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Original Research Article

An Exploratory Study on the Organisational Climate of Krishi Vigyan Kendras of Meghalaya

ABSTRACT

Krishi Vigyan Kendras (KVKs) serve as a front line extension system and as a knowledge resource centre of agricultural technologies for supporting farmers in improving their agricultural production and livelihood. They are vital in contributing to the agricultural development in the county through technology assessment, refinement and diffusion. They also play a huge part in development of the capacity of human resources in the grass root agricultural sector. Owing to the importance of these organisations, this study was conducted in five KVKs of Meghalaya to explore the work environment of the KVK workforce through studying the Organisational Climate (OC). Organistional Climate is the shared perception the people working in the organisation have about their organisation. It can be considered as the team spirit in any organisation and is important to the effectiveness of those organisations be it big or small, private or public and profit or non-profit. The tool employed for the study was the Organisation Climate Questionnaire (OCQ) developed by Furham and Goodstein (1997). It was found that all the dimensions of organizational climate were having relatively high scores except in the case of Career Development, Teamwork and Support, Relationship and Reward System in some of the KVKs. These aspects of organizational climate had a relatively lower OCQ score and indicated that there was a need for change to address these problems in the organisations. Proper measures like progressive career development opportunities and fair promotions, recruitment of motivated and qualified support staffs, a more comprehensive orientation programme with efforts on professional relationship building strategies and proper reward incentives (financial and non-financial) may be a remedial measure to these ailing organization climate aspects in these organisations.

Key words: *Agricultural Organisations, Organisational Climate, Krishi Vigyan Kendra, KVK*.

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INTRODUCTION

Extension services are a key investment for sustainable agriculture. The Krishi Vigyan Kendras (KVKs) as an important frontline extension services play an important role in demonstrating the latest technological advances and training to the farmers and extension personnel, evolving suitable approaches and methodologies and serving as a feedback mechanism for the research system. Under the recommendations of Mohan Sinha Mehta Committee (1973), the first KVK was set up in 1974 on pilot basis, under the administrative control of Tamil Nadu Agricultural University, Coimbatore and following that the Planning Committee approved the setting up of 18 KVKs during the Fifth Five Year Plan (TNAU, 2013). Today there are 694 KVKs in the country. The main mandate of these farm science centres are to assess, refine and demonstrate technologies and products to the agricultural clients at the district level.

KVK activities include on-farm testing (OFT) to identify the location specificity of agricultural activities under various farming systems, front line demonstration (FLD) to establish production potential of improved agricultural technologies on the farmers' field,, training of farmers and extension personnel to update their knowledge and skill (ICAR, 2014).As per 2017-18 Department of Agricultural Research and Education (DARE) report, 3,446 technology interventions across 3,340 locations were completed by the KVKs of the country by laying out 26,029 trials on the farmers' field on various crops under different thematic areas. During the year, a total of 182,696 demonstrations covering an area of 66,203 ha were organized and As many as 49,768 training programmes were organized wherein 14.21 lakh farmers/farm women, rural youths and extension personnel participated and benefited (ICAR, 2018).KVKs are playing a proactive role in transferring new technology at field level with beneficial impacts. They have an edge in technology transfer over other service providers by virtue of their having better technical expertise and demonstration units (Suri, 2016).

The functioning of KVKs, like any other organization very well depends upon the workforce and other related attributes. This is where organisation climate comes into play as the shared perceptions organisational members have about their organisation and work environment. It is like 'team spirit' at an organisational level (Robbins et al. 2009). Organisational climate is what people think and feel about the organisation they are a part of. Knowing what people perceive of their organisation can help anticipate responses to various policies or practices in the organisation. Understanding organisational climate of the

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institution means to understand the relationship employees have not only with their colleagues but also with their jobs and responsibilities. It means understanding their work culture and values in the organisation. Organisations that are able to create environments that employees perceive as benign and in which they are able to achieve their full potential are seen as a key source of competitive advantage (Brown & Leigh, 1996). This study aims to explore organisational climate of the KVKs in Meghalaya state of North-East India and to find limitations which may help improve the working environment in those organisations which may lead to better organisational effectiveness. Owing to the importance of KVKs in the agriculture development of districts, this study has more importance in an agrarian state like Meghalaya where majority of the population (81%) are still dependent on agriculture. This development is vital because the state in deficit in food grains by 1.22 lakh tonnes annually (Government of Meghalaya, 2017). Meghalaya has at present a total of 7 KVKs, of which 5 are well established as shown in the table 1 below.

Table 1. KVKs in Meghalaya

S. No	Particulars	Host Institute	Year of establishment
1	KVK East Khasi Hills	Departmentof Agriculture, Government of Meghalaya	2004
2	KVK West Jaintia Hills	Department of Agriculture, Government of Meghalaya	2004
3	KVK Ri-Bhoi	ICAR Research Centre for North East Region, Umiam, Meghalaya	2002
4	KVK West Garo Hills	ICAR Research Centre for North East Region, Umiam, Meghalaya	1979
5	KVK West Khasi Hills	Department of Agriculture, Government of Meghalaya	2004
6	KVK East Garo Hills*	Central Agricultural University, Imphal	2017
7	KVK South Garo Hills*	Central Agricultural University, Imphal	2017

**newly set up KVKs*

Material and Methods:

The study was conducted in all the 5 well established KVKs of Meghalaya. The entire workforce of the KVKs constituted the respondents of the study. Data were collected using well-structured pre-tested interview schedule from October 2017 to March 18. The tool used for measuring the Organisational Climate was the Organizational Climate Questionnaire (OCQ) developed by Furham and Goodstein (1997).

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The OCQ is a 7-point Likert scale, consisting of 108 statements, covering 14 dimensions viz.,'Role Clarity', 'Respect', 'Communication', 'Reward System', 'Career Development', 'Planning and Decision Making', 'Innovation', 'Relationship', 'Teamwork and Support', 'Quality of Service', 'Conflict Management', 'Commitment and Morale', 'Training and Learning' and 'Direction'. The instrument provides two score for each of the fourteen dimensions:

- Agreement/ Performance (employee satisfaction of how things are done) and
- Importance (the degree to which the respondents believe that the item is a significant aspect of the way in which work is performed in the organization).

These two scores provide a fourfold table of action steps as provided in Figure 1.

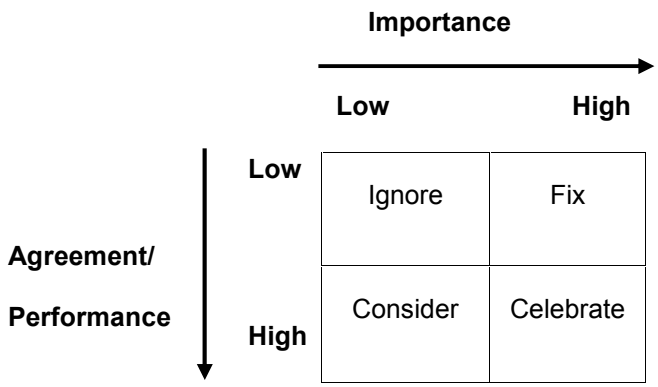

Figure 1: Action steps of OCQ

Generally a score of 4 up to 7 shows higher rating and a score below 4 to 1 indicated lower ratings. The process identifies the four different courses of action for the identified dimension, depending on where they fall in the matrix:

1. *Fix:* These are dimensions which are high in importance but for which performance is low. It is these items that warrant the most prompt attention, particularly those that have very low performance coupled with very high importance rating.
2. *Ignore:* These are the dimensions that involve behaviors that are neither very present not very important to the organization.

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3. *Consider:* These are dimensions for which performance is high (positive) but of low importance. Employees see that certain things are being done well but are not very important. These behavior need to be considered, as they may represent misguided efforts.
4. *Celebrate:* Where both performance and importance are high, management can celebrate the important issues are receiving the attention they deserve. It is important that these behaviors be maintained while the organization attempts to fix the problem areas.

The original OCQ consisting of 108 statements was modified to 101 statements by removing a few statements which did not have a high relevancy with the KVK environment. Also some statements were rephrased to have to exhibit more contextual relevancy toward the KVK environment. For testing the reliability of the modified OCQ, the modified questionnaire was administered to employees from 30 non-sample KVKs throughout the Northeast India (except Assam) through post, online mailand personal visits. A total of 7 KVKs from 6 states (Mizoram, Arunachal, Manipur, Tripura, and Sikkim) responded and the total number of completely filled and usable questionnaires was 32. The responses were subjected to Cronbach's Alpha for testing the reliability.

Results and Discussion

Reliability test of OCQ: The data received from the 32 non-sample respondents of the reliability test was analysed and the details are tabulated in Table 2. For the first section *Agreement*, Cronbach's Alpha value for internal consistency ranged from .700 to .979 and all the dimensions were showing high internal consistency. In the case of *Importance* the value of Cronbach's Alpha ranged from .805 to .940 which also signifies that there is high internal consistency. Hence there was a high internal consistency in the questionnaire even after modification. Thus, the modified OCQ was used for studying the Organizational Climate of the sample KVKs of Meghalaya.

Table 2. Reliability test of OCQ (n=32)

S. No.	Dimension	No. of Items	Cronbach's Alpha*	
			Agreement	***Importance***
1	Role Clarity	8	.886	.856
2	Respect	4	.885	.805
3	Communication	11	.927	.881

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4	Reward System	10	.700	.879
5	Career Development	11	.763	.939
6	Planning and Decision Making	11	.892	.900
7	Innovation	5	.755	.843
8	Relationship	5	.850	.875
9	Team work and Support	8	.932	.839
10	Quality of Service	3	.859	.915
11	Conflict Management	5	.979	.940
12	Commitment and Morale	8	.819	.903
13	Training and learning	6	.935	.937
14	Direction	6	.740	.880

**Cronbach's Alpha value of more than .700 shows high internal consistency*

Personal, Psychological and Organisational Characteristics of the employees of KVK of Meghalaya: Table 3presents the different personal, psychological and organisational characteristics of the respondents in the study.

The average age of the employees was 34.64 years with standard deviation of 6.40 years. This result was in line with the findings of Lalhmachhuana (2015) which showed that most of the respondents working in the KVK were between the age of 28 and 42. The district having the youngest work force was East Khasi Hills (31.42 years), while the oldest work force belonged to the KVK of West Garo Hills (41 years). The study revealed that a little more than half of the respondents were male (55.30%) and females accounted for 44.70 per cent of the work force which was similar to the findings of Omoregbee and Ajayi (2009).

From the table it was shown that majority of the respondents were the scientific staff (78.95%) consisting of 25 SMSs and 5 Programme Coordinators. The rest of the employees were the support staffs (21.05%) which consist of 2 farm managers, 6 programme assistants and other staffs. It was interesting to note that there were neither no farm managers nor other supporting staff in the KVK of West Khasi Hills during the time of data collection.

With respect to education, majority of the employees (78.90%) were having M.Sc. degree in Agriculture and allied disciplines. Singh *et al.* (2009) also found that most (74.67%) of the extension

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personnel in his study were having Masters' degree. Lalhmachhuana (2015) also reported majority of the KVK employees were having a Masters' Degree in Agriculture and Allied Studies. Those who were having Ph. D. degree accounted for 13.20 per cent and employees with B.Sc. Degrees accounted for only 7.90 per cent of the sample. KVK Ri-bhoi had the most number of Ph.D. degree holders amongst the KVKs of the state.

The average job experience of the respondents was 7.32 years with standard deviation of 5.52 years. Due to this high variability resulting from the high job experience of the two ICAR KVKs i.e. the KVK of Ri-Bhoi and West Garo Hill, the overall findings of job experience was higher when compared to the other State run KVKs.With respect to job experience in organisations other than KVKs, it was found that the average experience was 5.03 years. But due to the fact that most of the experience came from only a few workers (mainly the Heads of the KVKs), there was very high variability in the results. Majority of the SMSs, especially in the state run KVKs were fresh employees with little or no previous experience before joining the KVK. The KVK Heads were state department officers (in the case of state run KVKs) on deputation.

From Table we observed that for the entire KVKs the average Job Satisfaction score was 67.48 per cent indicating around medium job satisfaction.Medium satisfaction may beaccredited to low job security, low promotional opportunity and dissatisfaction with salary and compensation in the KVK system which was also evident in the Organisational climate section of this study. Foor and Cano (2011) also showed in their study that majority personal growth was one of the greatest variance in the job satisfaction score.

159 **Table 3 Profile of the respondents**

Variable	Particulars	Frequency (Percentage)					
		EKH (n=8)	WKH (n=7)	Ri-Bhoi (n=8)	WJH (n=8)	WGH (n=7)	Overall (N=38)
Age (Years)	**Mean**	32.38	31.42	36	33	41	34.64
	SD	1.69	0.97	6.89	6.32	8.60	6.40
Sex	**Male**	5 (62.50)	4 (57.15)	5 (62.50)	3 (37.50)	4 (57.15)	21 (55.30)
	Female	3 (37.50)	3 (42.85)	3 (37.50)	5 (62.50)	3 (42.85)	17 (44.70)
	Programme Coordinators/ Heads	1 (12.50)	1 (14.28)	1 (12.50)	1 (12.50)	1 (14.29)	5 (13.16)
Job title	**Subject Matter Specialist/ Scientists**	5 (62.50)	6(85.72)	5 (62.50)	5 (62.50)	4 (57.14)	25 (65.79)
	Farm Manager	1(12.50)	0 (0)	0(0)	1(12.50)	0(0)	2 (5.26)
	Other Staffs	1 (12.50)	0 (0)	2 (25.00)	1 (12.50)	2(28.57)	6 (15.79)
Education	**B. Sc. in Agriculture and allied disciplines**	1 (12.50)	0 (0)	0 (0)	2 (25.00)	0 (0)	3 (7.90)
	M. Sc. in Agriculture and allied disciplines	7 (87.5)	6 (85.71)	5 (62.50)	6 (75.00)	6 (85.72)	30 (78.90)
	Ph. D. in Agriculture and allied disciplines	0 (0)	1 (14.290	3 (37.50)	0 (0)	1 (14.28)	5 (13.20)
Job Experience (Years)	**Mean**	5.62	4.92	8.81	4.14	13.57	7.32
	SD	1.19	1.30	3.76	1.65	9.61	5.52
	Range	4-8	2.5 - 6	0.5 - 12	2 - 6	8 - 35	0.5 - 35
Job Satisfaction*	**Mean**	17.21 (71.72)	14.64 (69.73)	13.64 (56.84)	16.43 (68.45)	15.00 (71.43)	76.93 (67.48)
	SD	3.53	1.28	1.45	4.43	0.78	7.52
	Range	8 - 24	7 - 21	8 - 24	8 - 24	7 - 21	38-114
Job Stress*	**Mean**	16.78 (52.47)	11.26 (40.22)	18.37 (57.40)	14.95 (46.71)	15.05 (53.76)	76.42 (50.28)
	SD	3.89	3.33	3.65	4.53	2.59	12.87
	Range	8 - 32	7 - 28	8 - 32	8 - 32	7 - 28	38 - 152
Job Autonomy*	**Mean**	21.00 (87.50)	19.50 (92.56)	15.50 (64.58)	20.75 (86.46)	15.50 (73.81)	92.25 (80.92)
	SD	2.45	1.73	1.29	3.20	2.52	3.59
	Range	8 - 24	7 - 21	8 - 24	8 - 24	7 - 21	38 - 114

160 **Figure in parenthesis indicates score index*

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The average Job Stress score for the KVK workforce was found out to be 50.28 per cent, meaning that there was about 50 per cent stress with regards to working in the KVK system of the state. The staff had moderate physical and psychological pressure and stress relating to organisational procedures, office infrastructure and over bearing workloads while working in the KVK system.In a similar study by Bashir *et al.* (2016), it was found thatmore than half of the respondents (55.38 per cent) felt that the work load and stress was medium followed by high (40.00 per cent) and low (4.62 per cent).

Regarding Job Autonomy, the score was relatively high at 80.92 percent. Hence it was shown that employees had freedom and authority on how to perform their job and responsibilities which was opposite to the findings of Debnath (2012), whose majority respondents had low job autonomy which he attributed to lack of freedom and authority on performing tasks in the work place.

Organisational Climate of the KVKs of Meghalaya

The details of the organisational climate score of the KVKs of Meghalaya are presented in Table 4.From the Table, it is observed that all the dimensions of Organisational Climate are having relatively high scores with regards to both agreement and importance and hence the action celebrate can be assigned to these dimensions. Although it can be said that overall, the organisational climate of the KVKs of Meghalaya as being healthy, a closer study into the district wise KVK system shows varied result revealing some loopholes within their organisational climate. The following section dives into detail regarding the organisational climate of the individual districts in Meghalaya.

In the case of East Khasi Hills it was observed that all dimensions of OC were having relatively high agreement and importance scores and can be celebrated, except in the case of ‘Reward System’ (agreement score 4.77, importance score 5.46) and ‘Career Development’ (agreement score 4.35, importance score 6.19) which still even though were scores to be celebrated, due to the relatively high scores of the other dimensions, the action fix is a better decision to be taken. The study found out that in the case of ‘Reward System’ the employees felt that they were not receiving appropriate salary and benefits for their work. As a matter of fact the respondents did not totally agree that virtually everyone in the KVK were receiving appropriate salary and compensation. Similarly, Kaur *et al.* (2012) found that

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about 40 per cent of the scientists perceived the climate as below average in the area of managing rewards. Talking about 'Reward System', it can be also noted that the SMSs in the KVKs in Meghalaya run by the State Department of Agriculture receive less salary than their counterpart in the ICAR KVKs. This was due to the fact that unlike the ICAR KVKs, the State Department run KVKs are drawing their basic pay as per the 6th Pay Commission (allowance as per 4th commission) and not following the latest 7thPay Commission of the Government of India. With respect to the dimension 'Career Development', the low agreement score was due to the fact that the respondents felt that there was lack of adequate system for career development in the KVK and there was also not much opportunity to work for the KVK until retirement. The respondents also felt that the current job in the KVK did not make full use of their talents. In the case of the dimensions 'Respect', 'Communication', 'Relationship', 'Teamwork and Support',' Quality of Service', 'Commitment and Morale' and 'Direction' the agreement score was relatively higher than importance score, signifying the need to concentrate efforts on other dimensions which needs to be fixed.

The Organisational Climate of the KVK of West Khasi Hills was relatively good, with high dimension scores. All the dimensions of OC were having relatively high score and can be celebrated. The lowest agreement score was for the dimension Communication because the respondents felt that there should be there more free flow of work related information amongst them.

The Organisational Climate of KVK Ri-Bhoi revealed that most of the dimension were having relatively high agreement scores, except for the case of 'Reward System', 'Career Development', 'Relationship', 'Teamwork' and 'Support and Commitment' and 'Morale'. The Importance score of all the dimension were also relatively high. Regarding 'Reward System' the respondents felt that good work was not appropriately appreciated in the KVK and that the salary and compensation for the employees was not appropriate. With respect to 'Career Development' the respondents felt that there was no opportunity to review their appraisal report with their superiors and similar to other KVKs, they also felt this KVK did not have an adequate system for career development. For the dimension of 'Relationship' the agreement score was low because the employees opined that the administration need more attention to the needs of the employees and that special consideration should be kept for the need of women employees.Kaur *et*

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al. (2016) found that thirty per cent of the scientists in agricultural universities perceived interpersonal relationships as below average. Regarding 'Teamwork and Support', the employees felt that there was work pressure and they have to put in long hours to complete their work. Although the overall care and cooperation amongst employees was above average, efforts should be made to help employees develop we-feeling and cooperation among themselves. The low agreement score for the dimension 'Commitment and Morale' was due to the fact that the employees responded that the morale in the KVK was not at its highest and that they need to be more valued in the KVK.

From Table 4 we can see that all dimensions of OC in the KVK of West Jaintia Hills were having high agreement and importance score except for the dimension of 'Reward System' for the same reason cited in the case of KVK East Khasi Hills. 'Career development' score was not as high as other dimensions because the respondents did not feel the promotion system was proper in the KVK and that the talents of the employees were not fully utilised.

The overall organisational climate of the KVK of West Garo Hills was good. All the dimensions (Agreement and Importance) were having relatively high scores. The highest scoring dimension was 'Quality of Service' with an agreement score of 6.38 and importance score of 6.62. On the contrary the lowest agreement score was for the dimension 'Communication' (5.30) and the lowest importance score was for the dimension Conflict management, although both were relatively high scores. From the table we also observed that for the dimension 'Respect', 'Career Development', 'Planning and Decision Making', 'Relationship' and 'Conflict Management' the agreement score was slightly higher than the importance score meaning that somewhat more effort were given to those dimension than their importance to the success of the KVK.

235 **Table 4 Organisational Climate of the KVKs of Meghalaya**

Dimensions	Particulars	Frequency (Percentage)					
		EKH (n=8)	WKH (n=7)	Ri-Bhoi (n=8)	WJH (n=8)	WGH (n=7)	Overall (N=38)
Role Clarity	**Agreement**	5.91	6.23	5.59	6.33	5.63	5.94
	Importance	6.14	6.25	6.34	6.47	5.79	6.21
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Respect	**Agreement**	6.53	6.04	5.25	6.69	6.00	6.11
	Importance	6.16	6.64	6.44	6.91	5.86	6.41
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Communication	**Agreement**	5.84	5.53	5.36	6.35	5.30	5.69
	Importance	5.48	6.32	6.51	6.50	5.88	6.14
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Reward System	**Agreement**	4.77	6.03	4.81	4.36	5.44	5.05
	Importance	5.46	6.03	6.20	6.27	5.61	5.92
	Action to be taken	***Fix****	*Celebrate*	***Fix****	***Fix****	*Celebrate*	*Celebrate*
Career Development	**Agreement**	4.35	5.90	4.84	5.68	5.97	5.30
	Importance	6.19	6.38	6.44	6.61	5.90	6.31
	Action to be taken	***Fix****	*Celebrate*	***Fix****	*Celebrate*	*Celebrate*	*Celebrate*
Planning and Decision Making	**Agreement**	5.76	6.01	5.09	6.16	5.73	5.73
	Importance	6.19	6.68	5.93	6.61	5.66	6.22
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Innovation	**Agreement**	5.83	6.71	5.28	6.50	6.03	6.05
	Importance	6.28	6.69	6.43	6.75	6.17	6.46
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Relationship	**Agreement**	6.45	6.11	4.95	6.15	5.77	5.87
	Importance	5.85	6.69	6.55	6.55	6.34	6.39
	Action to be taken	*Celebrate*	*Celebrate*	***Fix****	*Celebrate*	*Celebrate*	*Celebrate*
Teamwork and Support	**Agreement**	5.94	5.84	3.94	6.23	5.39	5.46
	Importance	5.56	6.38	5.91	6.56	5.45	5.97
	Action to be taken	*Celebrate*	*Celebrate*	***Fix****	*Celebrate*	*Celebrate*	*Celebrate*
Quality of Service	**Agreement**	6.79	6.14	6.24	6.88	6.38	6.49
	Importance	6.67	6.81	6.50	7.00	6.62	6.72
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Conflict Management	**Agreement**	6.63	5.77	5.00	6.45	5.46	5.87
	Importance	6.78	6.14	5.92	6.58	5.40	6.18
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Commitment and Morale	**Agreement**	6.55	6.34	4.91	6.69	6.05	6.10
	Importance	6.45	6.59	6.42	6.86	6.16	6.50
	Action to be taken	*Celebrate*	*Celebrate*	***Fix****	*Celebrate*	*Celebrate*	*Celebrate*
Training and	**Agreement**	5.04	6.36	5.27	6.08	5.90	5.71

Learning	**Importance**	6.06	6.55	6.42	6.60	6.14	6.36
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*
Direction	**Agreement**	6.44	6.69	5.63	6.29	6.21	6.24
	Importance	6.25	6.74	6.50	6.60	6.26	6.47
	Action to be taken	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*	*Celebrate*

**Fix because agreement score is relatively lower and importance score is high*

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Relationship between OC and independent Variables of the KVKs in Meghalaya

This section presents the relationship study between the selected characteristics of the employees and their perception of the Organisational Climate Dimensions in terms of both Agreement and Importance. The data was first tested for normality using the Shapiro-Wilk Test and was found to be not normal. Hence the data was analysed using appropriate non-parametric tests viz., Chi square test for independence and Spearman's rank order Correlation. Table 5 reveals the relationship between agreement aspect and importance aspect of OC and the independent variables.

Sex did not have any significant relationship with any of the dimensions in the study with regards to both agreement and importance, which implies that although there are more male employees as compared to females, there is no significant difference in the way the climate is perceived by employees of both sexes.

Although age of the employee had no significant relationship with the agreement aspect of the dimension, it was found that age had negative significant relationships with the dimensions 'Respect', 'Planning and Decision Making', 'Team work and Support' and 'Conflict Management'. This indicated that younger employees place more emphasis on this dimensions as compared to the older employees. The KVK heads may who are mostly older may have a tendency of giving less importance to these aspects.

In the case of the variable job title, there was positive significant linear relationship with the agreement score of dimensions 'Career Development', 'Relationship' and 'Direction'. In these dimensions a different job title may have different career opportunities, the employees in the higher position may perceive that the professional relationships in the workplace and the direction given or received by them to be good while the subordinates may have a different perception. With respect to importance, Job title had a positive relationship with 'Quality of Service', meaning those who are higher in authority wanted better quality of outputs and services from the KVK.

The variables job experience of the respondents was found to have a significant positive relation to the agreement aspect of 'Reward System' and a negative relation to 'Conflict Management'. Higher job experiences in the KVK do result in higher salary and other incentives. People with higher job experience

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or those in higher positions are bound to possess better conflict identification skills. May be they are better able to judge that conflicts exits within the KVK employees but are not handled properly.

Job experience was found to be negatively correlated to the importance aspect of 'Team Work and Support'. This may be due to the fact that the Heads who are more experience may not feel the need for effective team work and collaboration and concentrates more on moving ahead with work, while the subordinates (lesser experienced) may be having more need to cooperate and collaborate.

From the study it was found that job satisfaction had positive relationships with the agreement aspect of the dimensions 'Respect', 'Relationship', 'Teamwork and Support', 'Commitment and Morale' and 'Direction'. Shravasti and Bhola (2015) also had similar findings. However, Rabbanee*et.al.*(2012) revealed pay and promotion to be important factors of job satisfaction and colleagues and work environment did not significantly contribute to job satisfaction. Job satisfaction was not having any relationship with any dimensions in relation to importance aspect.

On the contrary the variable job stress had significant negative relationships with the agreement aspect of the dimensions 'Role Clarity', 'Reward System', 'Career Development', 'Innovation', 'Training and Learning' and 'Direction'. In relation to importance, it was found that there was a positive relationship between job stress and the dimension of Career Development. This contradictory results between agreement and importance implies that low scope for career development in the KVKs is one of the important stressor. According to Kotteeswari and Sharief (2014) stress jeopardise the health of the organisation. Job stress is negatively related to performance which means higher stress equals lower performance. Singh and Mishra (2011) found a strong correlation between occupational stress and organisational climate. The relationship between stress and organizational effectiveness was also found to be interrelated and negatively correlated by Bashir *et al.* (2016).

Table 5 Relationship between Organisational Climate and Independent Variables

S. No.	Dimensions	Particulars	Sex	Age	Job Title	Job Experience	Job Satisfaction	Job Stress	Job Autonomy	Education
			value	***Spearman's Correlation Coefficient***						
1	**Role Clarity**	Agreement	.187	-.079	.229	.168	.114	**-.554****	**.560****	.038
		Importance	.486	-.098	-.106	-.132	-.052	-.249	**.407***	.045
2	**Respect**	Agreement	.717	.061	.281	-.090	**.523****	-.234	**.414****	-.094
		Importance	.113	**-.375***	.013	-.318	-.060	-.036	**.498****	.095
3	**Communication**	Agreement	.471	-.012	.077	-.122	.288	-.152	**.530***	.012
		Importance	.436	-.231	-.073	-.151	-.297	-.039	**.361***	.010
4	**Reward System**	Agreement	.569	.194	.154	**.396***	-.039	**-.434****	.207	**.375***
		Importance	.424	-.073	-.018	.023	-.241	.227	-.067	-.110
5	**Career Development**	Agreement	.394	.244	**.344***	.259	.169	**-.417****	.216	.158
		Importance	.332	-.237	-.122	-.050	-.162	**.328***	-.077	-.260
6	**Planning and Decision Making**	Agreement	.435	.003	.220	-.058	.199	-.224	.304	-.028
		Importance	.719	**-.406***	-.134	-.303	-.127	,031	.235	**-.322***
7	**Innovation**	Agreement	.157	-.147	.176	-.146	.236	**-.351***	**.506****	.036
		Importance	.395	-.112	-.164	-.058	.015	-.067	.287	-.042
8	**Relationship**	Agreement	.218	-.067	**.357***	-.178	**.611****	-.210	**.386***	.032
		Importance	.556	.159	.125	.214	.012	-.262	.158	.143
9	**Teamwork and Support**	Agreement	.382	-.198	.147	-.246	**.421****	-.296	**.435****	-.334
		Importance	.237	**-.404***	-.141	**-.331***	-.296	.150	.179	-.280
10	**Quality of Service**	Agreement	.195	.199	.123	.188	.140	.121	.063	.061
		Importance	.186	-.038	**.357***	-.133	.175	-.090	.167	-.009
11	**Conflict Management**	Agreement	.649	-.200	.019	-**.332***	.267	.017	.**345***	**-.330***
		Importance	.373	**-.430****	-.049	-.475	.079	.106	.207	**-.479****
12	**Commitment and Morale**	Agreement	.403	-.215	.092	-.262	**.325***	.005	.**371***	-.207
		Importance	.134	-.279	-.069	-.227	-.204	.302	.057	-.122
13	**Training and Learning**	Agreement	.318	.157	.209	.203	.030	**-.359***	.246	.319
		Importance	.213	-.045	-.020	-.040	-.122	.019	.127	-.039
14	**Direction**	Agreement	.079	.130	**.419****	.093	**.430****	**-.629***	**.415***	.061
		Importance	.168	.009	.210	.018	.261	**-.424****	**.509****	.129

** 5 per cent level of significance,*

*** 1 per cent level of significance*

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The independent variable which has the maximum number of significant relations with the agreement aspect of OC was Job Autonomy. Job Autonomy was having positive linear relationships with agreement aspect of 'Role Clarity', 'Respect', 'Communication', 'Innovation', 'Relationship', 'Teamwork and Support', 'Conflict Management', 'Commitment and Morale' and 'Direction'. Certain degree of freedom or discretion in work allowed to an employee over his or her jobworkplace etc. Significant relationship between job autonomy and workplace innovation was also reported by Treuer and Macmurray (2012).Job Autonomy upsurge these dimensions similar to job satisfaction which result in a better OC because employees feel they are trusted by the organisation to freely perform task and take decisions which were similar to the findings of Naqvi *et al*. (2013).

In the case of importance, Role Clarity, Respect, Communication and Direction were the dimensions having a positive relationship with job autonomy. Job Autonomy has many relationships because it is very central to the success of any organisation. Job autonomy results in an improved job performance because individual think and consider themselves skilful and creative in completing their tasks (Saragih, 2011). Individuals having higher job autonomy are less constrained by the situational factors (Gellatly and Irving, 2001) and without employees having the freedom to deviate from their normal rigid role boundaries most people will not take on new responsibilities and therefore have no opportunity to learn new skills (Rogers,2015).

Lastly, for the variable Education, it was found to have a significant relation with the agreement aspect of 'Reward System'. Similar to experience, those with higher education in the KVK system are usually having higher ranks and better salaries and compensation, for example a SMS compared to the non-scientific staffs such as a Programme Assistant. Surprisingly, education had negative relations with the importance aspect of 'Planning and Decision Making' and 'Conflict Management'. Higher educated workers felt that these dimension were not as important as other dimension of OC.

CONCLUSION

A notable way by which an organisation can be successful is by taking care of the people who are a part of it. An environment which is perceived as favourable by the employees as non-threatening and

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motivational to deliver their best is imperative. KVKs are one of the most important organisations for agricultural development in the country. From the study we observed that although the overall organizational climate of the KVKs in Meghalaya were good, some dimensions like 'Career Development', 'Teamwork and Support', Training and Learning, 'Relationships' and 'Reward System', were having relatively lower agreement scores. Proper measures like progressive career development opportunities and fair promotions, recruitment of motivated and qualified support staff, a more comprehensive orientation programme, efforts on professional relationship building strategies and proper reward incentives (financial and non-financial) are essential in order to bring the organisational climate of the KVKs closer to perfection. The relationship studies also threw light on various other factors which impact organizational climate which are important variables to be focused on in order to improve the organizational climate of the KVK system in Meghalaya. Increasing job autonomy and reducing job stress is important if the a favourable climate is to be created. It is important to address the problems of Organisational Climate faced by the KVKs in order to make them one of the most premier organization for agricultural change in our country because in today's world, every innovative and dynamic change is somehow contributed by an organisation. We are a part of an organisation as an organisation is a part of our life.

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