



E-ISSN: 2278-4136

P-ISSN: 2349-8234

JPP 2018; 7(2): 1399-1402

Received: 11-01-2018

Accepted: 13-02-2018

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Job satisfaction among veterinary surgeons of department of animal husbandry and dairying (Dah & D), Haryana

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Abstract

A research work was conducted to study the job satisfaction of Veterinary surgeons (VSs) from Department of Animal Husbandry and Dairying (DAH&D), Haryana. Ex-post facto research design was employed for the study. The study was limited to 120 VSs from 4 divisions *i.e.* Hisar, Rohtak, Ambala and Gurgaon. Study indicated that more than half of the VSs were grouped under moderate level of job satisfaction category. The degree of job satisfaction further revealed that the respondents were not satisfied with the pay and remuneration received by the department, operating conditions and promotion opportunities while moderately satisfied with the fringe benefits and contingent rewards they received and the communication pattern in the department. Veterinary surgeons were highly satisfied with their superiors and co-workers attitude and the nature of their work they assigned

Keywords: Haryana, Job Satisfaction, Veterinary Surgeons

Introduction

Animal husbandry has traditionally been a part of agriculture in India with almost two thirds of rural households engaged in livestock farming. It plays an important role in poverty alleviation and overall socio-economic development of the rural community. Although India has the highest livestock population in the world, with 512.06 million (19th livestock census, 2012) ^[1] but persisting poor productivity and quality of livestock production is still a main concern. This is due to indiscriminate breeding, shortage of feed and fodder, lack of awareness among small farmers, poor guidance on good management practices, non-availability of appropriate technologies and ineffective livestock delivery system (Hedge 2012) ^[6]. As, each state has a department of animal husbandry to provide varied types of livestock services like livestock health services, livestock breeding services and livestock extension services. Under Department of Animal Husbandry & Dairying, Haryana responsibility for the delivery of these services lies exclusively with the Veterinary Surgeons (VSs) and the field staff working at Government Veterinary Hospitals (GVHs) and Government Veterinary Dispensaries (GVDs). Basically, these grass root officials are the lifeline of the livestock system in a state not only by dispensing services to the farmers but also by preserving and protecting the livestock from various diseases and protecting the human community from zoonotic diseases.

Success of any organization depends on the commitment of its human resource, bringing about their individual developments and ensuring their satisfaction (Aydogdu and Asikgil, 2011) ^[3] and can be competitive only when their employees are satisfied with their jobs (Franek and Vecera, 2008) ^[4]. Hence, satisfaction is an important variable in work organizations (Sarwar and Abugre, 2013) ^[11] and it can be used to predict behaviour of the employees at the workplace (Mustapha *et al.*, 2013) ^[8]. When an employee feels satisfied with his job, he tends to work with commitment and gains positive performance. Therefore, a study was conducted to measure job satisfaction among the veterinary surgeons (VSs) of Haryana in order to increase their job productivity for organizational development and to assess different socio-personal and job characteristics which influence their job satisfaction.

Materials and Methods

The present study was conducted in all the four administrative divisions (Hisar, Rohtak, Ambala and Gurgaon) of Haryana and Veterinary Surgeons (VSs) under Department of Animal Husbandry and Dairying were selected as the respondents for the study. One hundred and twenty respondents were selected; out of them, 30 respondents from one district selected randomly (Hisar, Jhajjar, Kurukshetra and Mahendergarh) from each division were enlisted through simple random sampling. Job satisfaction was operationalized as the extent to which

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Vs pleased or satisfies by the nine job facets (nature of work, supervision, coworkers, communication, pay, promotion, contingent rewards, fringe benefits and operating conditions) established by Spector, (1987) [13] under Job Satisfaction Scale (JSS). Each facet contains four statements having response on six point continuum of agree very much to disagree very much with a score of 6 to 1 for positive statements and reverse for negative statements. Theoretical scores ranged from 36 to 216 indicating maximum dissatisfaction to the highest satisfaction. Based on total score obtained, the respondents were classified into three categories viz., dissatisfied, moderately satisfied and highly satisfied; applying the cumulative square root frequency method. Further, various job facets were also ranked on the basis of mean score so as to get insight about the perception of VSs

satisfaction towards their job. For the purpose of data collection, a questionnaire was developed. The collected data were scored, compiled, tabulated and analyzed through several appropriate statistical tools and techniques such as mean, standard deviation, frequency, percentage and cumulative square frequency method.

Result and Discussion

Job satisfaction facet score

The VSs have an important role to play in animal husbandry development through delivery of varied livestock services to livestock owners in the state. It is important to have clear understanding of their job satisfaction profile. Data were collected from 120 respondents for 9 predetermined facets related with their job. The results are presented in table 1.

Table 1: Job satisfaction of the respondents studied under different facet (n=120)

S. No.	Items	TS	AS	MS	Rank
I	Nature of work				
1	I sometimes feel that my job is meaningless	508	4.23	4.88	I
2	I like doing the things I do at work	539	4.49		
3	I feel a sense of pride in doing my job	640	5.33		
4	My job is enjoyable	656	5.47		
II	Superior attitude				
1	My superior is quite competent in doing his /her job	502	4.18	4.76	II
2	My superior is unfair to me	536	4.47		
3	My superior shows too little interest in the feelings of the subordinates	595	4.96		
4	I like my superiors	652	5.43		
III	Co-workers attitude				
1	I like the people I work with	496	4.13	4.70	III
2	I find that I have to work harder at the job because of the incompetence of people I work with	547	4.56		
3	I enjoy my co-workers	595	4.96		
4	There is too much bickering and fighting at work	617	5.14		
IV	Communication networking				
1	Communication seems good within this organization	476	3.97	4.23	IV
2	The goals of this organization are not clear to me	534	4.45		
3	I often feel that I do not know what is going on in this organization	514	4.28		
4	Work assignments are not fully explained	505	4.21		
V	Contingent rewards				
1	When I do a good job, I receive the recognition for it that I should receive	425	3.54	3.80	V
2	I do not feel that the work I do is appreciated	545	4.54		
3	There are few rewards for those who work here	416	3.47		
4	I don't feel my efforts are rewarded the way they should be	438	3.65		
VII	Fringe benefits				
1	I am not satisfied with the benefits I receive	418	3.48	3.63	VII
2	The benefits we receive are as good as most other organizations offer	390	3.25		
3	The benefit package we have is equitable for the equivalent post elsewhere	461	3.84		
4	There are benefits we do not have which we should have	475	3.96		
VII	Pay and Remuneration				
1	I feel I am paid a fair amount for the work I do	374	3.12	3.59	VII
2	Raises are too few and far between	462	3.85		
3	I feel unappreciated by the organization when I think about what they pay me	461	3.84		
4	I feel satisfied with my chances for salary increase	427	3.56		
VIII	Operating conditions				
1	Many of our rules and procedures make doing a job difficult	414	3.45	3.48	VIII
2	My efforts to do a job are seldom blocked by red tape	440	3.67		
3	I have too much to do at work	474	3.95		
4	I have too much paper work	341	2.84		
IX	Promotion opportunity				
1	There is really too little chance for promotion on my job	356	2.97	2.97	XI
2	Those who do well on the job stand a fair chance on being promoted	385	3.21		
3	People get ahead here as fast as they do in other places	344	2.87		
4	I am satisfied with my chances for promotion	341	2.84		

TS- Total Score of each item, AS- Average score of each item, MS- Mean Score of each facet

The veterinary surgeons recorded a relatively higher mean score of 4.88, 4.76 and 4.70 for nature of work assigned, seniors and co-workers attitude towards them, respectively.

As the respondents took pride in their profession of serving farmers and gaining from the experiences, guidance and support of their superiors and subordinates resulting in high job satisfaction. Nisha and Sudeepkumar (2012) [9] also reported that nature of work, supervision and co-workers were the most important job attributes contributing to job satisfaction among teachers of Madras Veterinary College.

The mean score was medium for certain attributes of the job satisfaction such as communication networking in the department (4.23), contingent rewards (3.80) and fringe benefits (3.63) they received from the department while delivering services to the farmers. Veterinary Surgeons were moderately satisfied with fringe benefits *i.e.* conveyance facility for field work, health and insurance cover *etc.* which indicates that the benefits they received for the work they do were not optimum on the part of department. They were also slightly satisfied with the chances of contingent rewards and pointed out that less appreciation and recognition they received for the good work which ultimately leads to poor performance and satisfaction with the job. The VSs were moderately satisfied with the communication pattern in the department. Being an organization with clear-cut organogram, organizing activities effectively co-ordinated by the head of the government veterinary hospitals at district and sub-divisional level and smaller size of the units were the reasons for better communication in the department.

The three facets namely pay and remuneration for the service they provided (3.59), operating conditions within the department (3.48) and opportunity for promotion while working (2.97), fetched relatively lower mean score. During data collection, respondents repeatedly criticize department for not having a clear promotion policy due to which employee inducted in the department got retired on the same job designation without any scope of promotion in their lifetime. Beside this employee of other departments got promotion on regular basis which made them satisfied for future growth. Also, too much administrative related office work and paper work forced them to concentrate more on administrative work like sending reports, maintaining records and registers *etc.* with less time on delivering livestock services to the farmers. Veterinary surgeons also expressed dissatisfaction with the pay and remuneration they got while serving for the department. It was found that the salary they got was not at par with the veterinary officers of other states particularly that of Punjab. Also, discrimination was there between the salary of medical officers and veterinary surgeons in the state despite the nature and content of job is almost same. Similar contentions were also reported by the Sageer *et al.* (2012) [10] and Singh *et al.* (2016) [12] who found that the opportunity for promotion has an influence on the degree of job satisfaction.

Level of job satisfaction

The current study showed that the percentage of respondents who were dissatisfied (< 108) with their job is around 27.00 per cent (Table 2). About 54.00 per cent of the respondents were moderately satisfied (108-124) with their jobs whereas 19.00 per cent of the respondents were satisfied (>124). Similar contentions had been reported by Gautam *et al.* (2006) [5] who reported that members of faculty of Sher-e-Kashmir University of Agricultural Sciences and Technology of Jammu were moderately satisfied with their job. Similarly, Nisha *et al.* (2012) [9] found that the majority of teachers in Madras Veterinary College had low to medium job satisfaction level. However, Agrawal and Agrawal (2014) [2]

reported that veterinary officers in Rajasthan were just satisfied with their job. Further, Singh *et al.* (2016) [12] also concluded that veterinary officers in Punjab were only partially satisfied with their jobs.

Table 2: Distribution of Veterinary Surgeons based on their degree of job satisfaction (n=120)

S. No.	Category (score)	Score	Frequency	Percentage
1.	Dissatisfied	< 108	32	27.00
2.	Moderately Satisfied	108-124	65	54.00
3.	Highly Satisfied	124	23	19.00

Conclusion

The VSs in Haryana are only moderately satisfied with their jobs. The satisfaction with various job facets is not uniform and varies considerably. It is desirable to improve job satisfaction of the veterinarians by eliminating their grievances related to promotion, operating conditions, pay and remuneration they received, fringe benefits and contingent rewards provided by the department for efficient livestock service delivery. Policy makers of departments need to pay more attention on elements of human resource management strategies especially in terms of awards, rewards, appreciation of hard work, policies related to promotion and transfer policy, so that veterinarians can feel more satisfied with their job.

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