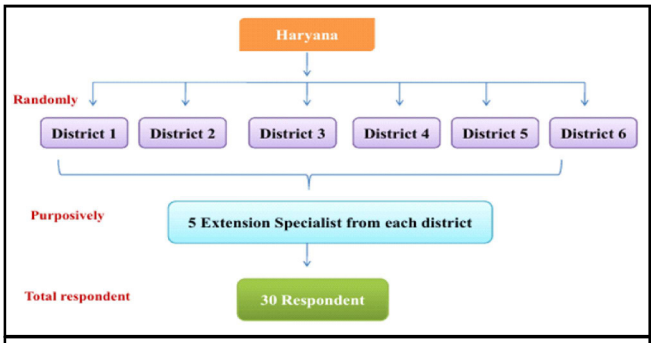

Fig. 1 : Sampling Procedure

Fig. 2 : Data collection

RESULTS AND DISCUSSION

The Table 1 titled "Personal profile of the respondents (N=30)" presents demographic and professional information about the 30 individuals who participated in the study. In terms of age distribution, the largest group of respondents falls within the 31–40 years category, making up 40.0% (12 respondents). This is followed by 41–50 years at 30.0% (9 respondents), 20–30 years at 20.0% (6 respondents) and 51 years and above comprising 10.0% (3 respondents). For gender, the majority of respondents are male (60.0%, 18 individuals), while females account for 40.0% (12 individuals). Regarding educational qualifications, 63.3% (19 respondents) hold a Master's Degree and 36.7% (11 respondents) have a Ph.D.. None of the respondents reported having a Diploma or a Bachelor's Degree. In terms of work experience, 36.7% (11 individuals) have 6–10 years of experience, 33.3% (10 individuals) have 0–5 years, 20.0%

(6 individuals) have more than 15 years and 10.0% (3 individuals) fall in the 11–15 years category.

Table 1 : Personal profile of the respondents (N=30)

Category	Frequency (Percentage %)
Age distribution	
20–30 years	6 (20.0)
31–40 years	12 (40.0)
41–50 years	9 (30.0)
51 years and above	3 (10.0)
Gender	
Male	18 (60.0)
Female	12 (40.0)
Educational Qualification	
Diploma	0 (0.0)
Bachelor's Degree	0 (0.0)
Master's Degree	19 (63.3)
Ph.D.	11 (36.7)
Work experience	
0–5 years	10 (33.3)
6–10 years	11 (36.7)
11–15 years	3 (10.0)
More than 15 years	6 (20.0)

The Table 2 titled "Job Satisfaction of respondents (N=30)" provides insight into how employees at the Krishi Vigyan Kendra (KVK) perceive various aspects of their job. A significant majority of respondents (90%) expressed satisfaction with their role in disseminating agricultural knowledge and an equal proportion felt that the working environment at KVK is supportive and positive. Similarly, a high percentage (93.3%) agreed that the salary and benefits provided by KVK meet their expectations, while 96.7% felt that their job responsibilities align well with their skills and expertise. In terms of work-life balance, 83.3% agreed that their job allows a good balance between work and personal life and 86.7% felt secure in their job position. Additionally, 80% of respondents believed they had the necessary resources to perform their job effectively and felt that communication within the organization was open and effective. However, only 70% felt they received adequate recognition for their work, indicating some dissatisfaction in this area. The area of greatest concern appears to be workload management. Only 53.3% of respondents felt the workload was manageable and not overly stressful, while 16.7% disagreed and 30% remained neutral. This received the lowest weighted mean score (2.3) among all the statements.

The Table 3 titled "Motivation and Growth of respondents (N=30)" presents responses related to employee motivation, growth opportunities and workplace development. It reveals that all respondents (100%) agreed that training enhances their skills and knowledge, that they feel motivated to work due to the impact on farmers' lives and that their work keeps them engaged and motivated. These statements achieved the highest Weighted Mean Score (WMS) of 3.0, indicating strong positive motivation among the employees. A large majority (96.7%) also agreed that they receive constructive feedback, while 93.3% reported a sense of personal growth in their roles and access to learning and development programs. Similarly, 90% of the respondents were satisfied with leadership and management and 86.7% felt that leadership supports their professional growth, with both statements receiving a WMS of 2.8 or higher. Regarding career advancement and rewards, 86.7% believed there are opportunities for advancement and 80% agreed that they receive sufficient incentives and rewards. However, the WMS for incentives and rewards was the lowest at 2.7, indicating a relatively less strong perception in this area.

The data in Table 4: Satisfaction with life (N=30)

Table 2 : Job Satisfaction of respondents (N=30)

Statement	Agree	Neutral	Disagree	WMS
Feel satisfied with role in disseminating agricultural knowledge	27 (90.0%)	3 (10.0%)	0 (0.0)	2.9
Job provides a good balance between work and personal life.	25 (83.3%)	4 (13.3%)	1 (3.3%)	2.8
Working environment at KVK is supportive and positive.	27 (90.0%)	3 (10.0%)	0 (0.0)	2.9
Receive adequate recognition for my contributions at work.	21 (70.0%)	8 (26.7%)	1 (3.3%)	2.6
Salary and benefits provided by KVK meet my expectations.	28 (93.3%)	2 (6.7%)	0 (0.0)	2.9
Job responsibilities align with my skills and expertise.	29 (96.7%)	1 (3.3%)	0 (0.0)	2.9
Have the necessary resources to perform my job effectively.	24 (80.0%)	6 (20.0%)	0 (0.0)	2.8
Feel secure in my job position at KVK.	26 (86.7%)	3 (10.0%)	1 (3.3%)	2.8
Open and effective communication within my organization.	24 (80.0%)	5 (16.7%)	1 (3.3%)	2.7
Workload is manageable and not overly stressful.	16 (53.3%)	9 (30.0%)	5 (16.7%)	2.3

Table 3 : Motivation and Growth of respondents (N=30)

Statement	Agree	Neutral	Disagree	WMS
Opportunities for career advancement	26 (86.7%)	4 (13.3%)	0 (0.0%)	2.8
Training enhances skills and knowledge	30 (100.0%)	0 (0.0)	0 (0.0)	3.0
Motivated to work due to impact on farmers' lives	30 (100.0%)	0 (0.0)	0 (0.0)	3.0
Leadership supports professional growth	26 (86.7%)	4 (13.3%)	0 (0.0)	2.8
Receive constructive feedback	29 (96.7%)	1 (3.3%)	0 (0.0)	2.9
Sufficient incentives and rewards	24 (80.0%)	5 (16.7%)	1 (3.3%)	2.7
Sense of personal growth in role	28 (93.3%)	2 (6.7%)	0 (0.0)	2.9
Work keeps engaged and motivated	30 (100.0%)	0 (0.0%)	0 (0.0)	3.0
Access to learning and development programs	28 (93.3%)	2 (6.7%)	0 (0.0)	2.9
Satisfied with leadership and management	27 (90.0%)	2 (6.7%)	1 (3.3%)	2.8

reveals the overall life satisfaction levels of the respondents. A significant majority of respondents expressed positive life satisfaction. Specifically, 60% (18 individuals) reported being satisfied, while 6.7% (2 individuals) stated they were extremely satisfied. Additionally, 23.3% (7 individuals) felt slightly satisfied and 10% (3 individuals) were neutral in their response. Importantly, none of the respondents reported being dissatisfied or slightly dissatisfied, indicating that all respondents experienced at least a neutral or positive level of life satisfaction.

Table 4 : Satisfaction with life (N=30)

Sr. No.	Levels	Frequency
1.	Dissatisfied	0 (0.0)
2.	Slightly dissatisfied	0 (0.0)
3.	Neutral	3 (10.0)
4.	Slightly satisfied	7 (23.3)
5.	Satisfied	18 (60.0)
6.	Extremely satisfied	2 (6.7%)

Table 5: Challenges faced by respondents in Technology Transfer (N=30) highlights several key obstacles experienced during the transfer of technology to farmers. The most significant challenges with 100% agreement, were weather and climate affecting training schedules and financial constraints hindering technology adoption, both receiving the highest Weighted Mean Score (WMS) of 3.0. These issues suggest that external environmental and economic factors heavily impact effective technology dissemination. Other major concerns include limited literacy (93.3% agreement, WMS 2.9) and lack of internet access (70% agreement, WMS 2.9), indicating that educational and infrastructural shortcomings play a critical role in obstructing digital learning and technology understanding. While preference for traditional methods (73.3% agreement, WMS 2.6) and expectation of immediate results (80% agreement, WMS 2.7) also pose challenges, these reflect attitudinal and behavioral resistance to change among farmers. Interestingly, language barriers were less frequently acknowledged, with only 16.6% agreeing and 60% disagreeing, indicating this may be a lesser concern relative to others.

Table 6, titled Institutional Support and Training (N=30), highlights several key institutional challenges that hinder effective agricultural training and outreach. The

Table 5 : Challenges faced by respondents in Technology Transfer (N=30)

Statement	Agree	Neutral	Disagree	WMS
Farmers resist adopting new technologies	18 (60.0%)	11 (36.7%)	1 (3.3%)	2.5
Limited literacy hinders knowledge transfer	28 (93.3%)	2 (6.7%)	0 (0.0)	2.9
Preference for traditional methods	22 (73.3%)	6 (20.0%)	2 (6.7%)	2.6
Language barriers create communication challenges	5 (16.6%)	7 (23.3%)	18 (60.0%)	2.4
Weather and climate affect training schedules	30 (100.0%)	0 (0.0)	0 (0.0)	3.0
Lack of internet limits digital learning	21 (70.0%)	7 (23.3%)	2 (6.7%)	2.9
Financial constraints hinder technology adoption	30 (100.0%)	0 (0.0)	0 (0.0)	3.0
Expectation of immediate results hampers long-term learning	24 (80.0%)	4 (13.3%)	2 (6.7%)	2.7
Private sector reduces trust in KVK	20 (66.7%)	10 (33.3%)	0 (0.0)	2.6
Reliance on peers over experts	26 (86.7%)	2 (6.7%)	2 (6.7%)	2.8

Table 6 : Institutional Support and Training (N=30)

Statement	Agree	Neutral	Disagree	WMS
Lack of resources hinders training	25 (83.3%)	5 (16.7%)	0 (0.0)	2.8
Poor rural infrastructure affects outreach	28 (93.3%)	2 (6.7%)	0 (0.0)	2.9
Government policies cause delays	24 (80.0%)	6 (20.0%)	0 (0.0)	2.8
Staff shortage causes workload issues	30 (100.0%)	0 (0.0%)	0 (0.0)	3.0
Demo plots need more funding and maintenance	27 (90.0%)	3 (10.0%)	0 (0.0)	2.9
Women farmers face training barriers	26 (86.7%)	4 (13.3%)	0 (0.0)	2.8
Poor coordination with agricultural bodies	26 (86.7%)	4 (13.3%)	0 (0.0)	2.8
Limited transport affects farm visits	30 (100.0%)	0 (0.0%)	0 (0.0)	3.0
Low training participation affects knowledge dissemination	25 (83.3%)	5 (16.7%)	0 (0.0)	2.8
KVK staff face challenges with staying updated	8 (26.7%)	3 (10.0%)	21 (63.3%)	1.7

most critical issues, unanimously agreed upon by all respondents (100%), are staff shortages causing increased workload and limited transport affecting farm visits. Both of these challenges received the highest Weighted Mean Score (WMS) of 3.0, indicating that logistical and human resource constraints are major barriers to effective knowledge dissemination. Other significant concerns include poor rural infrastructure, inadequate funding for demonstration plots and barriers faced by women farmers, each with over 85% agreement and WMS values close to 2.9. Respondents also pointed out issues like lack of resources, delays caused by government policies and low participation in training programs, all reflecting a broader need for institutional reform and support. Interestingly, the statement regarding KVK staff facing challenges with staying updated received the lowest agreement (26.7%) and a WMS of 1.7, suggesting that most respondents believe the staff remains well-informed.

Summary:

The study titled "From Innovation to Fields: Challenges and Job Satisfaction of KVK Employees" explores the experiences of employees working at Krishi Vigyan Kendras (KVKs) in Haryana, which function under Chaudhary Charan Singh Haryana Agricultural University (CCS HAU), Hisar. KVKs are district-level agricultural extension centers responsible for disseminating agricultural technologies and providing vocational training to farmers, rural youth and development agencies. The study aims to assess job satisfaction among KVK employees and identify the challenges they face in educating farmers. A sample of 30 respondents from six randomly selected KVKs was surveyed using a structured and pre-tested questionnaire. Findings indicate that the respondents were predominantly middle-aged, male and highly educated, with most holding either a master's or doctoral degree and having 0–10 years of work experience. Job satisfaction among KVK employees was generally high, with over 90% expressing satisfaction with their roles, working environment and salary and job alignment with their skills. Employees also reported a good work-life balance and felt secure in their positions. However, areas such as workload management and recognition for work showed relatively lower satisfaction, suggesting room for improvement. Motivation levels were notably high, with all respondents acknowledging that training enhances their skills and that their work has a meaningful impact on farmers' lives. Leadership, feedback and personal growth opportunities were also viewed positively, although rewards and incentives were seen as slightly less satisfactory. Life satisfaction closely mirrored job satisfaction, with the majority of employees reporting moderate to high levels of overall well-being. In terms of challenges, the most significant obstacles in technology transfer included adverse weather, financial constraints, low farmer literacy, limited internet access and resistance to adopting new methods. Language barriers were considered less problematic. Institutional challenges such as staff shortages, lack of transport, poor infrastructure and inadequate funding for demonstration plots were also identified as major impediments to effective service delivery. While most staff felt well-informed, the need for greater institutional support, especially in logistics and human resources, was clearly emphasized.

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