

**WORKING ENVIRONMENT OF LADY VETERINARY
SURGEONS OF ANIMAL HUSBANDRY
DEPARTMENT OF KERALA STATE**

**By
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THESIS

**Submitted in partial fulfilment of the
requirement for the degree of**

Master of Veterinary Science

**Faculty of Veterinary and Animal Sciences
Kerala Agricultural University**

**Department of Extension
COLLEGE OF VETERINARY AND ANIMAL SCIENCES
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KERALA**

1998

DECLARATION

I hereby declare that the thesis entitled "**WORKING ENVIRONMENT OF LADY VETERINARY SURGEONS OF ANIMAL HUSBANDRY DEPARTMENT OF KERALA STATE**" is a bonafide record of research work done by me during the course of research and that the thesis has not previously formed the basis for the award to me of any degree, diploma, associateship, fellowship or other similar title, of any other University or Society.

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CERTIFICATE

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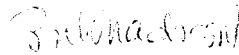
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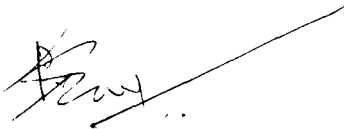

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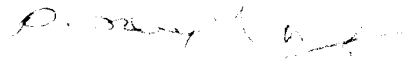
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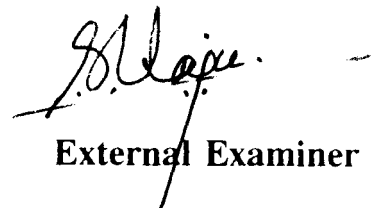
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MANJUNATHA, L.

***Dedicated to
All those parents toiling to build
the careers of their children***

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Introduction

INTRODUCTION

The veterinary surgeons working in the Animal Husbandry Department (A.H.D.) are the real grass root extension personnel, rendering veterinary services and diffusing scientific animal husbandry practices. Their active involvement and performance are important to livestock production, in turn, the general well being of the farming community. For this, a contributive and congenial organisational climate or working environment is indispensable.

Organisational climate is the human environment within which an organisation's employees do their work (Davis, 1981). It refers principally to the prevalent attitudes, values, norms, and feelings employees have concerning the organisation (Payne and Pugh, 1976). Thus, it is a relatively enduring quality of the internal environment that is expressed by the members, influences their behaviour, and can be described in terms of values of a particular set of characteristics of the organisation.

Various organisational characteristics such as organisational structure, external environment, technology, managerial policies and practices have influence on the climate. Organisational structure generally refers either to

the physical arrangement of people in an organisation (for example, work-group size, span of control, and so forth) or to the extent of work "structuring" that is imposed on individuals by an organisation (Campbell et al., 1974). Environment (external) on the other hand is composed of those institutions or forces that are outside the organisation and potentially affect the organisation's performance (Robins, 1993).

The internal and external environments differ from organisation to organisation. With regard to the A.H.D. these two environments - internal (organisational) and external (societal) may be considered to constitute working environment. The various determinants of working environment of the veterinary surgeons will thus affect the ultimate outcomes such as performance and job attitudes - job satisfaction and job/organisational commitment.

Demographic profile is one of the most important aspects considered in any organisational survey. In recent times it has been observed that more women are being employed in industrial and service sectors. The Veterinary profession is no exception to this general trend. In United States of America female veterinarians constitute 34.2 per cent of the total population of veterinary professionals (Brad, 1997). However, their overall representation was only 27 per cent in European Community States (Aitken, 1994). In the AHD of

Kerala, there are about 300 lady veterinarians representing nearly one fifth of the total number of veterinarians in the department. It is thus clear from these reports that the declaration of *'The Field'*, a British Journal in 1922, that "one swallow does not make a summer, nor does one lady with exceptional physical endowments prove that the veterinary profession is one suitable for women", has miserably failed to stand the test of time.

This gradual demographic shift could be due to better job opportunities and job security and the gradual transformation of the general outlook of the veterinary profession. Moreover, rapid industrialization, modernization and universalization of formal education have contributed to the emergence of new roles and positions for women. However, these working women are faced with problems of mainly two-fold: one is of inner conflict due to dual commitment and concern and the other is at the practical level - practical difficulty of combining work commitment with their role at home (Kapur, 1975).

It is in this context that the organisation should re-examine the policies, practices and conditions that affect the duties and responsibilities of its lady veterinarians. So far, no study has been conducted in this regard in the state of Kerala. Thus, this study - *'working environment of lady veterinary surgeons of A.H.D. of Kerala State'* is an attempt

to understand the perception of the lady veterinarians about the working environment, both internal and external in which they are functioning; what is the conduciveness of the working environment, etc.

Limitations of the study

The study does possess some limitations

1. The sample was exclusively drawn from the cadre of lady veterinary surgeons.
2. It was not an exclusive study of the lady veterinary surgeons working in dispensaries, hospitals and polyclinics. The sample included those lady veterinary surgeons working in institutions like veterinary biologicals, farms district head quarters, etc.

In the backdrop of the above considerations the following objectives were set for the study.

1. To understand the working environment of the lady veterinary surgeons, and
2. To study the degree of job satisfaction and job commitment of the lady veterinary surgeons.

The inference drawn out of this study would help the policy makers in planning for better organisational effectiveness and to develop favourable job attitudes.

Review of Literature

REVIEW OF LITERATURE

2.1 Situational variables and working environment

2.1.1 Distance to work place from residence

Nagnur (1992) pointed out that the distance to work place did not have a significant relationship with the perception of organization climate by Anganawadi Workers.

2.1.2 Marital status

Kala Rani (1976) concluded that the vast majority of women in the sample which included teachers and lecturers, telephone-operators, doctors, administrative officers, clerks and sales girls did not believe that marriage was an impediment in carrying out their job role.

Talukdar and Laharia (1986) showed that Agricultural Developmental Officers did not vary in their perception of organizational health with regard to marital status.

2.1.3 Husband's occupation

Patel et al. (1996) observed that as occupational status of husband's increased, wives perception regarding husband's participation in feminine household work significantly decreased as compared to their participation in masculine

household work. The majority of wives perceived that their husband's participation in household work was poor and not upto the level of their expectation.

Mukhopadhyay (1996) reported that husband's occupation of working and non working women did not differ significantly and therefore might not have affected the relations between working status and health.

2.1.4 Number of children

Lippe (1994) reported that the more children the working mother had, the larger the wife's relative share in domestic labour, but the negative effect of the number of children on the wife's relative share in paid labour was not significant.

2.1.5 Age of the youngest child

Gupta and Ganguli (1982) noted the negative effects of the presence of pre-school children on the level of adjustment achieved between marriage and work by married women working as clerks.

Palsey and Gecas (1984) found that employed mothers of children aged over six years had relatively less favourable attitude towards home and work. Whereas, women with no children, had extremely favourable attitudes towards home and work.

Gauba (1985) reported that working women were overburdened with work, particularly those with children below eight years of age.

2.1.6 Type of the family

Biradar (1992) noticed non-significant association between type of family and aspiration as well as work satisfaction of women workers of cotton ginning and pressing factories.

Agrawal and Singh (1996) revealed that there was no significant difference between mean scores of interpersonal trust of working women coming from joint and nuclear family.

2.1.7 Domestic help

Singh and Singh (1992) reported that scarce/expensive domestic servants was one of the problems faced by women scientists of Indian Council of Agricultural Research.

Mukhopadhyay (1996) found that domestic help did not differ significantly between the working and non-working group of women and therefore might not have affected the relations between working status and health.

2.1.8 Own vehicle (for personal conveyance)

Simmi *et al.* (1996) observed that women working in rural areas faced conveyance problem mainly due to inadequate bus timing and secondly due to long distance to bus stand. Whereas, women working in urban areas gave first reason as difficulty in driving vehicles and second reason as long distance to bus stand.

2.2 Working environment

2.2.1 Internal working environment (organizational)

Sharma and Prasad (1972) measured the working environment of Animal Husbandry Extension Officers in Community Development Blocks of Rajasthan State. They found that Animal Husbandry Extension Officers were 'not at all satisfied' with decision making, 'least satisfied' with communication, local leadership, team work, services and supplies and family adjustment, 'somewhat satisfied' with guidance and supervision and job satisfaction and 'satisfied' with interpersonal relations and peoples participation.

Kulkarni (1973) studying motivational factors among middle class white collar employees of Amravathy city in Vidarbha region found that adequate earning and job security were the most important incentives followed by suitable type

of work, opportunity for advancement, opportunity to learn the job, good and sympathetic supervisor, opportunity for increased income, comfortable working conditions, adequate personal benefits and hours of work.

Byra Reddy (1976) reporting on working environment of Village Level Workers indicated that majority of Village Level Workers were 'somewhat satisfied', with the components like local leadership, people's participation in development programmes, guidance and supervision, team work, supplies and services and communication in Community Development Block. They were not satisfied with the sub-components of job satisfaction and with decision making. But they were satisfied with interpersonal relation in the Community Development Block.

Mathur and Prasad (1977) observed that the official pattern of down-ward flow of instructions had not been clearly defined. Duplications in issuing instructions to the subordinates were clearly noticed, with Village Level Workers and Agricultural Extension Officers receiving instructions from two superiors. Further they revealed that Block Development Officers never consulted informally any subordinate staff. They usually consulted their equals or people outside the organisation.

Ganeshan (1978) studied organizational climate of a research institute and observed that all the six dimensions of organizational climate viz., leadership, motivation, communication, decisions, goals and control were significantly correlated.

Hemalatha and Suryanarayana (1983) observed role interactions of working women from among teachers, office workers and hospital workers of Tirupathi, a town in Andhra Pradesh. They observed that all except 3.7 per cent of the working women expressed that they did not have serious problems in the area of adjustment with male colleagues and bosses.

Rosenthal *et al.* (1983) studied the relationship between work environment attributes and burnout of park and recreation professionals. He revealed that work pressure, job clarity and staff support were the key work environment variables related to burnout.

Sekaran (1984) studied dual career family members from service organisations of Bombay. She found that the two predictors that had influence on the career saliance of the spouses of the dual career families were planning for a dual career family life style prior to marriage and self-esteem derived from the work place.

Rajkamal (1985) reported, that for majority of veterinary surgeons of Kerala state, all the six environmental factors, namely, guidance and supervision, services and supplies, people's participation, interpersonal relations, communication and job satisfaction were only somewhat satisfactory.

Chopra (1986) studied relationship between institutional climate and job satisfaction of teachers working in schools. Six types of institutional climate were considered. Open, autonomous, familiar, controlled, paternal and closed. It was found that 'open climate' gave the greatest job satisfaction for teachers.

Talukdar and Laharia (1986) investigated the Agricultural Development Officers' perception of organizational health in Haryana state. They found that it was not very favourable. Both the standard deviation and co-efficient of variance were very low, which suggested that the sample was highly homogenous with regard to their perception of organizational health.

Jhamtani and Singh (1987) showed that there were significant gaps between the prevailing and desirable organizational environment dimensions viz., recognition, personnel development, innovation, decision making, team work and managing problems, in the Development Department of Delhi.

Rao (1988) evaluated working environment of project officers and supervisors involved in adult education which included work performance, job conditions and other problems. There was a complaint of excessive paper work interfering with field operations. Work loads, lack of transport, inadequate travelling allowance, job dissatisfaction and personal relations were frequently cited problems.

Ghadially and Pramodkumar (1988) studied stress, strain and coping styles of female professionals from organisations, like universities, hospitals, and banks. They observed that the most salient stressors of female professionals were inadequate pay followed by under-utilization of skills and variability in work load, work overload and lack of participation in decisions, conflicts between home and job, lack of public or private funding, conflict with other colleagues, responsibility for others' performance and futility, attitude of supervisors, uncertainty on job and derogatory public view of their profession.

Reddy and Venkateswarlu (1989) noticed that agricultural scientists valued the creativity most followed by independence, co-workers, service, academic status, economic security and working conditions. Rural orientation was the least valued one.

Swain (1991) in his case study of a veterinary hospital as a social group, observed that there were lot of instruments in the hospital but very few were actually used, role differentiation among the group members was diffused; most of the discussions were on non-professional topics; the norms of the group were flexible enough to allow deviations; the group also used to seek help from the environment outside of it at times of need; livestock production activities and vaccination were given a secondary place; the group goals were oriented towards livestock health and production activities; inadequate supply of inputs and defective instruments were major constraints in normal functioning of the group and the farmers expected that they should get all the required help and medicines from the hospital.

Singh and Singh (1992) reported that women scientists in Indian Council of Agricultural Research felt inflexibility of office hours, postings and transfers as some of the major problems they were facing.

Nagnur (1992) revealed that organizational climate perception of Anganawadi workers was positively and significantly related to sociability, achievement motivation, job satisfaction, attitude towards job, job involvement, organizational stress and job performance.

Gogoi and Talukdar (1992) while studying the organizational climate of a Development Department of Assam considered 10 dimensions of organisational climate, viz., supervision, problem solving adequacy, goal focus, innovativeness, decision making, interpersonal communication, optimum resource utilization, team work, employee development and conflict management. They found that the Agricultural Extension Officers' level of perception of organisational climate was slightly above average.

Reddy et al. (1993) observed that experience in T&V system, training, mass media participation, guidance and supervision, attitude towards T&V system as well as job satisfaction were found significantly correlated with role expectations of Subject Matter Specialists. However, the variable work load was found negatively and significantly correlated.

Siddaramaiah and Rajeev (1993) observed that higher proportion of researchers and teachers of Kerala Agricultural University perceived organizational climate as "facilitating" while about one-third of the respondents viewed organisational climate as "most facilitating". The percentage of respondents finding the organisational climate as "less facilitating" was less in case of both teachers and researchers. Further, problem solving was perceived as the most important dimension

followed by decision making, communication, team spirit, managing conflicts, guidance and supervision and interpersonal relationship.

Reddy and Reddy (1995) carried out principal component analysis to determine the difference between individuals of 18 independent variables and job effectiveness of Village Extension Officers. They found that the first component-communication behaviour accounted for 53.95 per cent of the total variability.

Chacko and Anantharaman (1996) studied the organisational effectiveness of 49 industrial organisations through the use of Factor Analysis and explained that 2.4 per cent of total variance and 3.34 per cent of relative variance was due to work climate. An organisation's work climate was considered to be a direct consequence of the union-management relations within the firm and the amount of intra-organizational conflicts. One of the causes of absenteeism among employees was unfavourable work climate.

Venkatasubramanian and Fulzele (1996) showed that veterinarians perceived the problems, such as farmers negligence in bringing the animals at right time of heat for insemination, repeat breeding and high incidence of reproductive disorders in crossbreds, farmers ignorance about balance feeding, inadequate supply of medicines and inadequate

recognition of good work by their superiors were the most important constraints experienced by them.

Halakatti and Sundaraswamy (1997) revealed that majority of the Agricultural Assistants in Karanataka had medium level of perception of the organisational climate. Similar results were observed by Meti and Ketteppa (1997).

2.2.2 External working environment (Societal)

Sharma and Prasad (1972) observed that the Agricultural Extension Officers were satisfied, the Village Level Workers were least satisfied and Animal Husbandry Extension Officers satisfied to a limited extent, with their family adjustment. Further, the Animal Husbandry Extension Officers reported satisfaction with their family's attitude towards their job, family-villagers' relationship, medical facility, climatic suitability and housing facility. For the four sub-components, viz., schooling facility, transportation and communication, marketing facility and recreational facility they reported only limited satisfaction.

Hemalatha and Suryanarayana (1983) studied the role interactions among married working women of teaching profession, medical profession and administrative personnel. They noted that the married working women had to make more adjustments in family maintenance than their husbands.

Mangal (1994) noticed that role conflict put strain on the working women in respect of time available for studies, pursuing hobbies, maintaining social relations etc., and they felt fatigued. They got less time to devote to their children. Their role performance in the organisations was also found to be affected negatively.

Parthasarathy (1990) in a study ranked the lack of appreciation of family support as the second highest barrier for the professional growth of working women. The working women reported that the family responsibility, the husband's negative response and motherhoods as factors contributing to their limited growth.

Leiter and Durup (1996) in a longitudinal study of hospital based health care professionals examined psychological states as a function of demands and resources in the work place and at home. They also found evidence of spillover relationships from the work to home environment, and to a lesser extent, evidence of spillover from home to work.

Simmi et al. (1996) reported that all the rural working, urban working and urban non-working women categories ranked time and energy management problem as first. The frequently mentioned problem in the area of time and energy management faced by majority of rural working women was lack of time for socializing whereas majority of urban working women felt

deprived of rest and relaxation. Further, the main cause of time and energy management mentioned by rural working women was "no help from family members", whereas the urban working women faced this problem mainly due to long working hours.

2.3 Job satisfaction

Herzberg (1957) reported 'two factor theory'. According to this theory, job satisfaction and dissatisfaction are not caused by same factors (feelings). As per this theory, positive feelings towards 'job content factors', which are called motivators, like responsibility, achievement, etc., contribute primarily to the satisfaction. Similarly positive feelings towards 'job context' factors which are called hygienes, like company policies, salary etc., contribute to dissatisfaction.

According to Guion (1958) job satisfaction is the extent to which the individual perceives that satisfaction as stemming from his total job situation.

Regarding the components of job satisfaction, McGregor's (1960) study indicated that job satisfaction depended upon the aesthetics of the work-place, opportunities to face job challenge, power over one's environment and excitement of risk-taking.

Gilner (1961) defined job satisfaction or dissatisfaction as the result of various attitudes the person holds towards his job, towards related factors and towards life in general.

Porter and Steers (1973) conceptualised job satisfaction as "the sum total of an individual's met expectations on the job. The more the individual's expectations are met on the job, the more is his level of satisfaction".

Locke (1976) defined job satisfaction as "the pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfilment of one's important job values, provided these values are compatible with ones job".

Rao and Sohal (1980) revealed that the mean job satisfaction of Veterinary Assistant Surgeons working in Andhra Pradesh was close to the neutral point of the scale. Thirty three respondents were dissatisfied, 34 were partially satisfied and another 33 were satisfied in their job. Again, those who were residing in privately rented houses, having less number of dependents, small number of subordinates and having sound stock of drug and equipments in the centre were more satisfied in their job than their counterparts.

Prasad (1982) studied the job satisfaction of Seed Farm Managers of Karnataka state. He found that more number of Seed

Farm Managers were in 'low job satisfaction' category and less number of them were in 'high job satisfaction'.

Rao (1985) studied the job satisfaction of Assistant Agricultural Officers in Karnataka. He found that 45.45 per cent of Assistant Agricultural Officers were in low job satisfaction category and 54.55 per cent of respondents were in higher job satisfaction category.

Pratap and Gupta (1986) reported that female tank employees were more satisfied with their job than their male counterparts. On the contrary, Panda et al. (1996) found that sex had no significant effect on secondary school teachers' job satisfaction.

Reddy and Jayaramaiah (1988) found that the job effectiveness of Village Extension Officers working in the T&V system of Andhra Pradesh had a positive and significant relationship with job satisfaction.

Sharma et al. (1988) reported that the role performance of Rural Agricultural Extension Officers of Madhya Pradesh was significantly and positively related to their job satisfaction.

Kalavathy (1989) pointed out that majority of agricultural graduates working in the Department of

Agriculture and Kerala Agriculture University were having 'low job satisfaction', whereas majority of those in the banks were having high job satisfaction.

Reddy (1989) found that there was a significant relationship between job satisfaction and job performance of Agricultural Officers working under the T&V system of Andhra Pradesh.

Shivalinge Gowda and Siddaramaiah (1990) observed that 48.33 per cent of Extension Guides in Karnataka belonged to high job satisfaction category and the rest falling in low job satisfaction category.

Ray and Kakoty (1991) have indicated that out of the 22 attributes covered by the study among Veterinary Assistant Surgeons of Assam, only five, viz., urban background of the respondents, population of cattle and buffalo, population of poultry, equipment and drug position in the centre and attitude of the family members of the respondents towards their job were significantly associated with the level of job satisfaction.

Jayachandran (1992) reported that majority of veterinary personnel in Kerala had medium level of job satisfaction. Self esteem, organisational commitment and organizational climate were positively and significantly correlated with job

satisfaction. Communication ability, job autonomy and personal importance were positively and significantly correlated with job satisfaction.

Jaiswal (1993) observed that the job satisfaction of men and women in various science and engineering professions differed on various accounts. Dissatisfaction or partial satisfaction with the working hours had been found more pronounced among women. Dissatisfaction or partial satisfaction with placement in the job was relatively high among women than men. Dissatisfaction with facilities at work again was comparatively higher among the women.

Singh and Singh (1993) observed that women scientists in Indian Council of Agricultural Research were not satisfied with the physical facilities and material requisites for research. In case of employment items, `prestige that the job had given to them in society was ranked first. Regarding organisational climate, the women scientists seemed satisfied with the good will and assistance from female colleagues which got the first rank. However, good will and assistance from male colleagues got the seventh rank. Further, they were most dissatisfied with evaluation of their work which got the last rank.

Vijayakumar (1996) observed that job satisfaction of the executives of bureaucratic organisations increased when

perceived management styles moved towards one participatory. Leader's confidence on sub-ordinates, scattered information source for professional decision making, and focused information source for technical decision making, top-down goal setting, opportunity to vent dissatisfactions in informal groups, absence of resistance from informal organisation to formal one and use of control data for personal growth were important contributing factors for overall and components of job satisfaction.

Vijayakumar and Srinivasan (1996) studied the relationship of psychological climate with job satisfaction and organisational commitment of executives in an organisation. They observed that six of the eight dimensions of psychological climate viz., cohesion, innovation, fairness, recognition, support and trust exhibited significant positive correlations with job satisfaction; autonomy and pressure showed weak though positive relationships.

Halakatti and Sundaraswamy (1997) observed that 70.39 per cent of Agricultural Assistants in T&V system in Dharwad district of Karnataka were having neutral job satisfaction. Low and high job satisfaction were observed in 13.59 and 16.02 per cent Agricultural Assistants respectively. Among the sixteen factors studied in relation to job satisfaction, job perception, achievement motivation, organisational climate,

organisational commitment, job involvement, job stress, job attitude and job performance were found to be correlated with job satisfaction.

2.4 Job/organisational commitment

Werkmeister (1967) discussed the relationship between value orientations and commitment. He pointed out that, individual's own self and the value considerations lead to commitment.

Kanter (1968) viewed commitment as willingness of social actors to give energy and loyalty to the organisation.

Porter and Smith (1970) pointed out that commitment acts as a more active and positive orientation towards the organisation.

Sheldon (1971) viewed organizational commitment as an attitude or an orientation towards the organization which links or attaches the identity of the person to the organization.

Buchanan (1974) defined it as willingness of an employee to exert high levels of efforts on behalf of the organization and strong desire to stay with the organization. Further, he indicated that the commitment to the organization, profession

and role has received wide attention in recent organizational behaviour literature.

Smith *et al.* (1983) had slightly modified the definition of Porter *et al.* (1974) and stated that, commitment is an indication and defined as the extent to which an employee has a strong belief in organization's goals and values; is willing to exert considerable effort on behalf of the organisation and has a strong desire to serve in the organization.

A study conducted by Morris and Sherman (1981) examined multivariate predictive model of organizational commitment and found that six of the seven original predictor variables (sense of competence, role conflict, education, initiating structure, age, consideration and role ambiguity) constituted useful and relatively non-redundant components of organisational commitment.

Tenure of an employee was positively related to organizational commitment (Welsch and Lavan, 1981).

Nogradi (1982) found that municipal recreation employees felt a sense of job involvement as well as a sense of commitment to their department, profession and the community. Both commitment and involvement had been found to be inversely related to absenteeism and turnover, directly related to

satisfaction, achievement and success, and inconsistently related to actual performance.

Arnold and Feldman (1983) demonstrated positive relationship of age with organisational commitment.

Bruning and Snyder (1983) revealed that neither sex nor position was a critical determinant among supervisors and non-supervisors in a social organisation.

Organisational commitment model is less successful in predicting union commitment than company commitment. The most striking divergence occurred with respect to personal characteristics such as age, education and tenure which were significantly correlated with company commitment and were unrelated to union commitment. On the other hand the work experience variables of supervisory relationship and social involvements were significantly correlated with both union and company commitment (Fukami and Larson, 1983).

Organisational commitment of agents was influenced by self image reinforcement, personal importance and group attitude towards organisation. Job autonomy, age, sex and tenure had no relationship with organisational commitment among nursing department employees (Smith et al., 1983).

Prasannakumar (1985) found that a great majority of Assistant Agricultural officers had medium level of organizational commitment and it had highly significant relationship with organizational climate perceived by them.

Reddy and Jayaramaiah (1988) reported that the organizational commitment of the Village Extension Officers working in the T&V system of Andhra Pradesh had positive and significant relation with their job effectiveness.

Verma and Roy (1988) have reported that work motivation and job satisfaction both affect organizational commitment positively.

Reddy (1989) revealed that the organizational commitment of an individual had salutary influence on job performance. It was positively and significantly related with job performance of Agricultural Officers in the T&V system of Andhra Pradesh.

Sayed (1989) observed that longer the individual had been with the organization, which had good fringe benefits, cordial management - subordinate relationships and positive organisational policies, more was the individuals level of commitment. Further, he revealed that promotional policies were frequently mentioned to be a cause for increased or decreased commitment on the part of employees, which was

closely followed by increment in promotion without corresponding increment in responsibility, excessive procedures, no recruitment policies and diversification in new fields, each indicating equal frequency.

Hawkins and Lee (1990) studied the organizational commitment of hotel and sales marketing professionals. He found that work-related characteristics had a significant impact on the level of organizational commitment. Job satisfaction and professional commitment were also found to have strong positive relationship with organizational commitment.

Murray et al. (1990) indicated that organizational commitment of managers and assistant managers of Pizza restaurants across the United State of America, comprised both affective and continuance commitment. Examination of several job and demographic variables revealed that length of time working for the company, service orientation, job security, job satisfaction, job involvement, intention to quit, unscheduled absences and work schedule were related to the degree of affective and/or continuance commitment.

Moreira et al. (1995) observed that commitment to the school and subject-physical education was seen to be multi-directional and with different aspects showing dominance over time among physical educators. They appeared to be creative strategists who adjusted to changing circumstances throughout

their life cycle as they attempt to negotiate career in schools. The outcome of such negotiations seemed to have a deep effect on the quality of life in the work place and the teachers' commitment to the job.

Balachandar and Anantharaman (1996) studying organisational commitment among junior and middle level executives of a manufacturing concern found that only two of the ten organizational role stress variables had a direct effect on organizational commitment. Commitment was predicted by resource inadequacy and role overload. It was noted that role overload had a positive effect on commitment.

Jahagirdar and Sethurao (1996) reported that 45 per cent of the Subject Matter Specialists in T&V system of Karnataka had low organizational commitment, whereas, 55 per cent of them had high commitment.

Vijayakumar and Srinivasan (1996) studied the relationship of psychological climate with job satisfaction and organisational commitment of executives in an organisation. They stated that among the eight dimensions of psychological climate almost all except autonomy displayed significant positive correlations with organizational commitment.

Methodology

METHODOLOGY

The methodology of this research study is discussed under the following headings.

- 3.1 Sampling procedure
- 3.2 Selection of variables
- 3.3 Operationalization and measurement of variables
- 3.4 Collection of data
- 3.5 Statistical tools

3.1 Sampling procedure

All those lady veterinary surgeons working in the Animal Husbandry Department of Kerala State with a minimum of one year service at the time of investigation were listed and grouped under four zones viz.,

- a. Northern : Comprising of Kasargod, Kannur, Kozhikode and Malappuram districts;
- b. Central : Comprising of Palakkad, Thrissur, Ernakulam and Kottayam districts;
- c. Southern : Comprising of Alappuzha, Kollam and Thiruvananthapuram districts and
- d. High Range: Comprising of Pathanamthitta, Idukki and Waynad districts.

By using proportionate random sampling technique a sample of 75 lady veterinary surgeons were selected from each of these zones (Table 1). A questionnaire was mailed to each of the selected respondents and it was made sure that all of them filled in and returned the same. This cent per cent feed back was made possible by personal contact and persuasion in some cases.

Table 1. Zonal-wise distribution of lady veterinary surgeons

Sl. No.	Zone	Actual population	Selected sample
1.	Northern	27	9
2.	Central	84	29
3.	Southern	82	29
4.	High Range	23	8
Total		216	75

3.2 Selection of variables

3.2.1 Situational variables (socio-personal)

Eight situational variables which are socio-personal in nature were selected and studied. These variables were the following:

1. Distance to work place
2. Marital status
3. Husband's occupation
4. Number of children
5. Age of the youngest child
6. Type of family
7. Domestic help
8. Own vehicle

3.2.2 Determinant (Independent) variables

The various constituent factors of working environment were identified after reviewing literature and discussions with management experts and field lady veterinarians themselves. By this process 13 variables were selected for the study.

These variables of working environment were classified as internal environment factors (organisational) which consisted of ten variables and external environment factors (societal) which consisted of three variables.

3.2.2.1 Internal environment factors (organisational)

1. Organizational policies
2. Autonomy
3. Decision making

4. Communication
5. Interpersonal relations
6. Guidance and supervision
7. Leadership style
8. Motivation
9. Team work
10. Services and supplies

3.2.2.2 External environment factors (societal)

1. Family adjustment
2. Client relations
3. People's participation

3.2.3 Dependent variables

Job satisfaction and job/organisational commitment were taken as dependent variables.

The variables selected and the tools of measurement used are presented in the Table 2.

Table 2. Variables and their measurement

Variables	Measurement tool
I. Situational	
1. Distance to work place	Structured schedule
2. Marital status	"
3. Husband's occupation	"
4. Number of children	"
5. Age of the youngest child	"
6. Type of family	"
7. Domestic help	"
8. Own vehicle	"
II. Determinant (independent)	
Working environment	Schedule developed for the study
III Dependent	
1. Job satisfaction	Scale developed by Sridhar (1977)
2. Job/organisational commitment	Scale developed by Porter et al. (1974)

3.3 Operationalization and measurement of variables

3.3.1 Situational variables

3.3.1.1 Distance to work place

It referred to the distance between the residence of the respondents and their actual place of work. It was recorded in kilometers. Based on distance to work place respondents were categorised in two, viz., those with their work place situated at five or less than five kilometres and those with their work place situated at more than five kilometres from their residence.

3.3.1.2 Marital status

It was operationalised as the state of the respondents being married or unmarried at the time of investigation. Quantification was done by giving a score of two to married individual and a score of one to unmarried individual.

3.3.1.3 Husband's occupation

It was considered as the major share of time spent on the vocation which yields major source of income by the respondent's husband. The husband's occupation was categorised into two, viz., veterinarian and non-veterinarian. A score of two was given if the respondent's husband is

veterinarian and one if the respondent's husband is non veterinarian.

3.3.1.4 Number of children

It was operationalised as the total number of children the respondents had at the time of survey. A score of one was given for each child the respondent had. Categorisation was made as follows.

Category -----	Score allotted -----
One child	1
Two children	2
Three children	3

3.3.1.5 Age of the youngest child

It was operationalised as the number of completed years and months of the youngest child of the respondents at the time of enquiry. It is usually at the age of three years that the young children are admitted to creche. Therefore this age (three years) was taken as the criterion for categorizing respondents. Thus two categories were formed as those respondents having children of less than three years of age and those having children of more than three years of age.

3.3.1.6 Type of the family

It referred to the type of family that the respondents were from; whether joint or nuclear type. A score of two was given if the individual was from a joint family and a score of one if from a nuclear family.

3.3.1.7 Domestic help

It meant whether the respondent's family had a servant or not at home. A score of two was given if the respondent had a servant and one if the respondent had no servant.

3.3.1.8 Own vehicle

It meant whether the respondents possessed a vehicle for personal conveyance. Respondents who had a vehicle for personal conveyance were given a score of two and those with no vehicle were given a score of one.

3.3.2 Determinant (independent) variables

In the present study, working environment was operationalised as the characteristic situation prevailing at the work place of an individual in an organisation, influenced by various internal environment (organisational) and external environment factors or dimensions (societal).

Internal environment refers to the prevalent attitudes, values, norms and feelings employees have concerning the organisation. Whereas, external environment refers to those institutions or forces that are outside the organisation and potentially affect the organisation's performance.

Operational definitions of the individual factors or dimensions are as follows:

3.3.2.1 Internal environmental factors (organisational)

1. **Organisational policies:** It is the definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.
2. **Autonomy:** It is the extent of freedom from interference in decision making.
3. **Decision making:** It is the leverage, the respondents are given in the decision making process.
4. **Communication:** It is the transfer of clear and timely messages and prompt feed back to the respondents.
5. **Interpersonal relations:** It is the relationship the lady veterinarians have with superiors and colleagues.

6. **Guidance and supervision:** It is the advice and direction the respondents are obtaining from their superiors in the field of professional growth, field work, setting ideal examples and in rendering regular and timely advice.
7. **Leadership:** It is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.
8. **Motivation:** It is the willingness to exert high levels of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual need.
9. **Team work:** It is the group performance, meeting both the task objectives and the socio-emotional processes within the group.
10. **Services and supplies:** It is the materials and infrastructure facilities made available to the respondents for carrying out work most efficiently.

3.3.2.2 External environmental factors (societal)

1. **Family adjustment:** It is the various coping strategies undertaken, between the conflicting house-wife role and the professional role, by the respondents.

2. **People's participation:** It is the general interest and attitude of people towards modern animal husbandry practices as well as their physical, moral and material support to the extension activities as observed by the lady veterinary surgeons.
3. **Client relations:** It is the personal relationship the lady veterinarians have with their clients.

3.3.2.3 Content validity

The content validity of the items measuring working environment was assured by including contents which represented the working environment. This was achieved by referring to literature, asking expert opinions and knowing the views of field lady veterinarians. In all, there were 70 items under 13 dimensions of working environment. Among these items 51 were positive and the rest 19 were negative, reflecting the favourable and unfavourable working environment respectively. Distribution of the items of working environment is given in Table 3.

Table 3. Distribution of the items of working environment

Sl. No.	Dimension	Number of positive items	Number of negative items	Total items
1.	Organisational policies	5	4	9
2.	Autonomy	3	1	4
3.	Communication	4	1	5
4.	Decision making	4	1	5
5.	Interpersonal relations	4	1	5
6.	Guidance and supervision	4	1	5
7.	Leadership	2	3	5
8.	Motivation	5	0	5
9.	Team work	3	2	5
10.	Services and supplies	4	1	5
11.	Family adjustment	5	2	7
12.	Client relations	3	2	5
13.	People's participation	5	0	5
Total		51	19	70

3.3.2.4 Quantification of perception of working environment

It was done at three distinct levels, viz.

1. Overall perception of working environment,
2. Dimension-wise perception and
3. Item-wise perception

1. Overall perception of the working environment

In order to quantify the perception of working environment, the responses for each item were obtained on a five point continuum, viz., 'Always true', 'Often true', 'Sometimes true', 'Rarely true', and 'Not at all true' with weightages of 5, 4, 3, 2 and 1 respectively, for positive statements. In the case of negative statements the scoring was in the reverse order.

For the dimension organizational policies, the five point continuum rating was 'Strongly agree', 'Agree', 'Undecided', 'Disagree' and 'Strongly disagree' with weightages 5, 4, 3, 2 and 1 for positive statements. These scores were in the reverse order in the case of negative items.

The working environment score of each respondent was computed by summing up the scores given by each respondent for all the 70 statements. The minimum and maximum obtainable scores for any respondent were 70 and 350 respectively. On the basis of Delinious-Hodge's cumulative method of classification the respondents were categorised as follows:

Category

1. Extremely favourable
2. Favourable
3. Unfavourable
4. Extremely unfavourable

2. Dimension-wise perception

For obtaining the working environment scores of each dimension the following procedure was followed.

The scores of all respondents to the items under a dimension were added to arrive at a total score. This was divided by the number of respondents. The resultant figure indicated the average working environment score for each dimension. The average working environment score for each dimension was further divided by the corresponding number of items under it in order to derive the standard ^{mean} score.

$$\text{Standard mean score of a dimension} = \frac{\text{Total score}}{(\text{No. of respondents}) \times (\text{No. of items})}$$

Example

- a. Standard mean score of the dimension = $\frac{1773}{75 \times 9} = 2.53$
 - organisational policies
- b. Standard mean score of the dimension = $\frac{999}{75 \times 4} = 3.33$
 - autonomy

On the basis of Delinious-Hodge's cumulative method of classification categorisation of respondents under each dimension was made as follows.

Category

1. Extremely favourable
2. Favourable
3. Unfavourable
4. Extremely unfavourable

3. Individual item-wise perception

The scores of each item across all the respondents were summed up and divided by the number of respondents. This mean score indicated the perception of an item by the respondents.

The mean score for both items and dimensions was converted into percentage score. This was done by taking the maximum scale score attainable for any single item as denominator and the corresponding mean score of that particular item as nominator and multiplying the ratio by 100. However, the maximum scale score attainable was constant, that was five. This procedure was followed to calculate the percentage score for any constituent dimension.

Example

- a. Conversion of mean score of item no.1 of organisational policies into percentage score

Mean score of item no. 1	=	2.93
Maximum score attainable	=	5
Percentage score	=	$2.93/5 \times 100$
	=	58.66

- b. Conversion of mean score of a constituent dimension, organisational policies into percentage score

Mean score of organisational policies	=	2.63
Maximum score attainable	=	5
Percentage score	=	$2.63/5 \times 100$
	=	52.53

Both the dimensions and items were ranked on the basis of percentage mean scores. A higher percentage mean score meant relatively higher rank and lower percentage mean score meant relatively lower rank. As the items were scored in a five point continuum from one to five the mid point score was three and the corresponding percentage mean score was 60.

3.3.3 Dependent variables

3.3.3.1 Job satisfaction

It is the degree to which an individual is satisfied or dissatisfied with different aspects of job.

This variable was quantified by using a scale developed by Sridhar (1977) with slight modifications. The responses were rated on a five point continuum, viz., 'most satisfied', 'very satisfied', 'satisfied', 'less satisfied' and 'not satisfied', with weightages of 5, 4, 3, 2 and 1 respectively. There were 18 statements in the scale and hence the minimum and maximum scores the individuals could get were 18 and 90

respectively. Based on Delinious-Hodge's cumulative method of classification, three categories of respondents were made viz., satisfied, somewhat satisfied and not satisfied.

3.3.3.2 Job/organizational commitment

It is an individual's orientation toward the organisation in terms of loyalty, identification and involvement.

The organisational commitment was quantified by using a scale developed by Porter *et al.* (1974). The scale consisted of 15 statements of which six were negative and nine were positive. The responses were obtained on a five point, continuum namely, 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree', with weightages of 5, 4, 3, 2 and 1, respectively, for positive statements and 1, 2, 3, 4 and 5, respectively, for negative statements.

Total score of each respondent was computed by adding the scores on each item. The minimum and maximum scores obtainable by each individual were 15 and 75, respectively. Based on Delinious-Hodge's cumulative method of classification, three categories of respondents were made viz., Highly committed, somewhat committed and less committed.

3.4 Collection of data

Questionnaire method was adopted for data collection. For this a structured questionnaire was developed. This questionnaire was pretested with a selected groups of 20 lady veterinary surgeons of the Animal Husbandry Department. The questionnaire was modified on the basis of experience gained from pre-testing. The final questionnaire was mailed to the sample respondents. In certain instances the questionnaires were personally given to the respondents at monthly meetings in the district head quarters. The respondents sent back the filled questionnaires by self addressed stamped envelope to the researcher; even so, some filled in questionnaires were collected in person from the respondents.

3.5 Statistical procedures

The statistical procedures followed were:

1. Arithmetic mean (\bar{x})
2. Frequencies and percentages
3. Simple and bi-point serial correlation
4. Multiple and stepdown regression
5. Delinious-Hodge's cumulative method of classification

Delinious-Hodge's cumulative method was used to classify the respondents. Having arranged the scores into ascending or

descending order, several arbitrary classes were formed depending upon the number of classes to be finally obtained. The upper limit of each class was obtained using the formula

$$U = l + \left(\frac{Nk - m}{f} \right) c$$

Where,

U = upper limit of the new class

k = quartile number

N = $\Sigma \sqrt{f}$

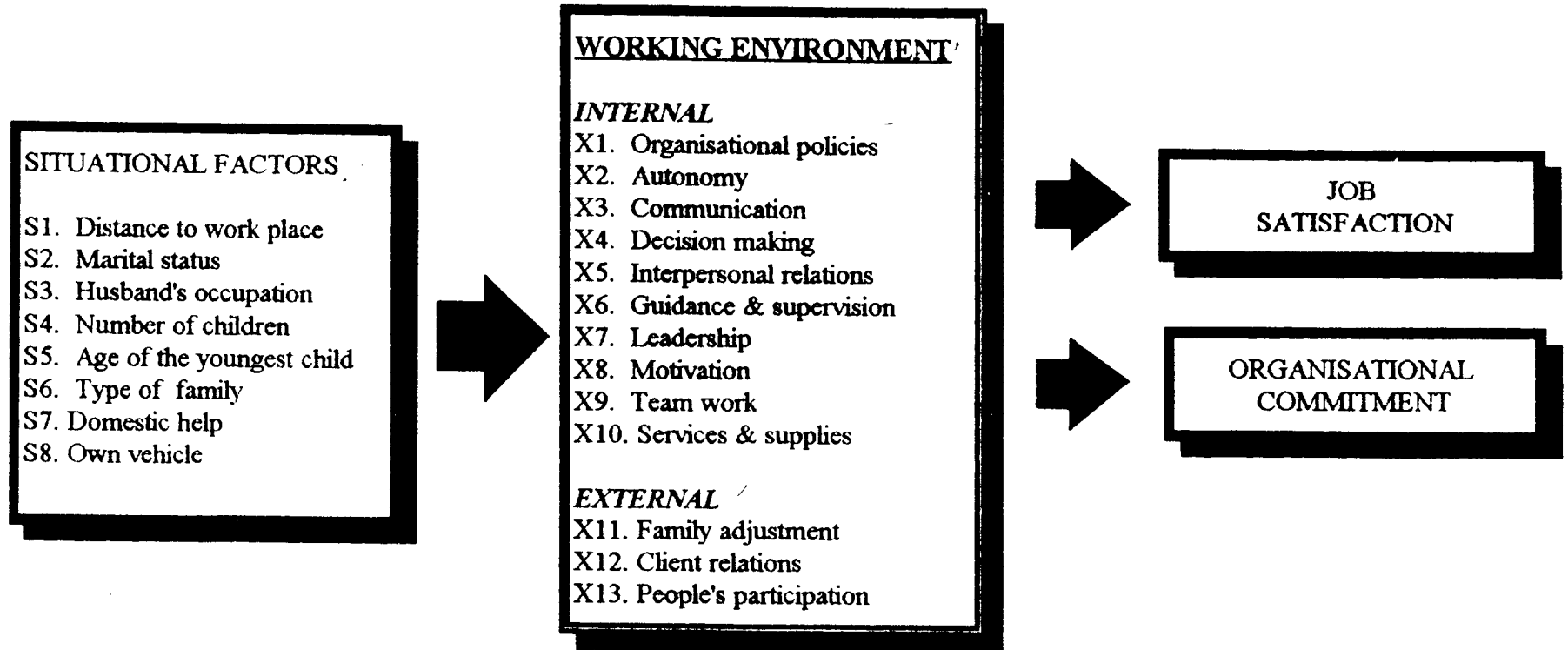
l = lower limit of the quartile class

m = cum \sqrt{f} below the quartile class

f = frequency of the quartile class

c = class interval of the arbitrary classes

Fig. 1 CONCEPTUAL MODEL OF THE STUDY



Results

RESULTS

The results of this study are presented under the following headings.

- 4.1 Situational variables
- 4.2 Working environment
- 4.3 Items with percentage mean scores less than 60
- 4.4 Job satisfaction and organisational commitment
- 4.5 Correlation of situational variables with working environment
- 4.6 Correlation of working environment with job satisfaction and organisational commitment
- 4.7 Correlation and regression analysis of job satisfaction with working environment
- 4.8 Correlation and regression analysis of organisational commitment with working environment

4.1 Situational variables

A detailed analysis of eight selected situational variables were carried out and the results are presented below.

4.1.1 Distance to work place

Table 4. Distribution of respondents based on distance to work place from residence

n=75

Sl.No.	Category	f	%
1	Five kms. or less	24	32.00
2.	More than five kms.	51	68.00
	Total	75	100.00

Range: 0-60 kms

It was evident from Table 4 that majority of the lady veterinarians (68%) were commuting more than ten kilometres between residence and work place. While 32 per cent of them were commuting less than ten kilometres.

4.1.2 Marital status

Table 5. Distribution of respondents based on marital status

n=75

Sl.No.	Category	f	%
1	Married	64	85.33
2.	Unmarried	11	14.67
	Total	75	100.00

Results on marital status (Table 5) revealed that married respondents were predominant (85.33%) over unmarried ones (14.67%).

4.1.3 Husband's occupation

Table 6. Distribution of respondents based on husband's occupation

n=75

Sl.No.	Category	f	%
I	Veterinarian	21	32.82
II	Non Veterinarian		
	1. Engineer	9	14.06
	2. Business men	8	12.50
	3. Administrative personnel	8	12.50
	4. Lecturer	6	9.37
	5. Scientist	4	6.25
	6. Bank employee	3	4.69
	7. Advocate	2	3.13
	8. Agricultural Officer	1	1.56
	9. Defence personnel	1	1.56
	10. Social worker	1	1.56
	Total	64	100.00

It can be revealed from Table 6 that almost one-third of the lady veterinarians (32.82 per cent) were married to gents of the same profession. Among the rest two-third lady veterinarians 14.06 per cent were married to engineers; 12.50 per cent were married each to business men and administrative personnel; 9.37 per cent to lecturers; 6.25 per cent to scientists; 4.69 per cent to bank employees; 3.13 per cent to

advocates; 1.56 per cent each were married to social workers, agricultural officers and defence personnel.

4.1.4 Number of children

Table 7. Distribution of respondents based on number of children

n=53

Sl.No.	Category	f	%
1	One	28	52.83
2.	Two	24	45.28
3.	Three	1	1.89
	Total	53	100.00

A perusal of Table 7 showed that there were more respondents with single child (52.83%) than those with two children (45.28%). Only one respondent (1.89%) had three children.

4.1.5 Age of the youngest child

Table 8. Distribution of respondents based on age of the youngest child

n=53

Sl.No.	Category	f	%
1	Three or less than three years	37	69.81
2.	More than three years	16	30.19
	Total	53	100.00

Table 8 indicated that age of the youngest child of majority of the respondents (69.81%) was three or less than three years. Whereas, age of the youngest child of the remaining respondents (30.19%) was more than three years.

4.1.6 Type of family

Table 9. Distribution of respondents based on type of family

n=75			
Sl.No.	Category	f	%
1	Joint	32	42.67
2.	Nuclear	43	57.33
	Total	75	100.00

A glance at the Table 9 showed that most of the respondents (57.33%) belonged to nuclear families. The remaining respondents (42.67%) hailed from joint families.

4.1.7 Domestic help

Table 10. Distribution of respondents based on domestic help

n=75			
Sl.No.	Category	f	%
1	With servant	36	48.00
2.	Without servant	39	52.00
	Total	75	100.00

It was evident from Table 10 that respondents without a servant (52%) were more than those with a servant (48%) to assist in their house-hold chores.

4.1.8 Own vehicle

Table 11. Distribution of respondents based on possession of a vehicle for personal conveyance

n=75			
Sl.No.	Category	f	%
1	Possessing	37	49.33
2.	Not possessing	38	50.67
Total		75	100.00

It was noted from Table 11 that the number of respondents possessing a vehicle (49.33%) and not possessing a vehicle (50.67%) for personal conveyance were almost equal.

4.2 Working environment

4.2.1 Overall perception of working environment

Table 12. Distribution of respondents based on working environment

n=75

Sl	Category	f	%
1. Internal working environment			
	Extremely favourable (>192.68)	16	21.33
	Favourable (171.17-192.68)	22	29.33
	Unfavourable (152.19-171.17)	26	34.67
	Extremely unfavourable (<152.19)	11	14.67
	Total	75	100.00
Range: 123-250			
2. External working environment			
	Extremely favourable (>66.57)	15	20.00
	Favourable (58.68-66.57)	29	38.67
	Unfavourable (50.26-58.68)	16	21.33
	Extremely unfavourable (<50.26)	15	20.00
	Total	75	100.00
Range: 38-81			
3. Overall working environment			
	Extremely favourable (>261.03)	13	17.33
	Favourable (231.99-261.03)	23	30.67
	Unfavourable (210.07-231.99)	21	28.00
	Extremely unfavourable (<210.07)	18	24.00
	Total	75	100.00
Range: 172-312			

Distribution of the respondents based on the perception of internal working environment, external working environment and overall working environment was as given in Table 12.

4.2.1.1 Internal working environment

It can be noticed that 21.33 per cent respondents perceived internal working environment as extremely favourable, 29.33 per cent as favourable, 34.67 per cent as unfavourable and the rest 14.67 per cent as extremely unfavourable.

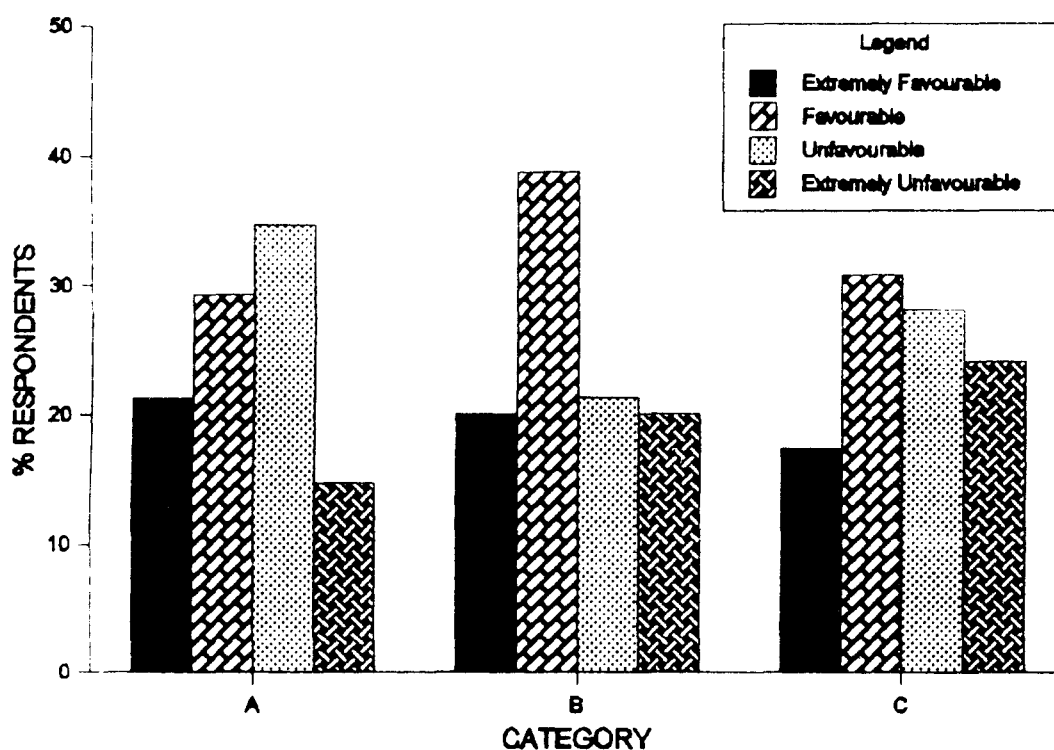
4.2.1.2 External working environment

In case of external working environment, it can be noticed that 20 per cent respondents perceived it as extremely favourable, 38.67 per cent as favourable, 21.33 per cent as unfavourable and the rest 20 per cent as extremely unfavourable.

4.2.1.3 Overall working environment

It was perceived extremely favourable by 17.33 per cent respondents, 30.67 per cent perceived it as favourable, 28 per cent as unfavourable and the rest 24 per cent as extremely unfavourable.

Fig. 2 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTIONS OF WORKING ENVIRONMENT



- A. Internal working environment
B. External working environment
C. Overall working environment

4.2.2 Dimension-wise perception of working environment

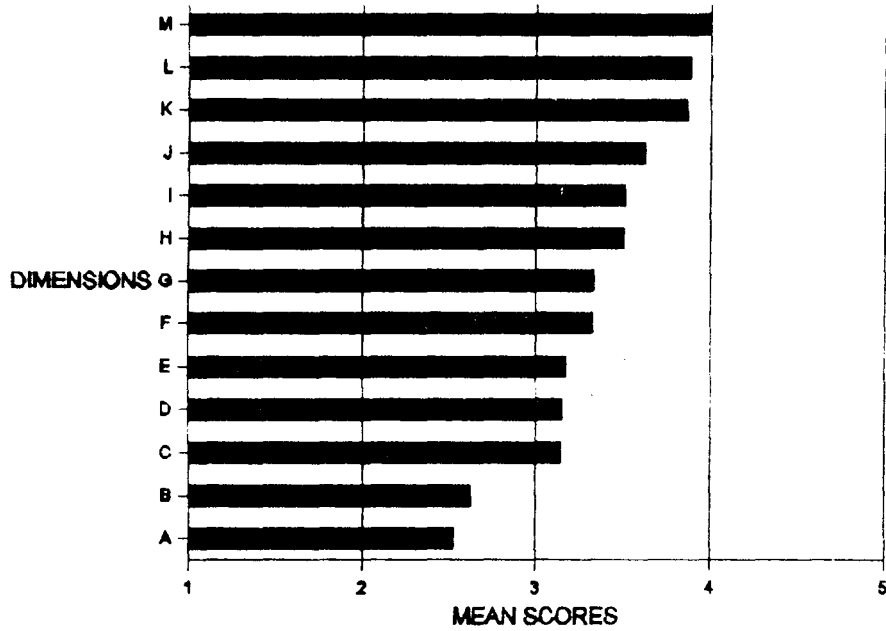
Table 13. Strength of working environment dimensions

n=75

Sl. No.	Dimension	Mean score	% mean score	Rank
1.	Interpersonal relations	4.00	80.00	1
2.	Motivation	3.88	77.65	2
3.	Team work	3.87	77.33	3
4.	Client relations	3.62	72.43	4
5.	Family adjustment	3.51	70.13	5
6.	Communication	3.50	70.03	6
7.	Autonomy	3.33	66.60	7
8.	People's participation	3.33	66.51	8
9.	Guidance & supervision	3.17	63.41	9
10.	Leadership	3.15	62.99	10
11.	Decision making	3.14	62.83	11
12.	Organisation policies	2.63	52.53	12
13.	Services & supplies	2.53	50.56	13

The mean working environment scores of all 13 dimensions are presented in Table 13. It could be seen that the maximum and minimum mean scores were 4.00 and 2.53 respectively. The corresponding mean scores expressed in percentage scores were 80.00 and 50.56. Interpersonal relations (80.00%) emerged as

Fig. 3 STRENGTH OF WORKING ENVIRONMENT DIMENSIONS



- A. Services and supplies
- B. Organisational policies
- C. Decision making
- D. Leadership
- E. Guidance and supervision
- F. People's participation
- G. Autonomy
- H. Communication
- I. Family adjustment
- J. Client relations
- K. Team work
- L. Motivation
- M. Interpersonal relations

the most satisfied dimension of working environment of lady veterinary surgeons. It was followed by motivation (77.65%), team work (77.33%), client relations (72.43%), family adjustment (70.13%), communication (70.03%), autonomy (66.60%), peoples participation (66.51%), guidance and supervision (63.41%), leadership (62.99%), decision making (62.83%), organisational policies (52.53%) and services and supplies (50.56%).

4.2.2.1 Organisational policies

Table 14. Distribution of respondents based on perception of the dimension-organisational policies

n=75		
Category	f	%
Extremely favourable (>27.4)	16	21.33
Favourable (23.3-27.4)	18	24.00
Unfavourable (19.4-23.3)	29	38.67
Extremely unfavourable (<19.4)	12	16.00
Total	75	100.00

From Table 14 it can be noted that 21.33 per cent of the respondents perceived organisational policies as extremely favourable, 24 per cent as favourable, 38.67 per cent as unfavourable and the rest 16 per cent as extremely unfavourable.

Table 15. Item-wise mean scores of the dimension-organisational policies

n=75				
Sl. No.	Dimension	Mean score	% mean score	Rank
1.	Postings to convenient place	2.93	58.66	2
2.	Posting to job of one's own liking	2.56	51.20	5
3.	Submitting leave letter to panchayat president	1.93	38.66	9
4.	Making charge arrangement on leave days	2.61	52.26	4
5.	Maternity leave	2.39	47.74	7
6.	Pay package	2.47	49.34	6
7.	Present time schedule	4.08	81.60	1
8.	Attending milk societies & panchayats	2.05	41.06	8
9.	Promotion policy	2.67	53.34	3

Mean scores of the items under the dimension, organisational policies (Table 15) ranged between 1.93 and 4.08. Their respective percentage mean scores were 38.66 and 81.60. The item, representing present time schedule of the lady veterinary surgeons (81.60%) was ranked first. This was followed in order by items as postings to convenient place (58.66%), promotion policy (53.34%), making charge

Fig. 4 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - ORGANISATIONAL POLICIES

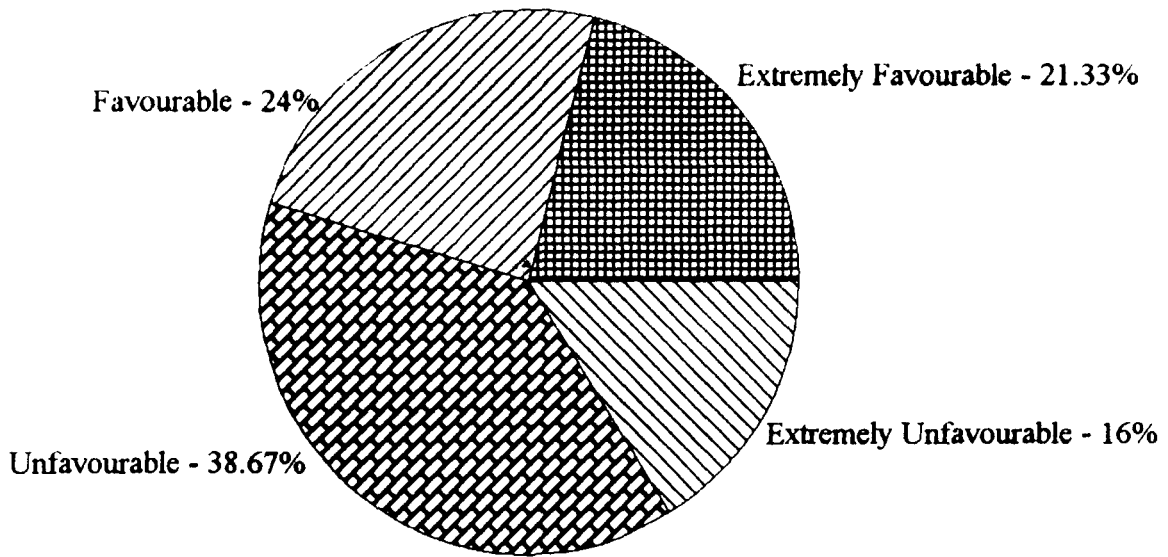
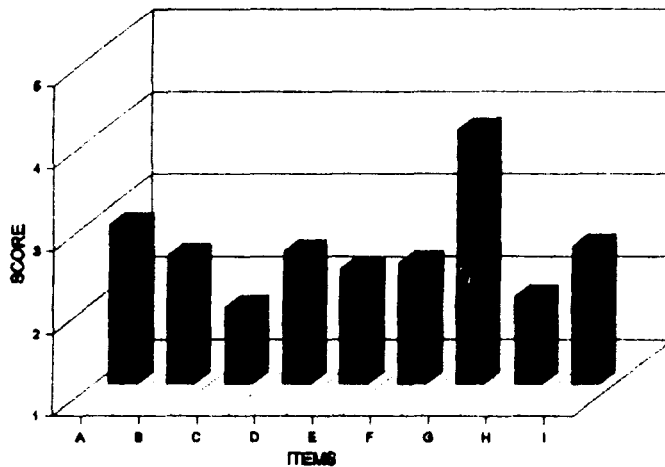


Fig. 5 ITEM-WISE MEAN SCORES OF THE DIMENSION- ORGANISATIONAL POLICIES



- A. Postings to convenient place
- B. Posting to job of one's own liking
- C. Submitting leave letter to panchayat president
- D. Making charge arrangement on leave days
- E. Maternity leave
- F. Pay package
- G. Present time schedule
- H. Attending milk societies & panchayats
- I. Promotion policy

arrangements on leave days (52.26%), postings to job of one's own liking (51.20%), pay package (49.34%), maternity leave (47.74%), attending milk societies and panchayats (41.06%) and submitting leave letter to panchayat president (38.66%).

4.2.2.2 Autonomy

Table 16. Distribution of respondents based on perception of the dimension-autonomy

n=75

Category	f	%
Extremely favourable (>15.2)	14	18.67
Favourable (13.1-15.2)	25	33.33
Unfavourable (9.8-13.1)	29	38.67
Extremely unfavourable (<9.8)	7	9.33
Total	75	100.00

Table 16 revealed that 18.67 per cent of the respondents perceived autonomy as extremely favourable, 33.33 per cent as favourable, 38.67 per cent as unfavourable and the rest 9.33 per cent as extremely unfavourable.

Table 17. Item-wise mean scores of the dimension-autonomy

n=75				
Sl. No.	Dimension	Mean score	% mean score	Rank
1.	Free hand in decision making of day to day activities	3.87	77.36	1
2.	Permission to try out creative ideas	3.04	60.80	3
3.	Freedom for action in emergency situations	3.43	68.54	2
4.	To wait for directions from above to execute important jobs	2.99	59.74	4

Details of the items under the dimension-autonomy are given in the Table 17. The item, free hand in decision making on day to day activities was ranked first with a percentage mean score of 77.36. The items, freedom for action in emergency situations (68.54%) and permission to try out creative ideas (60.8%) were ranked second and third respectively. The item, to wait for directions from above to execute important jobs was ranked last with a percentage mean score of 59.74.

Fig. 6 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - AUTONOMY

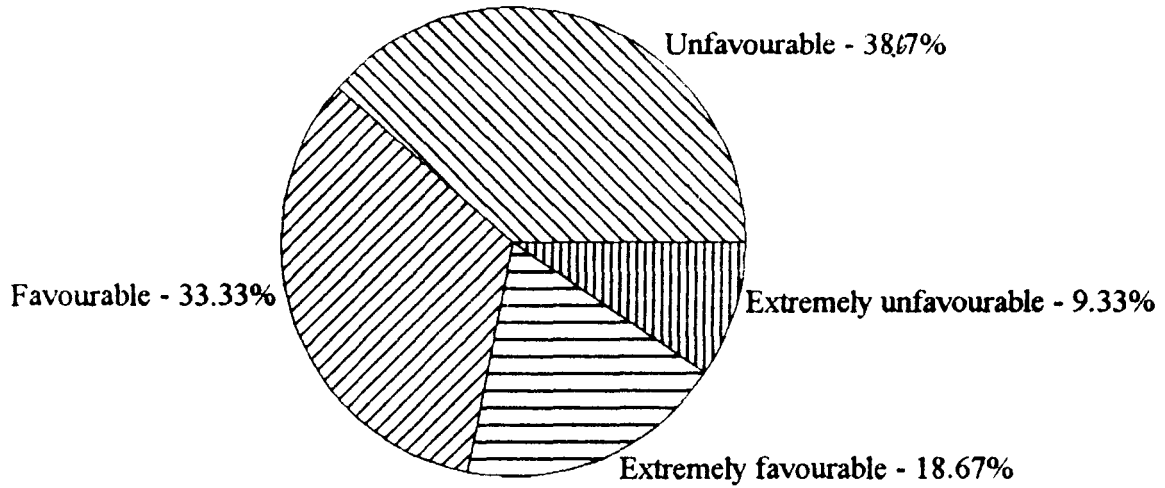
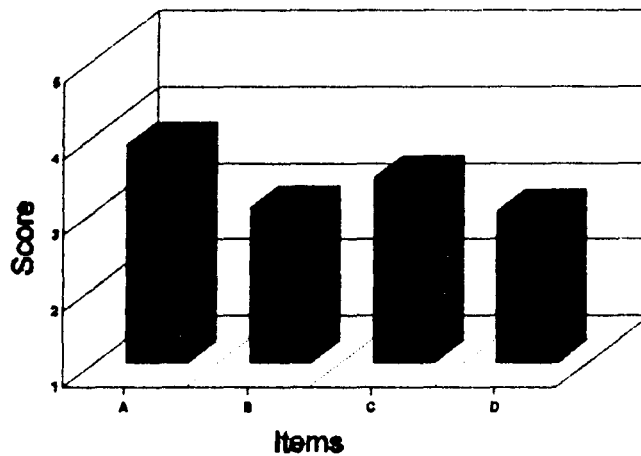


Fig. 7 ITEM-WISE MEAN SCORES OF THE DIMENSION - AUTONOMY



- A. Free hand in decision making of day to day activities
- B. Permission to try out creative ideas
- C. Freedom for action in emergency situations
- D. To wait for directions from above to execute important jobs

4.2.2.3 Communication

Table 18. Distribution of respondents based on perception of the dimension-communication

n=75

Category	f	%
Extremely favourable (>20.3)	15	20.00
Favourable (17.3-20.3)	22	29.33
Unfavourable (15.0-17.3)	19	25.33
Extremely unfavourable (<15.0)	19	25.33
Total	75	100.00

It can be noticed from Table 18 that 20 per cent of the respondents perceived communication as extremely favourable, 29.33 per cent as favourable, 25.33 per cent as unfavourable and the rest 25.33 per cent as extremely unfavourable.

Table 19. Item-wise mean scores of the dimension-communication

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Seeking juniors' opinions by seniors	2.77	55.46	5
2.	Clear & complete instructions	3.43	68.54	4
3.	Intimating in time of information on various activities	3.77	75.46	2
4.	Sharing of information	3.96	79.20	1
5.	Intactness of information without distortion	3.64	72.80	3

Fig. 8 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - COMMUNICATION

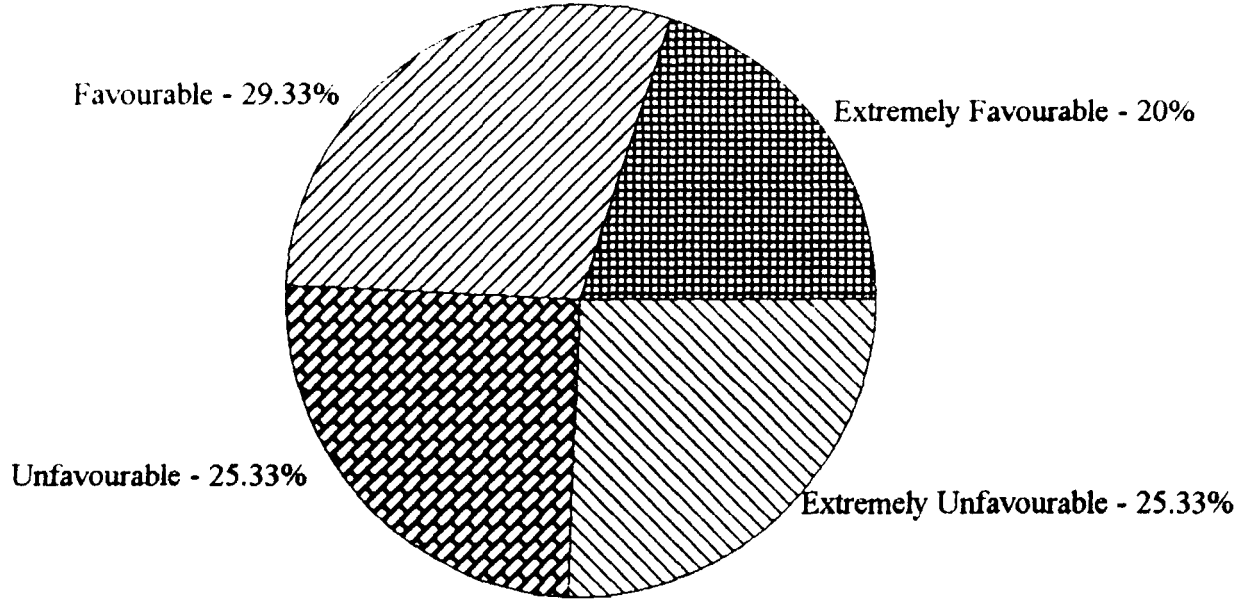
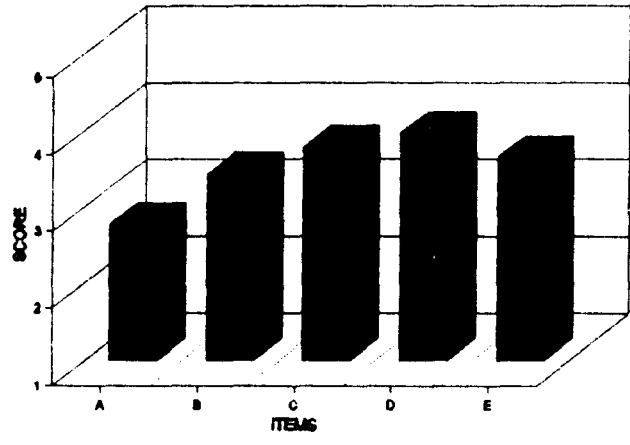


Fig. 9 ITEM-WISE MEAN SCORES OF THE DIMENSION - COMMUNICATION



- A. Seeking juniors' opinions by seniors
- B. Clear & complete instructions
- C. Intimating in time of information on various activities
- D. Sharing of information
- E. Intactness of information without distortion

Table 19 revealed the details of the items under the dimension, communication. The item, sharing of information (79.2%) was ranked first. The other items, viz., intimating in time of information on various activities (75.46%), intactness of information without distortion (72.8%), and clear and complete instructions (68.54%) were ranked second, third and fourth respectively. The item, solicitation of opinions by superiors was ranked last with a percentage mean score of 55.46.

4.2.2.4 Decision making

Table 20. Distribution of respondents based on perception of the dimension-decision making

n=75		
Category	f	%
Extremely favourable (>18.2)	12	16.00
Favourable (16.1-18.2)	18	24.00
Unfavourable (14.0-16.1)	17	22.67
Extremely unfavourable (<14.0)	28	37.33
Total	75	100.00

Table 20 revealed that 16 per cent of the respondents perceived decision making as extremely favourable, 24 per cent as favourable, 22.67 per cent as unfavourable and the rest 37.33 as extremely unfavourable.

Table 21. Item-wise mean scores of the dimension-decision making

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Seniors' consultation with juniors before decision making	2.63	52.54	5
2.	Solicitation of opinions from sub-ordinates before decision making	3.36	67.20	2
3.	Importance given to veterinary surgeons' opinions by the superiors	3.21	64.26	3
4.	Decisions taken at the top level	3.04	60.8	4
5.	Superiors' consultation with knowledgeable people before decision making	3.45	69.06	1

It was evident from the Table 21 that under the dimension, decision making, the item, superiors' consultation (69.06%) was ranked first. The other items, viz., solicitation of opinions from sub-ordinates before decision making (67.2%), importance given to veterinary surgeons' opinions by the superiors (64.26%) and decisions taken at the top level (60.8%) were ranked second, third and fourth respectively. The item, seniors' consultation with juniors before decision making was ranked last with a percentage mean score of 52.54.

Fig. 10 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - DECISION MAKING

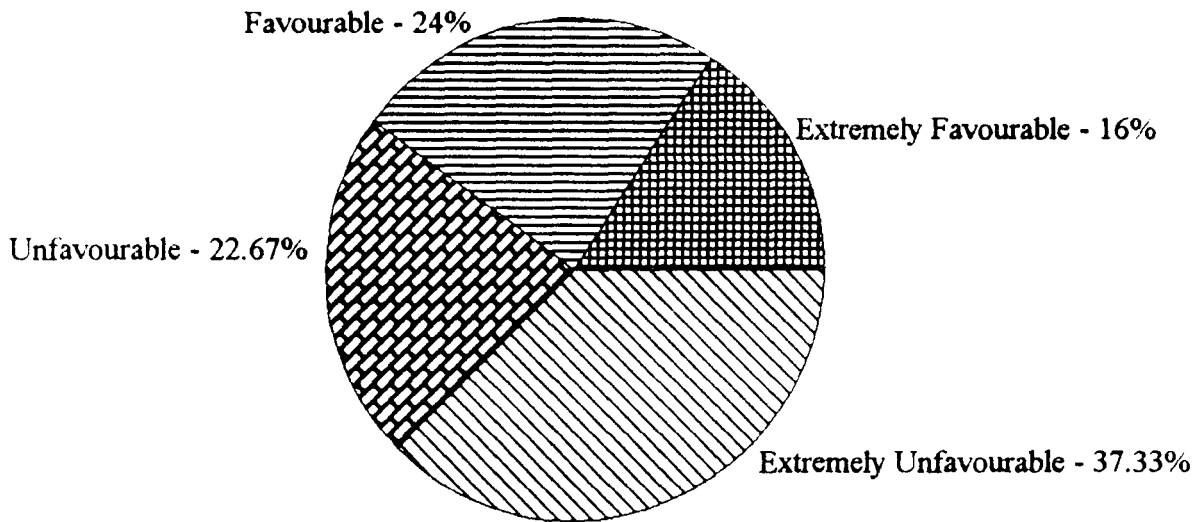
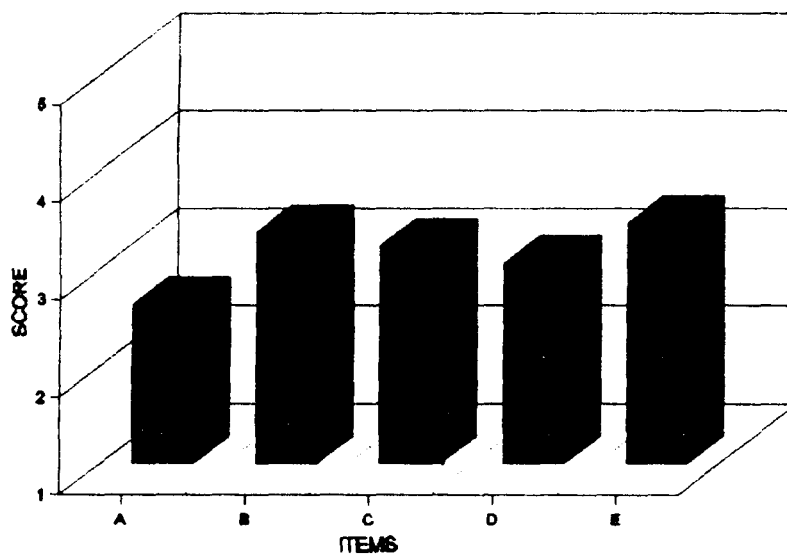


Fig. 11 ITEM-WISE MEAN SCORES OF THE DIMENSION - DECISION MAKING



- A. Seniors' consultation with juniors before decision making
- B. Solicitation of opinions from sub-ordinates before decision making
- C. Importance given to veterinary surgeons' opinions by the superiors
- D. Decisions taken at the top level
- E. Superiors' consultation with knowledgeable people before decision making

4.2.2.5 Interpersonal relations

Table 22. Distribution of respondents based on perception of the dimension-interpersonal relations

n=75		
Category	f	%
Extremely favourable (>23.1)	16	21.33
Favourable (19.3-23.1)	24	32.00
Unfavourable (17.1-19.3)	16	21.33
Extremely unfavourable (<17.1)	19	25.33
Total	75	100.00

From Table 22 it can be noted that 21.33 per cent of the respondents perceived interpersonal relations as extremely favourable, 32.00 per cent as favourable, 21.33 per cent as unfavourable and the rest 25.33 per cent as extremely unfavourable.

Table 23. Item-wise mean scores of the dimension-interpersonal relations

n=75				
S1. No.	Items	Mean score	% mean score	Rank
1.	Informality among colleagues	3.76	75.20	4
2.	Sharing of joys & sorrows among staff as family members	4.17	83.46	2
3.	Desire to give & take help	4.13	82.66	3
4.	Selfish motives - no barriers for cordial relationship	3.73	74.66	5
5.	Atmosphere of interest and mutual respect at work place	4.19	83.72	1

Fig. 12 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - INTERPERSONAL RELATIONS

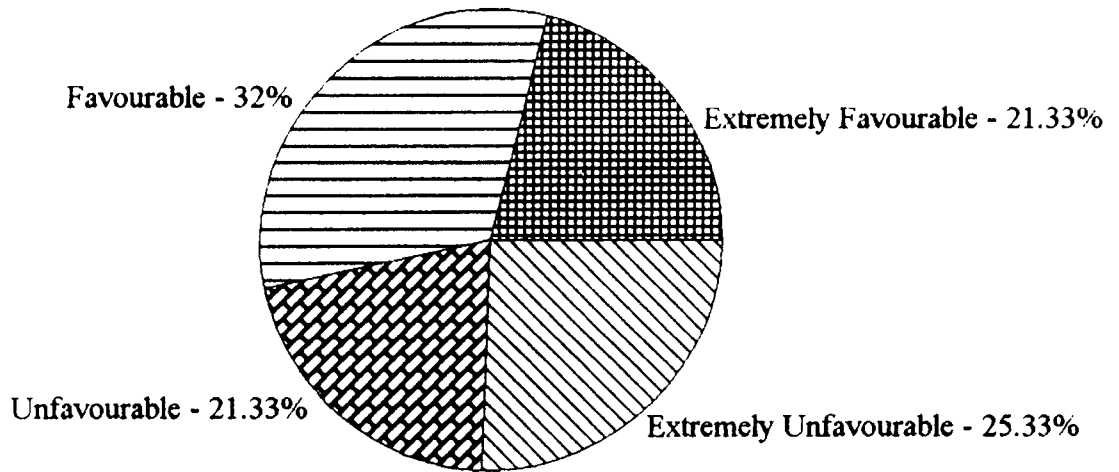
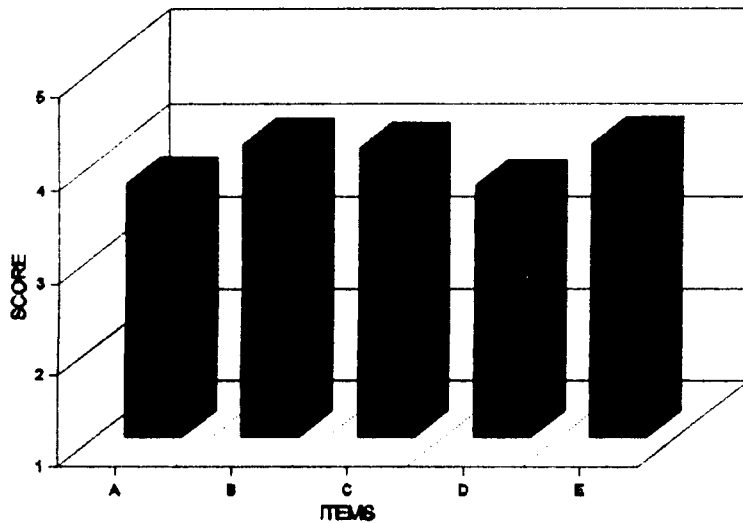


Fig. 13 ITEM-WISE MEAN SCORES OF THE DIMENSION - INTERPERSONAL RELATIONS



- A. Informality among colleagues
- B. Sharing of joys & sorrows among staff as family members
- C. Desire to give & take help
- D. Selfish motives - no barriers for cordial relationship
- E. Atmosphere of interest and mutual respect at work place

A perusal of Table 23 revealed the details of the items under the dimension, interpersonal relations. The item, atmosphere of interest and mutual respect at work place (83.72%) was ranked first. The other items, viz., sharing of joys and sorrows among staff as family members (83.46%), desire to give and take help (82.66%) and informality among colleagues (75.2%) were ranked second, third and fourth respectively. The item, selfish motives - no barrier for cordial relationship was ranked last with a percentage mean score of 74.60.

4.2.2.6 Guidance and supervision

Table 24. Distribution of respondents based on perception of the dimension-guidance and supervision

n=75

Category	f	%
Extremely favourable (>19.3)	12	16.00
Favourable (16.1-19.3)	16	21.33
Unfavourable (13.0-16.1)	29	38.67
Extremely unfavourable (<13.0)	18	24.00
Total	75	100.00

Table 24 revealed that 16 per cent of the respondents perceived guidance and supervision as extremely favourable, 21.33 per cent as favourable, 38.67 per cent as unfavourable and the rest 24 per cent as extremely unfavourable.

Table 25. Item-wise mean scores of the dimension-guidance & supervision

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Risk taken by superiors in shouldering responsibility of guiding and supervising juniors in times of crisis	2.97	59.46	4
2.	Ridiculing and punishing for mistakes	3.51	70.14	2
3.	Periodical evaluation of performance	3.07	61.34	3
4.	Timely guidance	3.57	71.46	1
5.	Opportunity to get guidance from sister organisations	2.69	53.86	5

The details of the items under the dimension, guidance and supervision can be noted from Table 25. The item, timely guidance (71.46%) was ranked first. The other items, viz., ridiculing and punishing for mistakes (70.14%), periodical evaluation of performance (61.34%) and risk taken by superiors in shouldering responsibility of guiding and supervising juniors in times of crisis (59.46%) were ranked second, third and fourth respectively. The item, opportunity to get guidance from sister organisations was ranked last with a percentage mean score of 53.86.

Fig. 14 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - GUIDANCE AND SUPERVISION

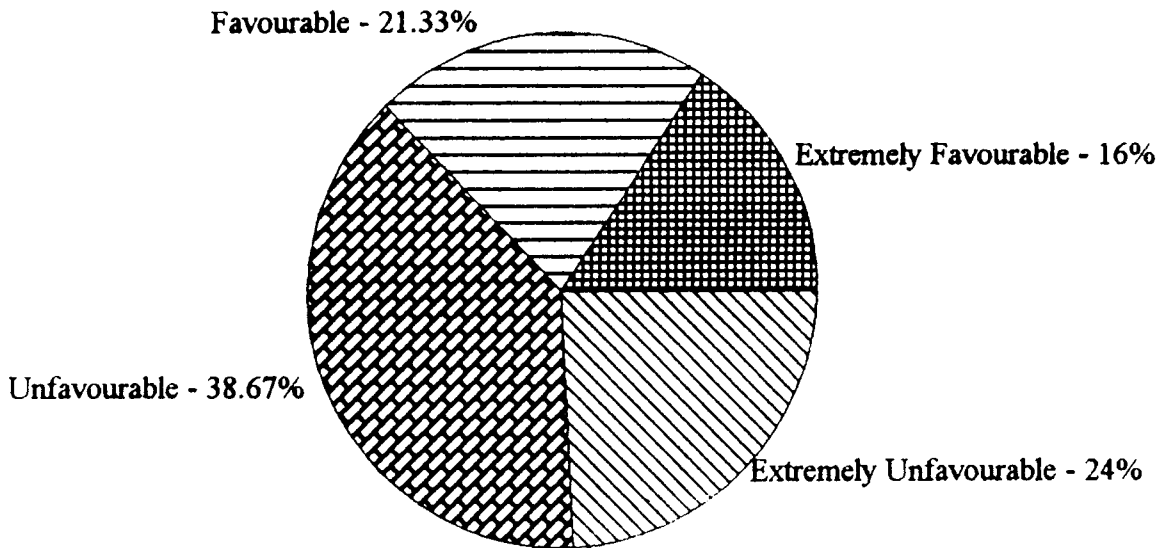
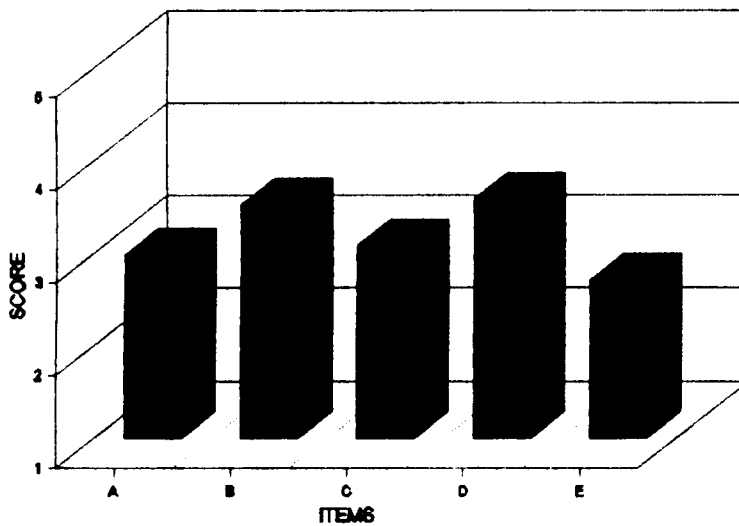


Fig. 15 ITEM-WISE MEAN SCORES OF THE DIMENSION - GUIDANCE & SUPERVISION



- A. Risk taken by superiors in shouldering responsibility of guiding & supervising juniors in times of crisis
- B. Ridiculing & punishing for mistakes
- C. Periodical evaluation of performance
- D. Timely guidance
- E. Opportunity to get guidance from sister organisations

4.2.2.7 Leadership

Table 26. Distribution of respondents based on perception of the dimension-leadership

n=75		
Category	f	%
Extremely favourable (>19.1)	6	8.00
Favourable (16.2-19.1)	24	32.00
Unfavourable (13.3-16.2)	27	36.00
Extremely unfavourable (<13.3)	18	24.00
Total	75	100.00

Table 26 revealed that eight per cent respondents perceived leadership as extremely favourable, 32 per cent as favourable, 36 per cent as unfavourable and the rest 24 per cent as extremely unfavourable.

Table 27. Item-wise mean scores of the dimension-leadership

n=75				
Sl. No.	Items	Mean score	% mean score	Rank
1.	Autocratic style of leadership	2.47	49.34	5
2.	Participative management of superiors	3.07	61.34	4
3.	Laisser faire stye of leadership	3.41	68.26	2
4.	Superiors' understanding of the social obligations of the organisation	3.64	72.8	1
5.	Accountability of the superiors for poor achievement of the organisation's missions	3.23	64.54	3

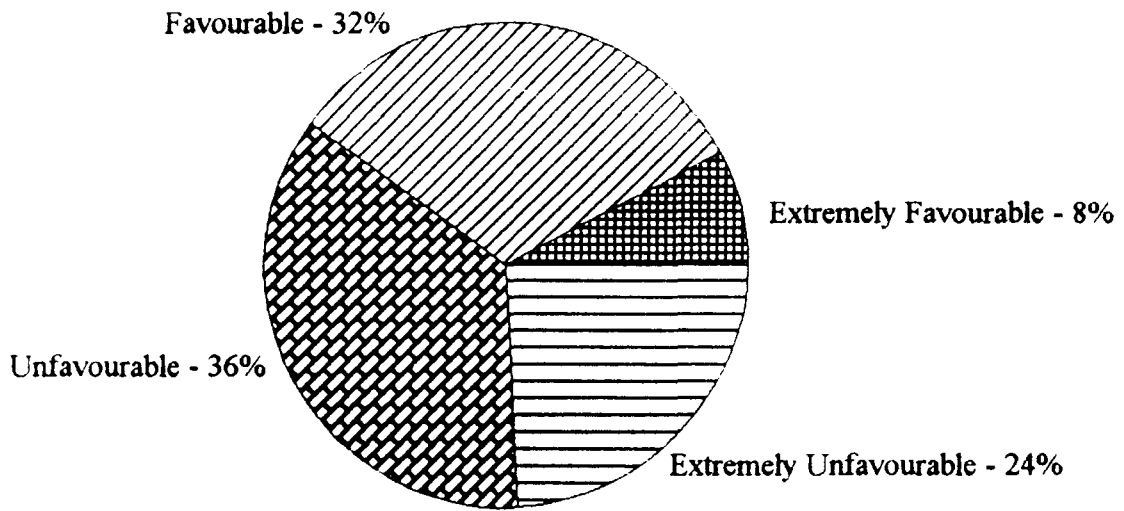
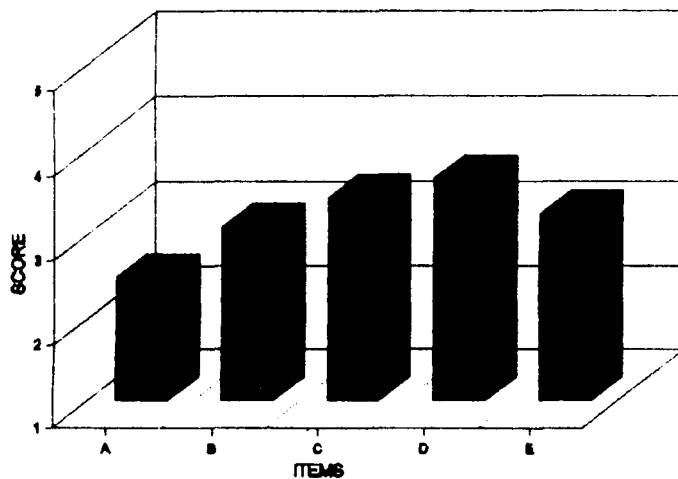


Fig. 17 ITEM-WISE MEAN SCORES OF THE DIMENSION - LEADERSHIP



- A. Autocratic style of leadership
- B. Participative management of superiors
- C. Laisser faire style of leadership
- D. Superiors' understanding of the social obligations of the organisation
- E. Accountability of the superiors for poor achievement of the organisation's mission

In Table 27 the various items representing the leadership dimension are presented. It can be noticed that the item, superiors' understanding of the social obligation of the organization (72.8%) was ranked first. The other items, viz., laissez faire style of leadership (68.26%), accountability of the superiors for poor achievement of the organisation (64.54%) and participative management of superiors (61.34%) were ranked second, third and fourth respectively. The item, autocratic style of leadership was ranked last with a percentage mean score of 49.3.

4.2.2.8 Motivation

Table 28. Distribution of respondents based on perception of the dimension-motivation

n=75		
Category	f	%
Extremely favourable (>22.3)	20	26.67
Favourable (19.3-22.3)	23	30.67
Unfavourable (15.2-19.3)	16	21.33
Extremely unfavourable (<15.2)	16	21.33
Total	75	100.00

It may be noticed from Table 28 that 26.67 per cent respondents perceived motivation as extremely favourable, 30.67 per cent as favourable, 21.33 per cent as unfavourable and the rest 21.33 per cent as extremely unfavourable.

Table 29. Item-wise mean scores of the dimension-motivation

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Opportunity to excel in job	3.59	71.74	5
2.	To make social contacts	4.05	81.06	1
3.	To help others in the organisation as well as clients	3.87	77.34	4
4.	To consult others in times of need	3.92	78.40	2
5.	To take decisions on ^{ones} own	3.88	77.60	3

The items comprising motivation dimension are given in Table 29. The item, opportunity to make social contacts (81.06%) was ranked first. The other items, viz., opportunity to consult others in times of need (78.40%), opportunity to take decisions on ^{ones} own (77.60%), opportunity to help others in the organisation, as well as clients (77.34%) were ranked second, third and fourth respectively. The item, opportunity to excel in job was ranked last with a percentage mean score of 71.74.

Fig. 18 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - MOTIVATION

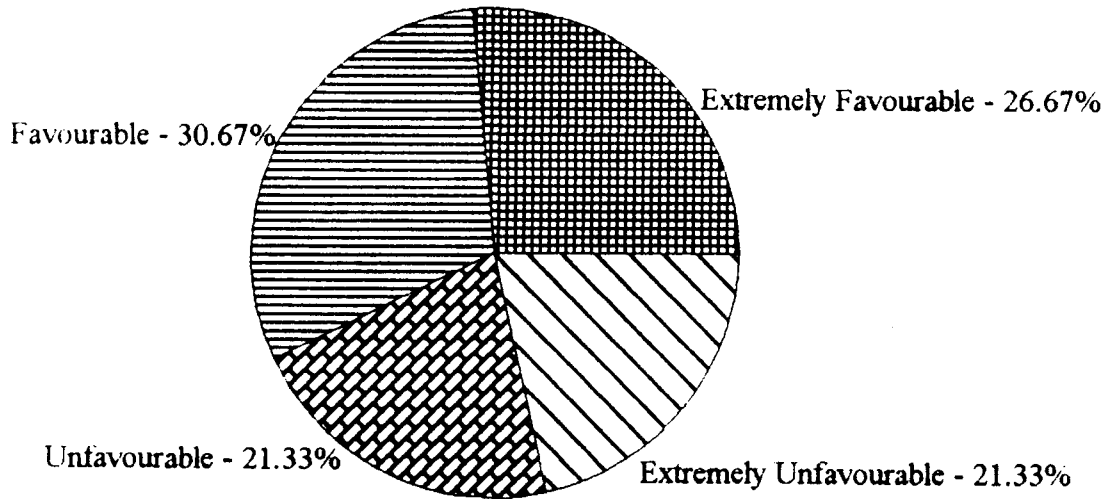
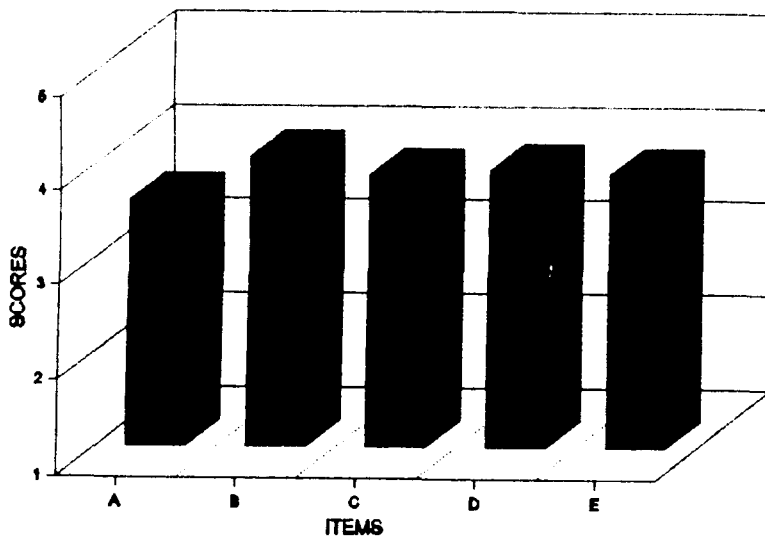


Fig. 19 ITEM-WISE MEAN SCORES OF THE DIMENSION - MOTIVATION



- A. Opportunity to excel in job.
- B. To make social contacts.
- C. To help others in the organisation as well as clients.
- D. To consult others in times of need.
- E. To take decisions on ones own.

4.2.2.9 Team work

Table 30. Distribution of respondents based on perception of the dimension-team work

n=75		
Category	f	%
Extremely favourable (>22.3)	18	24.00
Favourable (19.3-22.3)	21	28.00
Unfavourable (15.2-19.3)	21	28.00
Extremely unfavourable (<15.2)	15	20.00
Total	75	100.00

Table 30 revealed that 24 per cent respondents perceived team work as extremely favourable, 28 per cent as favourable, 28 per cent as unfavourable and the rest 20 per cent as extremely unfavourable.

Table 31. Item-wise mean scores of the dimension-team work

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Understanding among the staff about the work to be shared	3.95	78.94	3
2.	Helping relations among staff members	3.89	77.86	4
3.	Tendency among staff to disown roles whenever a task is to be carried out	3.48	69.60	5
4.	Attendance of the staff during task accomplishment	4.08	81.60	2
5.	Free & frank communication among staff in times of need	4.15	82.94	1

It was clear from Table 31, that the item, free and frank communication among staff in times of need (82.94%) was ranked first under the dimension-team work. The other items, viz., attendance of the staff during task accomplishment (81.6%), understanding among the staff about the work to be shared (78.94%), helping relations among staff members (77.86%) were ranked second, third and fourth respectively. The item, tendency among staff to disown roles whenever a task is to be carried out was ranked last with a percentage mean score of 69.6.

Fig. 20 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - TEAM WORK

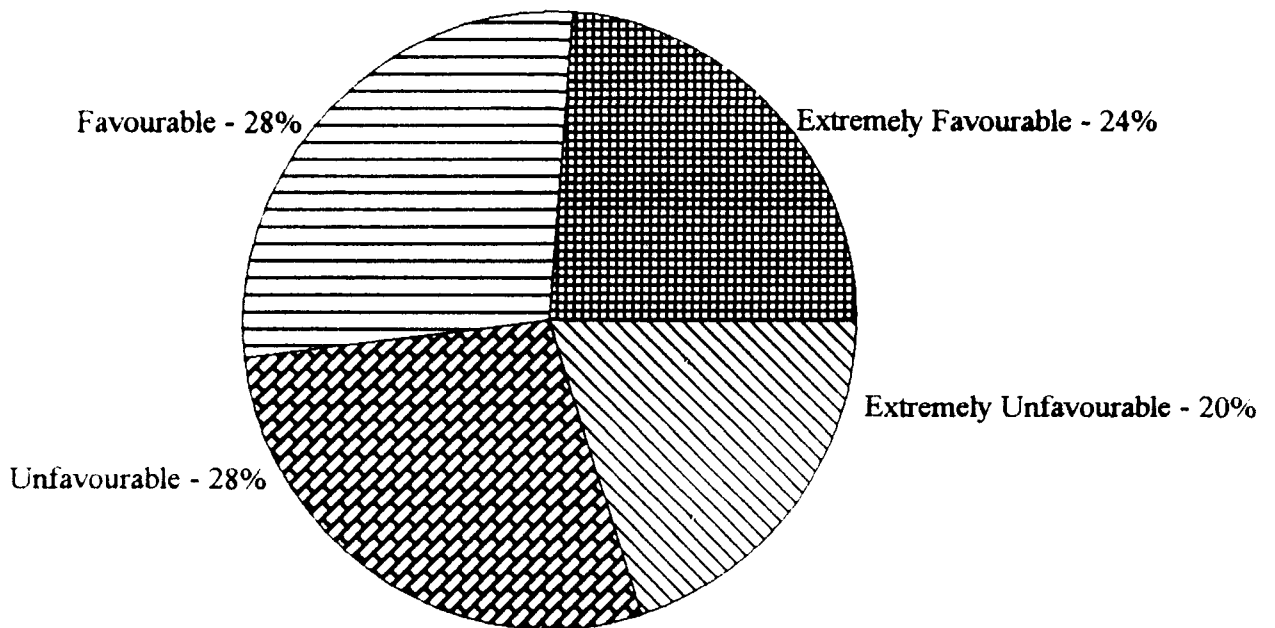
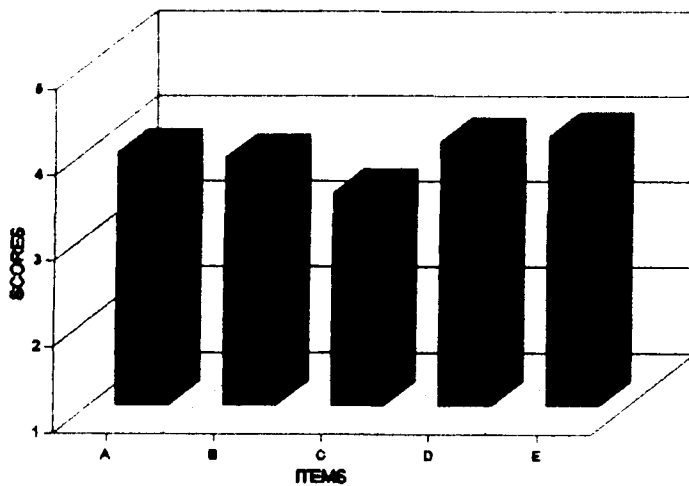


Fig. 21 ITEM-WISE MEAN SCORES OF THE DIMENSION - TEAM WORK



- A. Understanding among the staff about the work to be shared.
- B. Helping relations among staff members.
- C. Tendency among staff to dis-own roles whenever a task is to be carried out.
- D. Attendance of the staff during task accomplishment.
- E. Free and frank communication among staff in times of need.

4.2.2.10 Services and supplies

Table 32. Distribution of respondents based on the perception of the dimension-services and supplies

n=75

Category	f	%
Extremely favourable (>17.1)	9	12.00
Favourable (13.2-17.1)	22	29.33
Unfavourable (10.1-13.2)	22	29.33
Extremely unfavourable (<10.1)	22	29.33
Total	75	100.00

From Table 32 it was observed that 12 per cent respondent perceived services and supplies as extremely favourable, 29.33 per cent as favourable, 29.33 per cent as unfavourable and the rest 29.33 per cent as extremely unfavourable.

Table 33. Item-wise mean score of the dimension-services & supplies

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Availability of services of specialists or superiors	3.03	60.54	1.5
2.	Basic amenities at work place	2.24	44.8	3
3.	Supply of stationery, biologicals, medicine, equipments, diagnostics, etc.	2.19	43.74	4.5
4.	Office vehicle facility	2.19	43.74	4.5
5.	Fairness in supplying materials	3.03	60.54	1.5

Fig. 22 DISTRIBUTION OF THE RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - SERVICES AND SUPPLIES

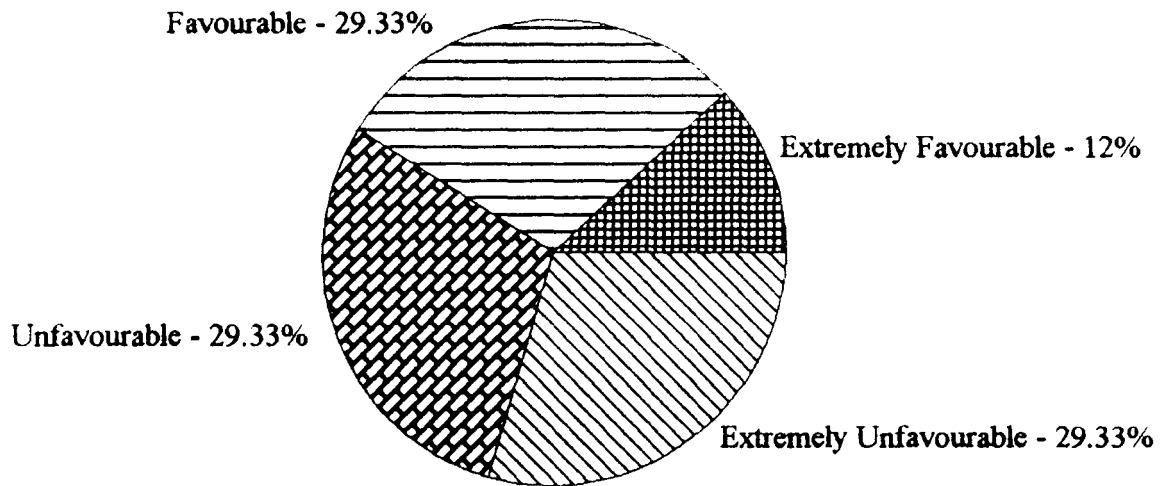
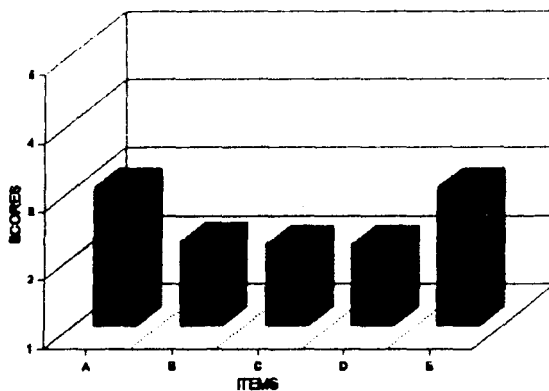


Fig. 23 ITEM-WISE MEAN SCORES OF THE DIMENSION - SERVICES AND SUPPLIES



- A. Availability of services of specialists or superiors.
- B. Basic amenities at work place.
- C. Supply of stationery, biologicals, medicines, diagnostics, etc.
- D. Office vehicle facility.
- E. Fairness in supplying materials.

The details about services and supplies are shown in Table 33. The items, services of specialists or superiors (60.54%) and fairness in supplying materials (60.54%) shared the first rank. Basic amenities, like toilet, etc., at work place (44.8%) was placed second. The remaining two items, namely supply of stationery, biologicals, etc., (43.74%) and office vehicle facility (43.74%) both were ranked last.

4.2.2.11 Family adjustment

Table 34. Distribution of respondents based on the perception of the dimension-family adjustment

n=75		
Category	f	%
Extremely favourable (>27.4)	21	28.00
Favourable (23.5-27.4)	27	36.00
Unfavourable (19.5-23.5)	17	22.67
Extremely unfavourable (<19.5)	10	13.33
Total	75	100.00

It was noticed from Table 34 that 28 per cent respondent perceived family adjustment as extremely favourable, 36 per cent as favourable, 22.67 per cent as unfavourable and the rest 13.33 per cent as extremely unfavourable.

Table 35. Item-wise mean scores of the dimension-family adjustment

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Convenience for education of children	3.11	62.26	6
2.	Family support for professional growth	4.33	86.66	1
3.	Maintenance of social relations with friends and relatives	2.71	54.14	7
4.	Hindrance of house-hold chores in professional growth	3.31	66.22	5
5.	Family members' help in carrying out house-hold chores	4.28	85.68	2
6.	Hindrance in providing recreational facilities to children & other members	3.48	69.58	4
7.	Convenience for proper medical care of family members	4.08	81.62	3

Table 35 presented the perception of the various facets of the dimension-family adjustment. Family support for professional growth was perceived most favourable with a percentage mean score of 86.66. The other items, viz., family members' help in carrying out house-hold chores (85.68%), convenience for proper medical care of family members (81.62%), hindrance in providing recreational facilities to

Fig. 24 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - FAMILY ADJUSTMENT

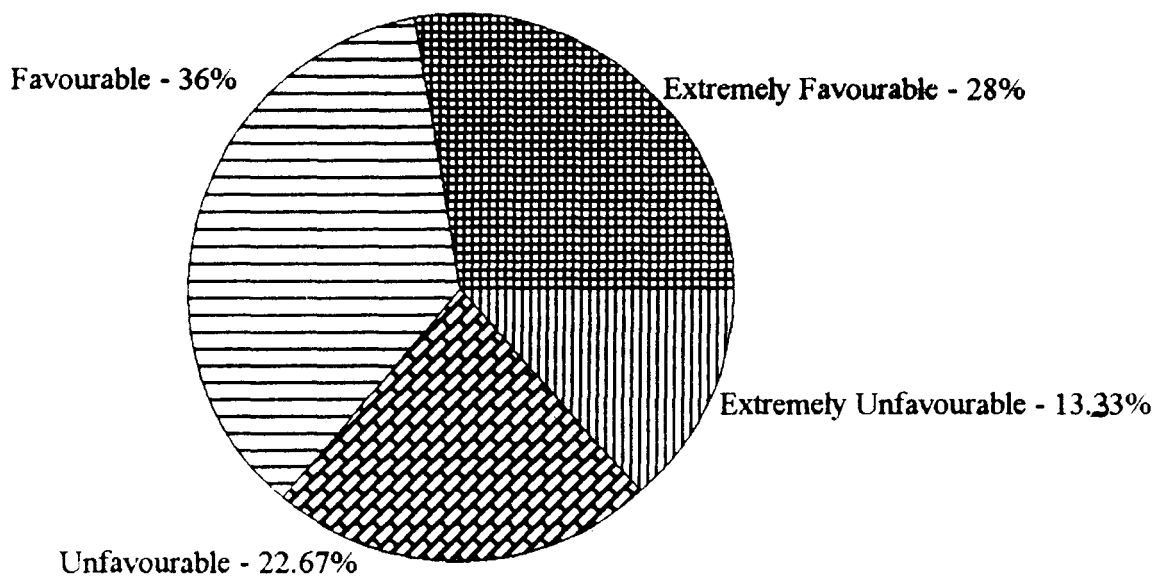
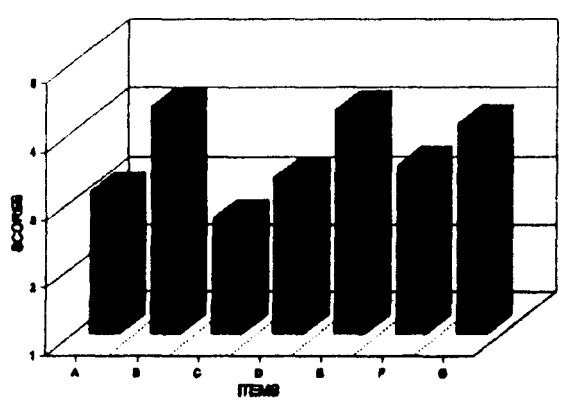


Fig. 25 ITEM-WISE MEAN SCORES OF THE DIMENSION - FAMILY ADJUSTMENT



- A. Convenience for education of children.
- B. Family support for professional growth.
- C. Maintenance of social relations with friends and relatives.
- D. Hindrance of house-hold chores in professional growth.
- E. Family members' help in carrying out house-hold chores.
- F. Hindrance in providing recreational facilities to children and other members.
- G. Convenience for proper medical care of family members.

children and other members (69.58%), hindrance of house-hold chores in professional growth (66.22%) and convenience for education of children (62.26%) were ranked second, third, fourth, fifth and sixth respectively. The item, maintenance of social relations with friends and relatives contacts (54.14%) was ranked last.

4.2.2.12 Client relations

Table 36. Distribution of respondents based on the perception of the dimension-client relations

n=75		
Category	f	%
Extremely favourable (>21.3)	16	21.33
Favourable (18.0-21.3)	15	20.00
Unfavourable (15.0-18.0)	26	34.67
Extremely unfavourable (<15.0)	18	24.00
Total	75	100.00

Table 36 revealed that 21.33 per cent respondents perceived client relations as extremely favourable, 20 per cent as favourable, 34.67 per cent as unfavourable and the rest 24.00 per cent as extremely unfavourable.

Table 37. Item-wise mean scores of the dimension-client relations

n=75				
Sl. No.	Items	Mean score	% mean score	Rank
1.	Magnanimity of clients to excuse for minor mistakes	3.36	67.20	4.5
2.	Clients empathise	3.36	67.20	4.5
3.	Appreciation of efforts by the clients	3.49	69.86	3
4.	Consideration of the lady vet by clients as their own sister	3.57	71.46	2
5.	Longness to have an episode of conversation with clients	4.29	85.86	1

In case of the dimension, client relations (Table 37), desire to have an episode of conversation with clients (85.86%) was ranked first. The other items, viz., clients consider the lady veterinary surgeon as good as a sister (71.46%) and appreciation of efforts by the clients (69.86%) were ranked second and third respectively. The items, magnanimity of clients to excuse for minor mistakes (67.2%) and empathy of clients (67.2%) were ranked last.

Fig. 26 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - CLIENT RELATIONS

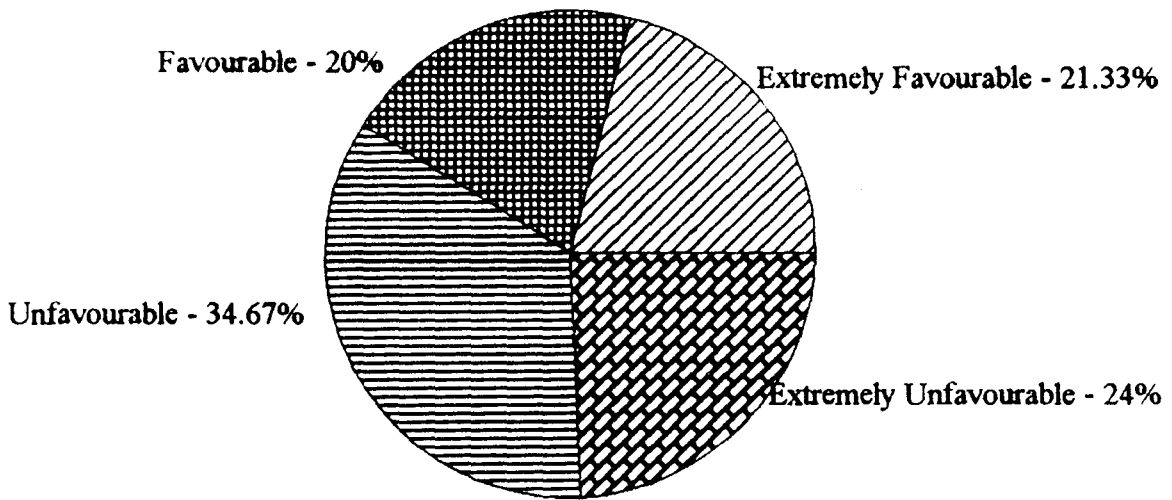
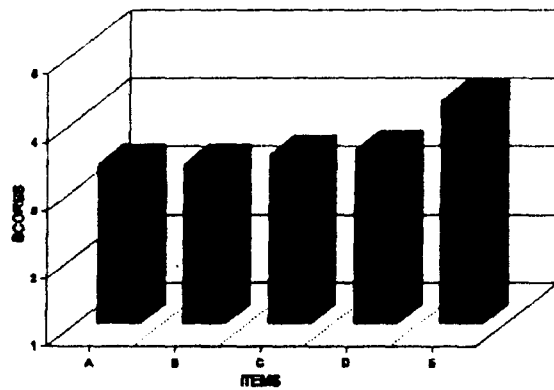


Fig. 27 ITEM-WISE MEAN SCORES OF THE DIMENSION - CLIENT RELATIONS.



- A. Magnanimity of clients to excuse for minor mistakes.
- B. Empathy of clients.
- C. Appreciation of efforts by the clients.
- D. Consideration of the lady veterinarian by clients as their own sister.
- E. Desire to have an episode of conversation with clients.

4.2.2.13 People's participation

Table 38. Distribution of respondents based on the perception of the dimension-people's participation

n=75		
Category	f	%
Extremely favourable (>20.1)	10	13.33
Favourable (17.1-20.1)	24	32.00
Unfavourable (13.5-17.1)	25	33.33
Extremely unfavourable (<13.5)	16	21.33
Total	75	100.00

It was noticed from Table 38 that 13.33 per cent respondent perceived people's participation as extremely favourable, 32 per cent as favourable, 33.33 per cent as unfavourable and the rest 21.33 per cent as extremely unfavourable.

Table 39. Item-wise mean scores of the dimension-people's participation

n=75

Sl. No.	Items	Mean score	% mean score	Rank
1.	Mobilisation of resources by local leaders	3.01	60.26	5
2.	Local leaders' help during times of crisis	3.03	60.54	4
3.	Local leadership's help in building rapport with people	3.05	61.06	3
4.	Voluntary participation of farmers in extension activities	3.55	70.94	2
5.	Advice & guidance seeking by livestock farmers	3.93	78.66	1

The item-wise perception of the dimension, people's participation was given in the Table 39. The item, advice and guidance seeking by livestock farmers (77.66%) was ranked first. The other items, viz., voluntary participation of farmers in extension activities (70.94%), local leadership's help in building rapport with people (61.06%) and local leaders' efficiency and help in resolving problems at times of crisis (60.54%) were ranked second, third and fourth respectively. The item, mobilization of resources by local leaders (60.26%) was ranked last.

Fig. 28 DISTRIBUTION OF RESPONDENTS BASED ON PERCEPTION OF THE DIMENSION - PEOPLE'S PARTICIPATION

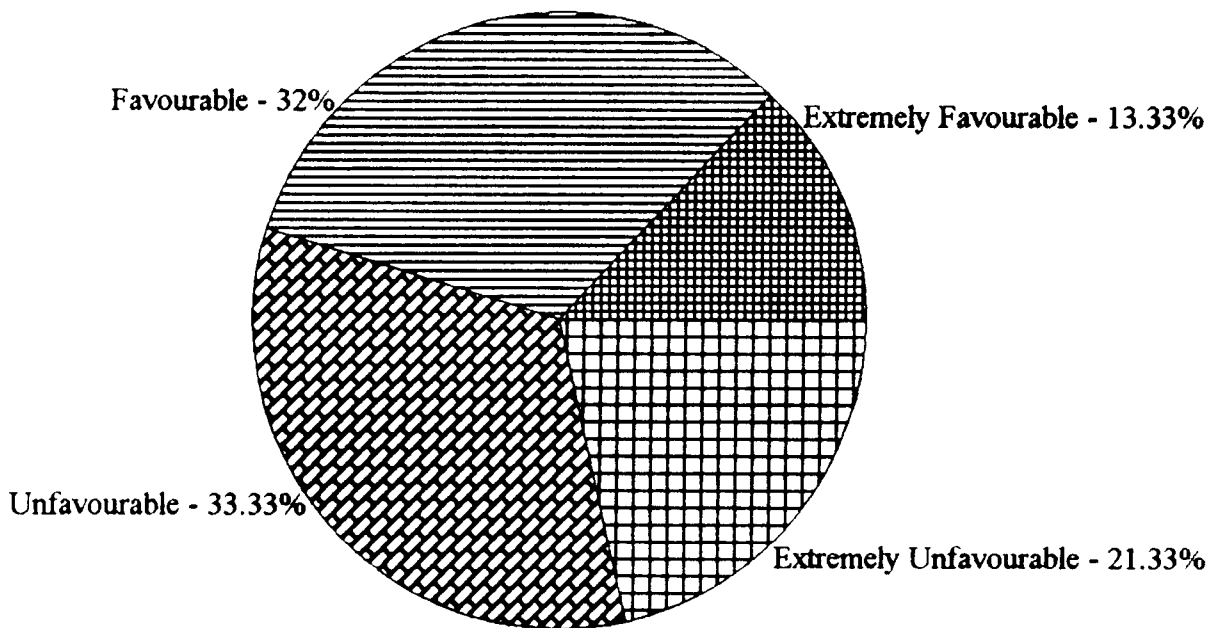
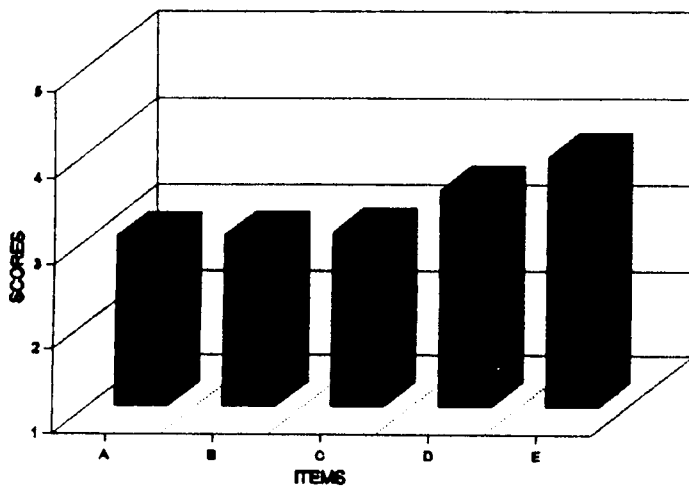


Fig. 29 ITEM-WISE MEAN SCORES OF THE DIMENSION - PEOPLE'S PARTICIPATION



- A. Mobilisation of resources by local leaders.
- B. In times of crisis - local leaders' help and efficiency in resolving problems.
- C. Local leadership's help in building rapport with people.
- D. Voluntary participation of farmers in extension activities.
- E. Advice and guidance solicitation by livestock farmers.

4.3 Items with percentage mean scores less than 60

Table 40. Items with percentage mean scores less than 60 per cent under various dimension of working environment

n=75		
Dimension	Mean score	% mean score
Organisational policies		
1. Submitting leave letter to panchayat president	1.93	38.66
2. Attending milk societies and panchayats	2.05	41.06
3. Maternity leave	2.39	47.74
4. Pay package	2.47	49.34
5. Posting to job of one's own liking	2.56	51.20
6. Making charge arrangements on leave days	2.61	52.26
7. Promotion policy	2.67	53.34
8. Postings to convenient place	2.93	58.66
Autonomy		
9. To wait for directions from above to execute important jobs	2.99	59.74
Communication		
10. Seeking juniors' opinions by seniors	2.77	55.46
Decision making		
11. Seniors' consultation with juniors before decision making	2.63	52.54

Dimension	Mean score	% mean score
Guidance and supervision		
12. Opportunity to get guidance from sister organizations	2.69	53.86
13. Risk taken by superiors in shouldering responsibility and supervising juniors in times of crisis	2.97	59.46
Leadership		
14. Autocratic style of leadership	2.47	49.34
Services and supplies		
15. Supply of stationery, biologicals etc.	2.19	43.74
16. Office vehicle facility	2.19	43.74
17. Basic amenities at work place	2.24	44.80
Family adjustment		
18. Maintenance of social relations with friends and relatives	2.71	54.14

It can be noted from Table 40 that there were eighteen items which had percentage scores less than 60 per cent under various dimensions.

4.4 Job satisfaction and organizational commitment of respondents

4.4.1 Job satisfaction

Table 41. Distribution of respondents based on job satisfaction. n=75

Sl.	Category	f	%
1	Satisfied (>51.1)	21	28.00
2	Somewhat satisfied (44.0-51.1)	28	37.33
3	Not satisfied (<44.0)	26	34.67
Total		75	100.00

Mean = 47.587 Range: 27-73

Table 41 shows the distribution of the respondents based on job satisfaction. More number of the lady veterinary surgeons (37.33%) were somewhat satisfied with their job. when 34.67 per cent of them were not satisfied, 28 per cent of them were satisfied with their job.

4.4.2 Organisational commitment

Table 42. Distribution of respondents based on organisational commitment. n=75

Sl.No.	Category	f	%
1	Highly committed (>55.7)	30	40.00
2	Somewhat committed (46.4-55.7)	27	36.00
3	Less committed (<46.4)	18	24.00
Total		75	100.00

Mean = 52.507 Range: 30-69

Fig. 30 DISTRIBUTION OF RESPONDENTS BASED ON JOB SATISFACTION

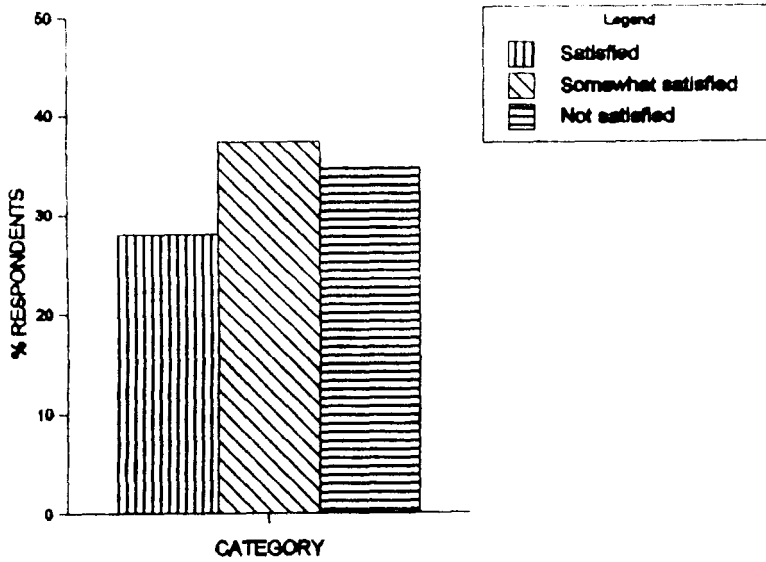


Fig. 31 DISTRIBUTION OF RESPONDENTS BASED ON ORGANISATIONAL COMMITMENT

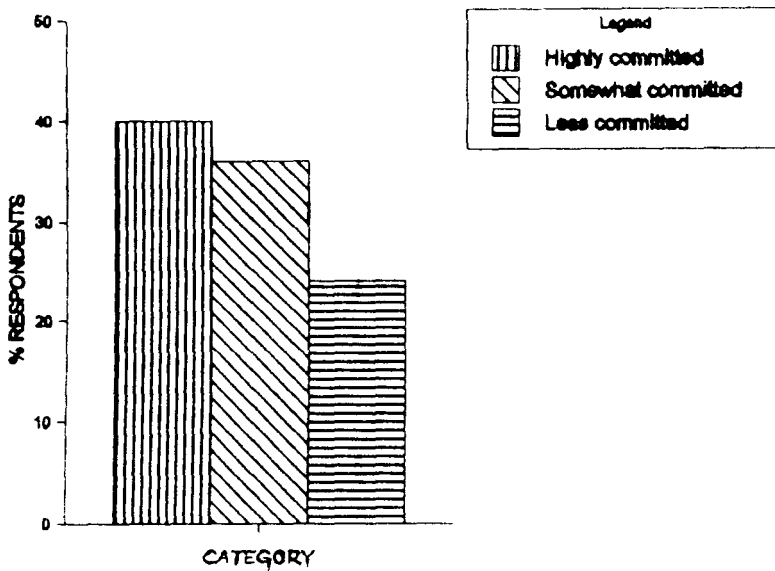


Table 42 reveals that more number of respondents (40%) were highly committed to the organization. When 36 per cent of them were somewhat committed, 24 per cent of them were less committed.

4.5 Correlation of situational variables with working environment

Table 43. Correlation of situational variables with working environment

Sl. No.	Category	'r' values
1.	Distance to work place	-0.07
2.	Marital status	-0.08
3.	Husband's occupation	-0.11
4.	Number of children	-0.01
5.	Age of the youngest child	0.16*
6.	Type of the family	-0.07
7.	Domestic help	0.03
8.	Own vehicle	0.17*

* Significant at 10 per cent level

A perusal of Table 43 reveals the correlation of situational factors with working environment. It was found that age of the youngest child and possession of a vehicle for personal conveyance as positively and significantly correlated with working environment.

The other situational factors such as, distance to work place, marital status, husband's occupation, number of children, type of the family and domestic help were not significantly correlated with working environment.

4.6 Correlation of working environment with job satisfaction and organisational commitment

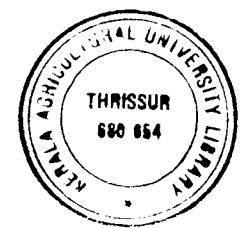
Table 44. Correlation of working environment with job satisfaction and organisational commitment

n=75

Sl. No.	Category	Correlation coefficient (r)	
		Job satisfaction	Organisational commitment
1.	Internal working environment	0.46**	0.37**
2.	External working environment	0.43**	0.33**
3.	Overall working environment	0.53**	0.42**

** Significant at one per cent level

It is observed from Table 44 that both internal working environment, external working environment and overall working environment were positively and significantly correlated with job satisfaction, as well as organizational commitment.



4.7 Correlation and regression analysis of job satisfaction with working environment

Table 45. Correlation of job satisfaction with various dimensions of working environment

n=75

Sl. No.	Category	Correlation co-efficient (r)
1.	Organisational policies	0.37**
2.	Autonomy	0.28*
3.	Communication	0.54**
4.	Decision making	0.38**
5.	Interpersonal relations	0.09
6.	Guidance & supervision	0.50**
7.	Leadership	0.35**
8.	Motivation	0.24*
9.	Team work	0.18
10.	Services & supplies	0.33**
11.	Family adjustment	0.27*
12.	Client relations	0.24*
13.	People's participation	0.56**

* Significant at five per cent level

** Significant at one per cent level

It can be noticed from Table 45 that almost all the dimensions of working environment except interpersonal relations and team work, were positively and significantly correlated with job satisfaction. Among the significantly correlated dimensions, autonomy, motivation, family adjustment and client relations were significantly correlated at five per cent level and the rest at one per cent level.

The multiple linear regression analysis (Table 46) showed that the prediction model was statistically significant. The co-efficient of determination (R^2) of the regression equation was found to be 54.3 per cent. This indicated that 54.3 per cent of total variability in job satisfaction could be attributable to the 13 dimensions of working environment. Among the 13 dimensions of working environment only four were found to be statistically significant. They were organisational policies, autonomy, communication and people's participation. All these were found to be positively related to working environment.

In order to identify the best subset of predictors of variability in job satisfaction, all the thirteen dimensions of working environment were subjected to step down regression analysis (Table 47). It was found that out of the total variance of 54.3 per cent explained by all 13 dimensions of working environment, just four dimensions explained 48.94 per cent of variability in job satisfaction. These four best subset of predictors were organizational policies, autonomy, communication and peoples participation respectively contributing 16.47 per cent, 11.60 per cent, 30.71 per cent and 41.22 per cent to the co-efficient of determination (R^2).

Table 46. Multiple regression analysis of job satisfaction with various dimensions of working environment

n=75

Sl. No.	Dimensions	Regression co-efficient (B)	Standard error of regression co-efficient	t value
1.	Organizational policies	0.48	0.20	2.39*
2.	Autonomy	0.69	0.33	2.11*
3.	Communication	0.60	0.29	2.08*
4.	Decision making	0.10	0.38	0.26
5.	Interpersonal relations	-0.27	-0.30	0.89
6.	Guidance & supervision	0.45	0.28	1.59
7.	Leadership	-0.25	0.33	-0.74
8.	Motivation	-0.11	0.24	-0.46
9.	Team work	-0.10	0.26	-0.38
10.	Services & supplies	0.11	0.22	0.50
11.	Family adjustment	-0.05	0.18	-0.27
12.	Client relations	-0.05	0.27	-0.20
13.	People's participation	0.95	0.30	3.17**

$R^2 = 54.3\%$ Intercept = 6.28 $F = 5.58^{**}$

* Significant at five per cent level

** Significant at one per cent level

Table 47. Results of step down regression analysis of job satisfaction with various dimension of working environment

						n=75
Sl. No.	Dimensions	Beta	Beta x R	Regression co-efficient (B)	Standard error of regression co-efficient	T value
1.	Organizational policies	0.22	16.47	0.44	0.18	2.43*
2.	Autonomy	0.20	11.60	0.66	0.29	2.29*
3.	Communication	0.28	30.71	0.73	0.26	2.80*
4.	People's participation	0.36	41.22	0.84	0.23	3.67**

$R^2 = 0.489$ Intercept = 1.61 $F = 16.78^{**}$

* Significant at five per cent level

** Significant at one per cent level

4.8 Correlation and regression analysis of organisational commitment with various dimensions of working environment

Table 48. Correlation of organizational commitment with various dimensions of working environment

n=75

Sl. No.	Dimensions	Correlation co-efficient (r)
1.	Organizational policies	0.31**
2.	Autonomy	0.15
3.	Communication	0.21
4.	Decision making	0.22
5.	Interpersonal relations	0.08
6.	Guidance & supervision	0.28*
7.	Leadership	0.34**
8.	Motivation	0.41**
9.	Team work	0.26*
10.	Services & supplies	0.16
11.	Family adjustment	0.17
12.	Client relations	0.28*
13.	People's participation	0.32**

* Significant at five per cent level

** Significant at one per cent level

From Table 48 it was observed that seven out of thirteen dimensions of working environment were significantly correlated with organizational commitment. The dimensions, guidance and supervision, team work, and client relation were significantly correlated at five per cent level. The other four dimensions namely, organizational policies, leadership, motivation and people's participation were significantly correlated with organizational commitment at one per cent level.

Table 49. Multiple regressions analysis of organizational commitment with various dimensions of working environment

n=75

Sl. No.	Dimensions	Regression co-efficient	Standard error of regression co-efficient	t value
1.	Organizational policies	0.37	0.24	1.56
2.	Autonomy	0.03	0.39	0.08
3.	Communication	-0.04	0.34	-0.12
4.	Decision making	0.38	0.44	0.87
5.	Interpersonal relations	-0.57	0.36	-1.61
6.	Guidance & supervision	0.24	0.33	0.72
7.	Leadership	0.22	0.39	0.56
8.	Motivation	0.62	0.29	2.15*
9.	Team work	0.32	0.30	1.07
10.	Services & supplies	-0.10	0.26	-0.38
11.	Family adjustment	-0.18	-0.22	-0.82
12.	Client relations	0.37	0.32	1.15
13.	People's participation	0.01	0.35	0.02

R² = 30.5%

Intercept = 22.73

F = 2.06*

* Significant at five per cent level

The multiple linear regression analysis of organisational commitment with various dimensions of working environment (Table 49) showed that the prediction model was statistically significant. The co-efficient of determination (R²) of the regression equation was found to be 30.5 per cent. This indicated that 30.5 per cent of total variability in organisational commitment could be attributable to the 13 dimensions of working environment. Among the 13 dimensions of working environment only one, namely, motivation was found to be statistically significant. It was positively related to working environment.

Table 50. Results of stepdown regression analysis of organisational commitment with various dimension of working environment

						n=75
Sl. No.	Dimensions	Beta	Beta x R	Regression co-efficient (B)	Standard error of regression co-efficient	T value
1.	Organizational policies	0.25	34.31	0.48	0.20	2.39*
2.	Motivation	0.37	65.69	0.77	0.22	3.49**

$R^2 = 0.227$ Intercept = 26.13 F = 10.59**
 * Significant at five per cent level
 ** Significant at one per cent level

Table 50 presented the results of the stepdown regression analysis of organizational commitment with various dimensions of working environment. All the thirteen dimensions were subjected to the stepdown analysis. However, only two dimensions, viz., organizational policies and motivation significantly explained the variability in organizational commitment. Out of the 30.5 per cent variance explained by all 13 dimensions, 22.70 per cent of variance was explained by these two dimensions. Further, when organisational policies contributed 34.31 per cent to the co-efficient of determination (R^2), motivation contributed 65.69 per cent.

Discussion

DISCUSSION

Discussion of the results is presented as follows:

- 5.1 Situational factors
- 5.2 Working environment
- 5.3 Job satisfaction and organisational commitment
- 5.4 Correlation between situational factors and perception of working environment
- 5.5 Correlation and regression analysis of job satisfaction with various dimensions of working environment
- 5.6 Correlation and regression analysis of organisational commitment with various dimensions of working environment

5.1 Situational factors

Majority of the lady veterinary surgeons had to commute more than ten and even upto 60 kilometres to their work place everyday. This could be due to the reasons like difficulty in getting a posting in an institution nearby; lack of educational facilities for children at work place; husband's occupation elsewhere, etc. Married respondents were predominant since by the time they graduate and get appointed they are of marriageable age. Almost one-third of the lady veterinary surgeons were married to gents of the same

profession. The remaining two-third of them were married to men of various other professions like, engineers, administrative personnel, lecturers, etc. The respondents themselves being professionals, would naturally opt for a professional as life partner.

Majority of the respondents had one or two children and were from nuclear families complying to the general trend in social life of Kerala. The age of the youngest child of majority respondents was three or less than three years. This may be because the respondents in this study were from veterinary surgeon cadre. Therefore, they would be of young age and have young child less than three years of age. Majority of them (52%) had not employed servant to look after house-hold chores. Scarcity of domestic servants, high wages, presence of elders in case of joint families and favourable time schedule, etc. might be the possible reasons. Almost half of the respondents possessed a vehicle for personal conveyance, probably for convenience in job.

5.2 Working environment

5.2.1 Distribution of respondents based on perception of working environment

Just above one half of the respondents (52%) perceived the overall working environment as either unfavourable or

extremely unfavourable. When internal working environment alone was considered those on the unfavourable side were 49.34 per cent. Further, in the case of external working environment 41.33 per cent perceived it as either unfavourable or extremely unfavourable. The above trend, in general, indicated that the working environment prevailing in the Animal Husbandry Department of Kerala as perceived by the lady veterinarians was not very favourable.

Similar findings were reported by many researchers. Talukdar and Laharia (1986) observed that Agricultural Development Officers' perception of organisation health was not very favourable. While Jhamtani and Singh (1987) reported that there was a significant gap between the prevailing and desirable organizational environment. Whereas, Gogoi and Talukdar (1992) found that Agricultural Extension Officers' level of perceived organizational climate was slightly above average. Similarly, Siddaramaiah and Rajeev (1993) observed that higher proportion of researchers and teachers of Kerala Agricultural University perceived organisational climate as facilitating.

5.2.2 Perception of various dimensions of working environment

Among the 13 dimensions of working environment, interpersonal relations, motivation, teamwork, client

relations, and family adjustment were ranked first, second, third, fourth and fifth respectively in terms of perceived favourableness of the working environment. The dimensions of communication, autonomy, people's participation, guidance and supervision, leadership, decision making, organizational policies and services and supplies were ranked sixth, seventh, eight, ninth, tenth, eleventh, twelfth and thirteenth respectively. It can be noted that the dimensions such as, interpersonal relations, motivation, teamwork, client relations, and family adjustment for which respondents' contribution mattered, the perception was relatively favourable. Whereas, for those which organizational involvement mattered such as, communication, autonomy, people's participation, guidance and supervision, leadership, decision making, organizational policies, and services and supplies, the perception was relatively unfavourable.

The above trend in the perception of working environment can be better understood in the light of Herzberg's Two Factor Theory of Motivation. Herzberg (1957) observed that certain factors/motivators were associated with satisfaction, whereas others/hygiene factors tend to be associated with dissatisfaction. In this study, a clear distinction between motivators and hygiene factors is difficult. Still, autonomy, decision making, and motivation may be grouped under motivators. The rest of the dimensions, namely,

organizational policies, interpersonal relations, communication, guidance and supervision, leadership, teamwork, family adjustment, client relations, people's participation and services and supplies may be classified as hygiene factors.

If that is so, under hygiene factors, the dimensions envisaging interaction and relations, viz., interpersonal relations, teamwork, client relations, and family adjustment were ranked first, third, fourth, and fifth respectively. Whereas, communication, people's participation, guidance and supervision, and leadership were ranked sixth, eighth, ninth and tenth respectively. The dimensions representing policy and working conditions namely, organisational policies, and services and supplies were ranked last, i.e., twelfth and thirteenth. Under motivators, motivation, autonomy, and decision making were ranked second, seventh and eleventh respectively.

It is noticeable that many of the hygiene factors whose absence would result in dissatisfaction were ranked low. Similarly, the motivators (except for motivation) whose existence will give satisfaction were ranked low. Maslow (1954) pointed out that human needs follow hierarchy. When the lower needs are satisfied, they cease to be motivators. In that case, the dimensions, such as, services

and supplies and organisational policies which fulfill lower physiological needs and safety needs were ranked low. Likewise, certain dimensions contributing for affiliative needs, such as, communication, guidance and supervision, people's participation and leadership were ranked low.

Thus, it is clear from the results that the organisation should be meticulously careful enough to identify the real motivators/job content factors which yield satisfaction and the maintenance/hygiene factors which only keep incumbents not satisfied. And constant effort should be warranted to fulfil them to the maximum possible extent.

5.2.2.1 Organisational policies

Majority of the respondents perceived organisational policies as either unfavourable or extremely unfavourable. Further, item-wise perception analysis of the organisational policies showed that the difference between percentage mean score values of the first ranked item, i.e., present time schedule and the subsequent items was conspicuous. The percentage mean scores of all these items except for the item - present time schedule were less than 60. This indicated that all these items were perceived unfavourable.

The item-present time schedule (81.60%) was ranked first and this perception assumes significance especially with lady

veterinarians, since after office hours they can attend to their children and family needs. Robbins (1993) observed benefits of flextime such as reduced absenteeism, increased productivity, a lessening in hostility towards management, elimination of tardiness and increased autonomy and responsibility for employees that may increase employee job satisfaction. Singh and Singh (1992) have observed similar findings. They reported that women scientists in Indian Council of Agricultural Research felt inflexibility of office time as one of the major problems they were facing. This has been further emphasised by Jaiswal (1993) who observed that dissatisfaction or partial satisfaction with working hours had been found more pronounced among women.

Postings to convenient place was ranked second with a percentage mean score of 58.66. Convenient place meant a place which is nearer to the residence which facilitates performing of other social obligations. The respondents' concern about this can be understood by knowing the distance they had to commute daily. Majority of them had to commute more than 10 kilometres and even upto 60 kilometres to their work place everyday. Singh and Singh (1992) also reported that place of postings was one of the major problems faced by women scientists in Indian Council of Agricultural Research.

The item, present promotion policy was ranked third. The percentage mean score recorded was 53.34. This low score indicates that the respondents are apprehensive of promotion chances to higher cadres in a reasonable time.

Whereas, the item-making charge arrangements on leave days was ranked fourth. The veterinary dispensaries are usually manned by a single veterinarian. In order to avail leave, the incumbent has to contact the neighbouring colleagues to make charge arrangements. This would again depend upon their convenience. So these difficulties might have prompted the respondents to perceive it relatively unfavourable.

The item-posting to job of one's own liking was ranked fifth. In the A.H.D. itself there are various avenues of services, such as, farms, dispensaries, polyclinics, etc. If that is so, if one is given a choice to work in a place of her liking, she can work to her satisfaction. Similarly, specialisation in master's degree may be considered while placing. Jaiswal (1993) also reported that dissatisfaction or partial satisfaction with placement in the job was relatively high among women than men.

The item, present pay package was ranked sixth. Pay is an extrinsic motivator affecting satisfaction. It is often gauged with respect to what others in similar ranks are

getting. There seems to be some inequality in pay between veterinary and medical professionals. When put in terms of Adam's (1963) Equity Theory, there should be a balance of the outcomes-inputs relationship for one person in comparison with that of another person. In other words, equal pay for equal work is the justifiable thing. If people feel they are inequitably rewarded, they may be dissatisfied, reduce the quantity or quality of output, or turnover rate will be high. They can also ask for a greater reward. If people perceive the rewards are equitable, they probably will continue at the same level of output. If people think the rewards are greater than what is considered equitable, they may work harder.

The item, maternity leave was ranked seventh. Pregnancies and early child care periods are the most crucial periods for working women. Insufficient maternity leave will not help the incumbents to re-coup health and return to service.

Whereas, the items, attending to milk societies and panchayats and submitting leave letter to panchayat president were ranked eighth and ninth with very deplorable percentage mean score values of 41.06 and 38.66 respectively. With regard to attending milk societies and panchayats it might be inconvenient for the lady veterinarians to attend meetings in odd hours for long durations. Also the new panchayat raj

schemes might have put them in tough working situations with extra work. Similarly submitting leave letter to the panchayat president might have been viewed as an unnecessary formality.

5.2.2.2 Autonomy

Majority of the respondents perceived the extent of autonomy as either favourable or extremely favourable. Nevertheless, 38.6 per cent of them perceived it as unfavourable.

Detailed analysis revealed that the items, freedom in decision making on day to day activities and freedom for action in emergency situations were ranked first and second respectively. Veterinary surgeon is the highest cadre staff in a veterinary dispensary and is authorised to take decisions on day to day activities. In institutions other than veterinary dispensary, too, the routine task of decision making usually fall within the ambit of the veterinary surgeon. With these situational compulsions they are entitled to act independently and lady veterinary surgeons were contented about this as revealed from higher percentage mean scores.

But the percentage mean scores and ranks of the items, permission to try out creative ideas and to wait for

directions from higher ups to execute important jobs, present a different picture altogether. The former item had a percentage mean score just above 60, while the later had a percentage mean score less than 60.

Work with skill variety, task identity and task significance form a worthwhile job. Job that possesses autonomy gives the employee a feeling of responsibility for the results and that, if a job provides feedback, the employee will know how effectively he or she is performing. In other words, internal rewards are obtained by an individual when he learns (knowledge of results) that he personally (experienced responsibility) has performed well on a task that he care about (experienced meaningfulness). The more these three psychological states are present, the greater will be the employee's motivation, performance and satisfaction (Robins, 1993).

Veterinary service has no dearth of skill variety, or task identity or task significance. Then, what is essential is, a right mechanism to capitalise these inherent virtues of the profession by giving necessary autonomy and feedback to the employees.

5.2.2.3 Communication

In case of communication more number of respondents (29.33%) perceived it as favourable. However, almost 25 per cent each were perceiving it as unfavourable and as extremely unfavourable. Sharma and Prasad (1972) also reported that Animal Husbandry Extension Officers were least satisfied with communication. Byra Reddy (1976) and Rajkamal (1985) reported that the respondents they studied were only somewhat satisfied with communication. The item-wise analysis may disclose the reasons.

It was found that the item, sharing of information among colleagues was ranked first. Regular monthly meetings, conferences, and the like, give enough opportunities for the respondents to exchange ideas and information. Whereas, when the item, intimating in time the information on various activities was ranked second, the item, clear and complete instructions was ranked fourth. From this, it can be realized that though information about various programmes, etc., was intimated in time, it lacked clarity and specificity. Mathur and Prasad (1977) also observed that the official pattern of down-ward flow of instructions had not been clearly defined. Duplications in issuing instructions to the sub-ordinates were clearly noticed with Village Level Workers and Agricultural Extension Officers receiving instructions from two superiors.

The item, intactness of information without distortion was ranked third with a percentage mean score of 72.8. Distortion of information may occur during upward, downward or lateral communication processes. Even the culture and subcultural barriers, gender related barriers and barriers stemming from implicit assumptions hinder the free flow of information across the structure of the organization. Recognition and consideration of these facts by the seniors can reduce such distortion.

Whereas, the items seeking juniors' opinions by seniors was ranked last. The percentage mean score was just 55.46. This meant the respondents have perceived it relatively unfavourable. The suggestions and personal opinions of the lady veterinary surgeons should be given due importance by the seniors. The significance of seeking juniors' opinions or upward communication needs no exemplification. Fisher (1994) observed upward communication to be often disturbed by attitudes and perceptions common to subordinates, such as the desire for advancement; by attitudes and actions of superiors, such as reluctance to accept criticism; and by organizational characteristics, such as a formalistic structure or the MUM effect. Mathur and Prasad (1977) also observed that Block Development Officers never consulted informally any subordinate staff but rather usually consulted their equals or people outside the organization.

5.2.2.4 Decision making

More number of lady veterinary surgeons perceived decision making as either unfavourable or extremely unfavourable. Those who perceived it as either favourable or extremely favourable were 40 per cent. Moreover, this dimension was perceived relatively unfavourable with a percentage mean score of 62.83 only and ranked eleventh among all the 13 dimensions of the working environment. Sharma and Prasad (1972) and Byra Reddy (1976) too have reported similar findings. Item-wise analysis revealed the concerns of the lady veterinarians towards decision making.

The item, superiors consult knowledgeable people before decision making though ranked first had a percentage score of 69.06. This indicated that respondents expected still better and elaborate consultations with knowledgeable people by superiors before decision making. Whereas, the item solicitation of opinions from sub-ordinates before decision making was ranked second with a percentage mean score of 67.20 indicated that the respondents themselves have to improve upon the present level of seeking opinions from their subordinates. The process of solicitation of opinions and decision making by consensus will harness the resources of individuals; respect their feelings; builds mutual trust; and develops a general climate of acceptance in the group/organisation.

The items, importance given to veterinary surgeon's opinions by superiors and decision taken at the top level were ranked third and fourth respectively. This indicated that the lady veterinary surgeons were not taken into confidence while making decisions. Further, the low percentage mean score of 52.54 to the item, seniors consult with juniors before decision making endorsed the above fact. Similar findings have been reported by Ghadially and Pramodkumar (1988), who observed that lack of participation in decision making was one of the most salient stressors of female professionals working in universities, hospitals and banks.

5.2.2.5 Interpersonal relations

More than half of the respondents perceived interpersonal relations as either favourable or extremely favourable. This was the dimension among others ranked first by the respondents. Sharma and Prasad (1972), Byra Reddy (1976) also have reported that the respondents they studied were satisfied with interpersonal relations. Hemalatha and Suryanarayana (1983) observed that working women did not have serious problems in the area of adjustment with male colleagues and bosses.

Item-wise analysis also showed that all the items had percentage mean scores above 75. The results indicated that group cohesion was strong. Cohesiveness is affected by such

factors as time spent together, group size, the gender make-up of the group, external threat, and previous success (Robins, 1993). These factors would very well explain for the relatively favourable perception of this dimension. The group in veterinary dispensary or any other veterinary institution is usually small and the members spend considerable time together. This gives enough opportunity to interact informally. Robins (1993) also indicated that women were less competitive and/or more co-operative with people they saw as friends, colleagues, or team-mates than men were, and this results in greater group bonding.

Of all the five items, atmosphere of interest and mutual respect at work place was ranked first with a percentage mean score of 83.72. The item, selfish motives - no barrier for cordial relationship though was ranked last among all the five items, yet had a percentage mean score of 74.66. This clearly indicated that the lady veterinary surgeons were satisfied with interpersonal relations prevailing at the work place.

5.2.2.6 Guidance and supervision

Majority of the respondents perceived guidance and supervision on either unfavourable or extremely unfavourable. Sharma and Prasad (1972), Byra Reddy (1976) and Rajkamal (1985) also have reported that the village level workers or

Animal Husbandry Extension Officers they studied were only somewhat satisfied with guidance and supervision.

Item-wise analysis showed that the item, availability of timely guidance was ranked first with a percentage mean score of 71.46 indicating that the seniors should extend still more of timely guidance to juniors. The item, ridiculing and punishing for mistakes was ranked second with a percentage mean score of 70.14. This is suggestive of the fact that the respondents had not ruled out the absence of ridicule and punishment for mistakes.

The item, periodical evaluation of the performance was ranked third with a percentage mean score of just above 60. Similarly, the items, risk taken by superiors in shouldering responsibility in times of crisis and opportunity to get guidance from sister organisations were ranked fourth and fifth respectively with percentage mean scores less than 60. By this, it can be understood that in general guidance and supervision was not upto the expectations of the lady veterinary surgeons. Thus, it is imperative for the seniors to give thought to the dimension, guidance and supervision.

5.2.2.7 Leadership

It was noticed that majority of the respondents perceived leadership as unfavourable. Sixty per cent of them were

towards unfavourable side. Item-wise analysis revealed the details.

The item, 'understanding of the social obligations of the organisation by superiors' was ranked first. This indicated that the seniors were clear about the objectives of the organisation. When the item, *laissez fair* style of leadership was ranked second, the item, accountability of the superiors for poor achievement of organisation's missions was ranked third. It showed the lack of readiness of the superiors to shoulder the responsibilities. The items, participative management of superiors and autocratic style of leadership were ranked fourth and fifth respectively. A comparatively lower ranking of the latter item indicated that autocratic leadership style to be not pre-eminent over participatory leadership style in the organisation.

Chopra (1986) observed that 'open climate' gave the greatest job satisfaction for teachers. Moreover, the effectiveness of any leadership lies in creating a climate of interdependence and independant working rather than dependency; of competition through recognition of work; of approach and problem solving rather than avoidance; of ideal

type through personal example and in motivating people through guidance and counselling. Thus the above results certainly indicate a need for a change from autocratic to participatory style.

5.2.2.8 Motivation

Majority of the respondents perceived this dimension as either favourable or extremely favourable. It was ranked second among all the dimensions of working environment. Detailed item-wise analysis revealed that almost all the five items were perceived relatively favourable with percentage mean scores above 71.

The various items included represented the five different types of motivations namely, achievement, affiliation, extension, dependence and power motivation. The items, opportunity to make social contacts (affiliation motivation), to consult others in times of needs (dependance motivation), to take decision on own (power motivation) and opportunity to help others in the organisation as well as clients (extension motivation) were ranked first, second, third and fourth respectively with percentage mean scores above 77. This indicated that the lady veterinary surgeons perceived a relatively favourable climate which could fulfil the above motives.

Whereas, the item, opportunity to excel in job, representing achievement motivation was ranked last with a percentage mean score of 71.74. The various shortcomings both organisational and societal coming in the way of effective performance may be the reasons for the respondents to perceive the item-opportunity to excel in job as relatively less favourable.

5.2.2.9 Team work

A little above half of the respondents perceived team work as either favourable or extremely favourable. On the contrary, while Sharma and Prasad (1972) observed that Animal Husbandry Extension Officers were least satisfied with team work. Byra Reddy (1976) reported that Village Level Workers were somewhat satisfied with team work. Jhamtani and Singh (1987) also showed that team work was not upto the desired level of the respondents they studied.

The items, free and frank communication among staff in times of need; attendance of the staff during task accomplishment; understanding among the staff about the work to be shared and helping relation among staff members were ranked first, second, third and fourth respectively. All the four items had relatively high percentage mean scores of above 77. This indicated that the staff at the work place had relatively good team spirit. But however, the item, tendency

among staff to disown roles whenever a task is to be carried out was ranked last with a percentage mean score of 69.60. It might be that though the staff had good team spirit, they were little indifferent when it came to task execution. Proper goal setting and role analysis to clarify members responsibilities and roles would help in effective team building.

5.2.2.10 Services and supplies

Higher percentage (59.66%) of respondents were on the unfavourable side of the continuum. Further, it can be noticed that the maximum observed percentage mean score was just 60.54, which again indicated that this dimension was perceived as relatively unfavourable. Byra Reddy (1976) and Rajkamal (1985) have also reported similar findings.

The items, availability of the services of specialist or superiors and fairness in supplying materials were ranked first. Although these items were ranked first, yet had a percentage mean score of just 60.54. This indicated that there is still room for improving the present situation.

Doubts on job are very natural and they can be cleared with the help of superiors or specialists. As far as availability of the services of specialists or superiors are considered improvement could be possible by strengthening

communication networks. Telephone facility to each dispensary will be a solution. Similarly monthly meetings and other formal and informal gatherings can also be best utilised. As far as fairness in supplying materials is concerned, the suppliers of stores should see to supply the needed items without any discrimination of persons demanding them.

The items, supply of stationery, biologicals, medicines, etc., and office vehicle facility were ranked last. Ray and Kakoty (1991), Rao and Sohal (1980), Swain (1991), Jayachandran (1992), Venkatasubramanian and Fulzele (1996), all have reported inadequate supply of medicines, vaccines, etc., as a major constraint for veterinarians. Lack of office vehicle was also perceived as a constraint. Attending of societies under calf feed subsidy scheme, Panchayat Raj, etc., and subsequent rushing back to home could have necessitated such a need. Rao (1988) also observed such a constraint for Project Officers and supervisors involved in adult education.

Basic amenities at the work place, such as, toilet, retiring room, etc., seems to be a matter of concern for the lady veterinarians. This item was ranked third with a percentage mean score of 44.8. Jaiswal (1993) and Singh and Singh (1993) have also reported such a concern by women employees. Emphasising such basic needs for lady employees

Srinivasan (1992) opines, that 'acceptance of women's

right to work, implies the provision of such basic facilities at work place.

5.2.2.11 Family adjustment

The results revealed that majority of the respondents perceived family adjustment as either favourable or extremely favourable. Further, item-wise analysis indicated that the items, family members' moral support and encouragement for professional growth was ranked first. Economic and social status of lady veterinarians could be the fortifying factors for such a favourable support from the family. Sharma and Prasad (1972) and Ray and Kakoty (1991) too have observed similar findings.

The item, family members help in carrying out house-hold chores was ranked second. Good family support for professional growth implicitly carry within it that family members would bail out her from routine house-hold chores to concentrate more on professional activities. Findings of Simmi et al. (1996) are supportive to the above findings. They observed that the barrier for time and energy management for rural working women was 'no help from family members'. Similarly, Hemalatha and Suryanarayanan (1983) noticed that married working women had to make more adjustments in family maintenance than their husbands.

The item, convenience for proper medical care of family members though ranked third had a percentage mean score of 81.62. With the presence of modern medical facilities it is not difficult to avail good medical treatment.

Fourth rank was given to the item, hindrance in providing recreational facilities to children and other family members. Relatively less percentage mean score compared to the earlier three items, viz., family members' support and encouragement, family members help in carrying out household chores and convenience for proper medical care of family members has to be recognised. Professional demands, especially in veterinary services are comparatively high. This leaves less time for the lady veterinarians to provide enough recreational facilities to their children and other family members. These findings are in accordance with that of Sharma and Prasad (1972) who reported that Animal Husbandry Extension Officers were satisfied to a limited extent with recreational facilities.

The item, hindrance of house-hold chores in professional growth was ranked fifth. A judicious balance between job work and home work is a challenging task for a working women. Thus, a relatively less percentage mean score is no surprise. Simmi et al. (1996) too have reported that the rural working, urban working and urban non working women categories ranked

time and energy management problem as first. Similarly, Mangal (1994) noticed that role conflict put strain on the working women in respect of time available for studies.

Whereas, the items, convenience for education of children and maintenance of social relations with friends and relatives were ranked sixth and seventh respectively. Their comparatively low percentage mean score values were noticeable. Education of the children is one of the major concern for dual working families. High professional demands, commutation, etc., consume lot of their time and leave less time to attend for their children's development. Same is the case for maintaining social relations. Frequent transfers are other threats for their children's education. All these could be the reasons for the items to get a comparatively less percentage mean scores. Mangal (1994) also reported that working women got less time to devote to their children and for maintaining social relations.

5.2.2.12 Client relations

More than half of the respondents perceived clients relations as unfavourable. However, the individual item-wise analysis would give exact picture of its perception by the lady veterinarians.

The items, desire to have an episode of conversation with clients and clients consider the lady veterinarian as good as a sister were ranked first and second respectively. This indicated the respondents' urge to fulfill their affiliative needs. However, the item appreciation of their efforts by clients was ranked third. In spite of the inadequate medicine and other material supply, the lady veterinarians might be struggling to satisfy their clients. But farmers, usually expect that they should get all required medicine from the hospital (Swain, 1991). This could be the reason for clients not appreciating the efforts of the veterinarians as expected.

But the items, magnanimity of clients to excuse for minor mistakes and clients empathise with you were ranked last and had a percentage mean score of 67.2 each. The comparatively low percentage mean scores of the above two items showed that magnanimity and empathy from the clients were not forthcoming as expected by the lady veterinarians. An improvement in the social skills of lady veterinarians combined with an organisational support to serve the public better would help to improve the situations.

5.2.2.13 People's participation

A little above half of the respondents perceived people's participation as either unfavourable or extremely unfavourable. When Byra Reddy (1976) observed that Village

Level Workers were somewhat satisfied with people's participation, Rajkamal (1985) observed that Animal Husbandry Extension Officers were somewhat satisfied with people's participation.

It was noted that the items, advice and guidance solicitation by livestock owners and voluntary participation of farmers in extension activities were ranked first and second respectively. Higher literacy and social awareness could be the reasons for this enthusiasm.

The items, local leadership's help in building rapport with people, local leaders' help during times of crisis and mobilisation of resources by local leaders were ranked third, fourth and fifth respectively. Their percentage mean score values were just above 60 only. The above observations revealed that there can be much more involvement of local leaders in easing out the job of the lady veterinarians and creating a participatory climate in the system.

5.3 Job satisfaction and organisational commitment

5.3.1 Job satisfaction

Two-third of the lady veterinary surgeons were either somewhat satisfied or satisfied with the job. One-third of them were not satisfied. This indicated that majority of the

respondents were falling on the positive side of the continuum. Even as the majority was somewhat or fully contented with the job one-third was not contented at all was a matter of concern. Further, the overall, internal and external working environment were all significantly correlated with job satisfaction. This indicated that the results were consistent. This observation was in accordance with the one made by Rao and Sohal (1980) that one-third of the Veterinary Assistant Surgeons were not contented of the job. What Jayachandran (1992) observed, however, was different. He reported that majority of the veterinary surgeons of Kerala had only medium level of job satisfaction.

5.3.2 Organisational commitment

Three-fourth of the lady veterinary surgeons were either highly committed or somewhat committed. One fourth of them were less committed. This indicated that majority of the respondents were falling on the positive side of the continuum. However, the fact that nearly 24 per cent of them were less committed matters a lot. Further, it was noted that the overall, internal and external working environment were all significantly correlated with organisational commitment. These results were in accordance with those made by Jayarhandran (1992) who reported that almost three-fourth of the veterinary personnel had either medium or high commitment.

5.4 Correlation between situational factors of the respondents and the perception of working environment

It was found that most of the situational factors except for age of the youngest child and possession of a vehicle were non-significantly correlated with perception of working environment.

5.4.1 Age of the youngest child

It showed a positive and significant correlation with the perception of working environment at 10 per cent level of probability. Though correlation co-efficient (r) was significant at 10 per cent level in two tailed test, if one tailed test with single alternative hypothesis test is considered it would be significant at 5 per cent level.

It needs no mention that too young children requires more intimate care of the mother. Working women with such children could find difficult to satisfy the demands from both home as well as work place. Gupta and Ganguli (1982), Palsey and Gecas (1984) and Gauba (1985) too have recorded similar findings.

5.4.2 Own vehicle (for personal conveyance)

It had shown positive and significant correlation at 10 per cent level with perception of working environment. The geographical features of Kerala state and the nature of veterinary service demand a lot of movement of the veterinarian. Possession of a vehicle could solve such problems and commutation will be made easy. Thus possession of a vehicle could have a positive influence on the perception of the working environment.

Simmi *et al.* (1996) too have observed inadequate bus timing and difficulty in driving vehicle as conveyance problems faced by rural and urban working women respectively.

5.5 Correlation, and regression analysis of job satisfaction with various dimensions of working environment

5.5.1 Correlation

The results indicated that all the dimensions of working environment were correlated with job satisfaction except for the dimensions, interpersonal relations and team work eventhough these two dimensions had got high mean score values. An individual perceiving a few of many working environment dimensions favourable may not necessarily feel satisfied with the job as a whole.

5.5.2 Regression

From multiple regression analysis of job satisfaction with various dimensions of working environment it was found that the prediction model was statistically significant. The co-efficient of determination (R^2) of the regression equation was 0.543 indicating that 54.3 per cent of total variability in job satisfaction could be attributed to the 13 dimensions of working environment. Further, it can be known that a much more elaborate inclusion of various other dimensions of working environment would have improved the co-efficient of determination (R^2) value.

It was noticed that four dimensions, viz., organisational policies, autonomy, communication, and people's participation were significantly contributing to the variance in job satisfaction of the lady veterinary surgeons. The regression co-efficient of organisation policies, autonomy, communication and people's participation were 0.48, 0.69, 0.60 and 0.95 respectively. This meant, an improvement of organisational policies, autonomy, communication and people's participation by one unit can bring about changes of 0.48, 0.69, 0.60 and 0.95 units respectively in job satisfaction.

From step down regression analysis it was seen that four dimensions, viz., organisational policies, autonomy, communication, and people's participation were found significantly contributing to job satisfaction. They were contributing to the extent of 48.94 per cent out of the total variability of 54.3 per cent explained by all the 13 dimensions together. Further, out of the 48.94 per cent variability explained by these four dimensions, 71.93 per cent variability was contributed by communication and people's participation. This highlights the importance of communication and people's participation in job satisfaction of lady veterinary surgeons.

5.6 Correlation and regression analysis of organisational commitment with various dimensions of working environment

5.6.1 Correlation

The results revealed that out of the 13 dimensions of working environment seven dimensions, viz., organisational policies, guidance and supervision, leadership, motivation, team work, client relations and people's participation were significantly correlated with organisational commitment. The other six dimensions namely, autonomy, communication, decision making, interpersonal relations, services and supplies, and family adjustment were not significantly correlated with

organisational commitment. Sayeed (1989) observed that good fringe benefits, cordial management and positive organisational policies were associated with the level of organisational commitment. Verma and Roy (1988) have reported that work motivation affected organisational commitment positively. However, Smith et al. (1983) found no relationship between autonomy and organisational commitment. These findings were in agreement with the results of present study.

5.6.2 Regression

The co-efficient of determination (R^2) was 0.305 indicating only 30.5 per cent of the variability in organisational commitment was explained by all the 13 dimensions of working environment. Despite, organisational commitment - a job attitude which is an outcome of various demographic, individual, organisational and societal determinants; the variation explained by the 13 working environment dimensions studied was low. This is suggestive of the presence of other dimensions which were not included in the present study that could contribute to organisational commitment.

Multiple linear regression analysis revealed that the prediction model was statistically significant. It was found that motivation was the only dimension significantly contributing to the organisational commitment. The regression

co-efficient of this dimension showed that one unit change in motivation would bring about 0.62 unit change in organisational commitment. Harmon (1970) discussing on 'Anatomy of career commitment in women' reported that reasons for commitment were found to be motivational, not circumstantial.

Stepdown regression analysis indicated that organisational policies and motivation together contributed 22.7 per cent of variability out of 30.5 per cent variability in organisational commitment contributed by all the dimensions of working environment. Organisational policies which did not figure in multiple linear regression analysis figured in step-down regression analysis. This indicated the importance of organisational policies in sustaining and improving commitment of the lady veterinary surgeons.

Suggestions for further research

1. A study of the perception of working environment of both men and lady veterinarian to bring out men and women's specific issues.
2. Influence of the lady veterinarians' perception of working environment on their job performance.
3. A detailed and indepth study exclusively on organisational policies of the Animal Husbandry Department.
4. A detailed study on external environment factors such as people's participation, client relations, family adjustments, etc.
5. Study on work motivation of lady veterinarians.

Summary

SUMMARY

A contributive working environment is an important prerequisite for the efficient functioning of the employees of any work organisation. Only in such a work environment the employees will be adequately motivated to perform better. The Animal Husbandry Department of Kerala, the state organisation to look after the Animal Husbandry and Veterinary Services, cannot be an exception in this regard. Recently, the demography of this state organisation has been changing fast as a result of considerable infusion of lady veterinarians, necessitating the organisation to review the policies, practices and conditions that affect their duties and responsibilities. Therefore, a probe into these aspects was made with the following objectives.

1. To understand the working environment of the lady veterinary surgeons, and
2. To study the degree of job satisfaction and job commitment of the lady veterinary surgeons.

A sample of 75 lady veterinary surgeons was drawn from four zones namely, northern, central, southern and high range using proportionate random sampling. Thirteen dimensions of working environment were studied vis-a-vis job satisfaction

and job/organisational commitment of the lady veterinarians. Eight situational factors were considered to collect background information of the respondents. Mailed questionnaire method was used to collect data. Statistical tools like mean, frequencies and percentages, correlation, regression and Delinious-Hodge's Cumulative method of classification were used to analyse the data.

Results showed that majority of the lady veterinary surgeons had to commute more than 10 kilometers and even upto 60 kilometers. Age of the youngest child of a majority of respondents was three or less than three years. Almost half of the respondents possessed a vehicle for personal conveyance. Out of the eight situational factors only age of the youngest child and possession of a vehicle for personal conveyance showed positive and significant correlation with working environment at 10 per cent level. So much so that these are significant, the organisation should consider them while taking policy decisions that are binding to the lady veterinarians, such as transfer, accomodation, conveyance facilities, etc.

A little above half of the respondents i.e., 52 per cent perceived overall working environment as either unfavourable or extremely unfavourable. When 49.34 per cent of respondents perceived internal working environment as either unfavourable

or extremely unfavourable, 41.33 per cent of respondents perceived external working environment as either unfavourable or extremely unfavourable. This overall trend indicated that the working environment in the Animal Husbandry Department of Kerala state was one not very favourable to the lady veterinarians.

In general, it was noted that the dimensions of working environment, such as, interpersonal relations, motivation, teamwork, client relations and family adjustment for which respondents' contribution mattered, the perception was relatively favourable. Whereas, for those which organisational and people's involvement mattered, such as, communication, autonomy, people's participation, guidance and supervision, leadership, decision making, organisational policies and services and supplies, the perception was relatively unfavourable. This conclusion is made on the basis of percentage mean scores as presented in the proceeding paragraph.

The possible range of percentage mean scores for any dimension was 20 per cent to 100 per cent. Sixty per cent was considered as mid point. The perceived percentage mean scores however ranged from 50.64 to 80.00. The dimension interpersonal relations was ranked first with a percentage mean score of 80.00. It was followed by motivation (77.65%),

team work (77.33%), client relations (72.43%), family adjustment (70.13%), communication (70.03%), autonomy (66.6%), people's participation (63.51%), guidance and supervision (63.41%), leadership (62.99%), decision making (62.83%), organisational policies (52.53%) and services and supplies (50.56%). The last two dimensions (i.e., organisational policies and services and supplies) were the only dimensions with percentage mean scores less than 60.

When these findings are viewed under the light of Frederick Herzberg's Two-Factor Theory of Motivation it was noticed that many of the hygiene factors, such as, communication, people's participation, guidance and supervision, leadership, organisational policies and services and supplies, whose absence would result in dissatisfaction were ranked low. Similarly, the motivators, such as, autonomy and decision making (except for the dimension-motivation) whose existence would give satisfaction were also ranked low. This endorsed the earlier finding that the working environment was not that favourable.

Thus, it is certain, that the above findings should draw the attention of the management, especially, towards the two dimensions, i.e., organisational policies and services and supplies. These have to be thoroughly examined and necessary strategies are to be planned. Similarly, those dimensions

which were perceived relatively less favourable, such as, decision making, leadership, guidance and supervision, etc., should be given due importance.

Further, micro-analysis of all the dimensions revealed that there were about 18 items with percentage mean scores less than 60. Those very crucial items were:

1. Submission of leave letter to the panchayat president or any one authorised under Panchayat Raj System (organisational policies).
2. Attending to milk co-operatives and Panchayat Raj Institutions (organisational policies).
3. The present leave facility, such as maternity leave (organisational policies).
4. The present pay package commensurate with the work load and nature of work (organisational policies).
5. Getting posted in a job of one's own liking (organisational policies).
6. Making charge arrangements while proceeding on leave (organisational policies).

7. The present promotion policy of the organisation (organisational policies).
8. To get a posting in a convenient place (organisational policies).
9. Waiting for directions from above even if it meant delay in execution of important jobs (autonomy).
10. Seeking juniors' suggestions or personal opinions by seniors (communication).
11. Seniors' consult juniors before taking decisions on any technical or administrative matters (decision making)
12. Opportunity to get guidance from sister organisations in matters related to job responsibilities (guidance and supervision)
13. Risk taken by superiors in shouldering responsibility and supervising juniors in times of crisis (guidance and supervision)
14. Dictating style of superiors, of what should be done, even without conceiving about practicability of things (leadership)

15. Prompt supply of stationery, biologicals, medicines, equipments, diagnostics, etc. (services and supplies)
16. Lack of an office vehicle facility (services and supplies)
17. Basic amenities like toilet, retiring room, furniture, etc. (services supplies)
18. Maintenance of enough social relations with friends and relatives (family adjustments).

A cursory look of the above 18 items revealed that items concerning two dimensions, viz., organisational policies and services and supplies figured prominently. Immediate attention of the management on the above two dimensions in general and the listed 18 items in particular is warranted.

Job satisfaction was one of the two dependent variables selected. Two-third of the lady veterinary surgeons was either somewhat satisfied or satisfied with the job, while the rest one-third was not satisfied. Further, the overall working environment, as well as, internal and external working environment were significantly correlated with job satisfaction. All the 13 dimensions of working environment were also significantly correlated with job satisfaction except for the dimensions, interpersonal relations and team

work. Regression analysis showed that among the 13 dimensions, four dimensions explained 48.94 per cent of variability in job satisfaction out of the total variance of 54.3 per cent attributed to all the 13 dimensions of working environment. The four dimensions were organisational policies, autonomy, communication and people's participation, contributing respectively 16.47 per cent, 11.59 per cent, 30.71 per cent and 41.22 per cent to the co-efficient of determination (R^2). This indicated that all the above four dimensions were very important in determining job satisfaction of the lady veterinarians.

Organisational commitment was the other dependent variable. Three-fourth of the lady veterinary surgeons was either somewhat or highly committed and the rest one-fourth was less committed. The overall working environment, as well as, internal and external working environment were significantly correlated with organisational commitment also. Seven out of 13 dimensions of working environment were significantly correlated with organisational commitment, namely, organisational policies, guidance and supervision, leadership, motivation, team work, client relations and people's participation. Regression analysis showed two out of the 13 dimensions of working environment explained a total of 22.7 per cent of variability in organisational commitment out of the total variance of 30.5 per cent attributed to all the

13 dimensions of working environment. They were organisational policies and motivation, contributing respectively 34.31 per cent and 65.69 per cent to the co-efficient of determination (R^2). This indicated that the above two dimensions were very important in determining organisational commitment of the lady veterinarians.

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* Originals not seen

Appendix

APPENDIX

KERALA AGRICULTURAL UNIVERSITY
COLLEGE OF VETERINARY AND ANIMAL SCIENCES

Mannuthy-680 651
Trichur Dist.
Date: 12.3.98

Dr. P.S. Pushkaran
Professor & Head
Dept. of Extension

Dear Doctor,

Dr. Manjunatha, L., M.V.Sc. student of this department has taken up a study entitled "Working Environment of Lady Veterinarians of Animal Husbandry, Department of Kerala State" as a part of his M.V.Sc. (Extension) Degree programme. We are happy to inform you that you have been selected as one of the respondents for the study.

We request you to kindly spare some time to go through the questionnaire and express your opinion on the various items frankly. It is sure that your valuable responses would enrich the quality and early completion of the research study. The questionnaire with instructions on how to fill up is enclosed.

Expecting you good will and wholehearted co-operation,
with regards.

Yours sincerely,

(P.S. PUSHKARAN)

WORKING ENVIRONMENT OF LADY VETERINARY SURGEONS OF
ANIMAL HUSBANDRY DEPARTMENT OF KERALA STATE

QUESTIONNAIRE

INSTRUCTIONS

1. Please read each item and sub-item carefully and record your first reaction to them.
2. Do not leave out any item; incomplete information may lead to inconclusive results.
3. This information is purely for educational research work, therefore your UNBIASED, OBJECTIVE and HONEST responses are very much essential for its QUALITY and early completion.
- * Your responses will be kept strictly confidential and used for research purpose only.
- * Please do not write your names any where in the questionnaire to maintain anonymity. Retain the requisition letter and mail back the completed questionnaire in the addressed, stamped envelope enclosed, at the earliest.

PART-I

SOCIO-PERSONAL CHARACTERISTICS

1. Work place : VD/VH/VPC/DVC/RAIC/SLBP/Farm/
(please tick the others (mention)
appropriate one)
2. Age in completed years : ____ years
3. Years of service : ____ years
4. Distance to work place : ____ kms
from residence
5. Marital status : Married/Unmarried
6. Husband's occupation :

7. Number of children :
8. Age of the youngest child: ____ years; ____ months
9. Type of the family : Nuclear/Joint
10. Have you got any : Yes/No
house-maid/servant
11. Do you own a vehicle for : Yes/No
personal conveyance
If yes, type of vehicle

PART-II

Here are some of the statements of the Working Environment. Please indicate your responses by marking (/) against appropriate column.

Code: SA - Strongly Agree
A - Agree
UD - Undecided
DA - Disagree
SDA - Strongly Disagree

Sl. No.	Items	SA	A	UD	DA	SDA
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Organisational policies

1. It is almost impossible to get a posting in a convenient place.
2. Getting posted in a job of one's own liking is almost a difficult proposition.
3. Submitting the leave letter to the Panchayat President or any one authorised under the Panchayati Raj system is convenient.

4. It is usually difficult to make charge arrangements while proceeding on leave, causing considerable delay in availing leave.
 5. The present leave facility, such as maternity leave is adequate.
 6. The present pay package, is commensurate with the work load and nature of work you are doing.
 7. The present time schedule of work is convenient to a lady veterinarian.
 8. Attending to milk co- operatives and Panchayati Raj institutions are additional burden to lady veterinarians.
 9. The present promotion policy of the organisation is fine.
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- AT - Always true
 OT - Often true
 ST - Sometimes true
 RT - Rarely true
 NT - Not at all true

Sl. No.	Items	AT	OT	ST	RT	NT
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Autonomy

1. You enjoy a free hand to take important decisions regarding day to day activities.
2. Superiors permit you to try out creative ideas and they shoulder responsibility for the same.
3. During emergency situations and when quick decisions and implementation are required you can proceed on your own.

4. You always wait for directions from above even if it meant delay in execution of important jobs.

Communication

1. Superiors ask for suggestions or personal opinions from you.
2. You are given clear and complete messages or instructions by your superiors.
3. Information on various programmes, meetings, etc., are intimated in time by your higher authorities.
4. Information is shared by colleagues and others in your organisation for the benefit of all.
5. There are people in your organisation who distort information.

Decision making

1. Your seniors consult you before taking decisions on any technical or administrative matter.
2. You seek the opinion of your sub-ordinates before taking any decisions.
3. Your opinions are given due importance and consideration by your superiors.
4. Decisions taken at the top are usually biased
5. Superiors in your organisation consult knowledgeable people before any important decisions are taken.

Interpersonal relations

1. Colleagues are very informal and do not hesitate to discuss personal problems with each other.

2. You and your staff are like family members and share joys and sorrows.
3. All your staff have a desire to give and take help.
4. Selfish motive of staff is coming in the way of cordial relationship
5. There is an atmosphere of interest and mutual respect at work place.

Guidance and supervision

1. Your superiors take risk in shouldering the responsibility of guiding and supervising you during times of crisis.
2. Your superior are good at ridiculing and punishing you for your mistakes.
3. Your performance is periodically evaluated to rectify mistakes.
4. There is timely guidance from your colleagues and superiors in administration and professional matters.
5. There is enough opportunity to get guidance from sister organizations in matters related to job responsibilities.

Leadership

1. Superiors usually dictate what should be done, even without conceiving about practicability of things.
2. Superiors believe in participative management and therefore take subordinates into confidence before any decision is being taken.
3. Your superiors have full faith in your abilities and therefore neither guide nor supervise anyone.

4. Your superiors have clear understanding of the social obligations of the organization.
5. Your superiors are not prepared to be accountable for poor achievement of organisation's missions.

Motivation

You feel there is enough opportunity:

1. To excel in your job
2. To make social contacts
3. To help others in the organization as well as clients.
4. To consult others in times of need.
5. To take decisions on your own.

Team work

1. There is enough understanding among the staff members about the work to be shared.
2. There is a helping relation among staff members in achieving organizational goals.
3. There is a tendency among staff to disown the roles whenever a task is to be carried out
4. During times of task accomplishment the staff attendance is generally poor.
5. In times of need staff members communicate each other freely and frankly.

Services and supplies

1. Services of specialists or superiors can be availed whenever required.

2. The work place has got enough basic amenities like, toilet, retiring room, furniture, etc.
3. There is prompt supply of stationery, biologicals, medicines, equipments, diagnostics, etc.
4. Lack of an office vehicle has made my job difficult
5. The procedure of supplying materials is fair without putting subordinates into any risk or trouble.

Family adjustments

1. Your job obligations do not any way affect the education of your children.
2. Your family members extend moral support and encouragement in your professional career.
3. Due to preoccupation with work it is not possible to maintain enough social relations with friends and relatives.
4. Much time and energy is spent for caring family members and routine household chores leaving very little to spare for your professional growth.
5. In times of need family members help you in carrying out the household chores.
6. You being in this job is not a hindrance for providing better recreational facilities to your children and other members.
7. Proper and timely medical care can be provided to your family members.

Client relations

1. Clients usually do not excuse for minor mistakes committed by you.

2. Clients empathise with you for your hard work.
3. Clients do not usually appreciate the sincere efforts
4. Clients consider you as good as a sister of theirs.
5. You always like an episode of free and frank conversation with the clients.

People's participation

1. Local leaders are efficeintly mobilising community resources, including people, for your programmes.
 2. In times of crisis local leaders help and resolve problems.
 3. Local leadership is helpful to you in establishing rapport with people.
 4. The livestock farmers voluntarily participate in the various extension programmes.
 5. The livestock farmers as and when required are seeking advice and guidance on various animal husbandry issues.
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PART-III

Note: Though some of the statements below may seem to be repeated, they have been included with specific purpose. Therefore please answer all of them.

I. JOB SATISFACTION

Please indicate your degree of satisfaction/dissatisfaction with regard to the following items relating to your job. Please mark (/) against the appropriate column.

Code: (i) MS - Most satisfied
(ii) VS - Very satisfied
(iii) S - Satisfied
(iv) LS - Less satisfied
(v) NS - Not satisfied

Sl. No.	Items	MS	VS	S	LS	NS
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How satisfied are you with respect to:

A. Working conditions:

1. In getting the posting to the place of your liking.
2. With the description of job and responsibilities as Veterinary Surgeon
3. With the flexibility provided to do your job.
4. With the hospital and other physical facilities provided to do your job well.
5. With the budget provided to organise extension activities.
6. With the inservice training received

B. Organizational factors:

7. With the relations you have with your superiors in the organization.
8. With the supervision and guidance given to you by your superiors.
9. With the opportunities provided in your job to utilise your abilities.
10. With the job authority delegated to you in order to do your job.
11. With the relations you have with other departmental officials/panchayats.
12. With the number of reports that you are expected to submit.

C. Morale and recognition:

13. With the promotional opportunities that you have in present job.
 14. With your present salary in commensurate with your work and position in the job.
 15. With the security you have with present job.
 16. With the present job comparing the expectations you had when you took this job.
 17. With the recognition given to your work by the people of your area.
 18. With the recognition you are getting from your superior officers.
-

II ORGANISATIONAL COMMITMENT

Listed below are a series of statements that represent possible feelings that you might have about your organization (Department of Animal Husbandry). Please indicate the degree of your agreement or dis-agreement with each statement by marking (//) under appropriate response category.

Code: SA - Strongly Agree
A - Agree
UD - Undecided
DA - Disagree
SDA - Strongly Disagree

Sl. No.	Items	SA	A	UD	DA	SDA
1.	I am willing to put a great deal of effort to help my department to be successful.					
2.	I talk about the department to my friends as a great organisation to work for.					
3.	I feel very little loyalty to the department.					
4.	I would accept almost any type of job assignment in order to keep working for the department.					
5.	I find that my values and values of department are similar.					
6.	I am proud to tell others that I am part of the department.					
7.	I could just as well be working for a different organization as the type or work is similar.					
8.	The department really inspires the very best of me in the way of job performance.					

9. It could take a very little change in my present circumstances to cause me to leave the department.
 10. I am extremely glad that I choose the department to work for, over others.
 11. There's not much to be gained by sticking on to the department indefinitely.
 12. Often I find it difficult to agree with the department's policies on important matters.
 13. For me it is the best organization to work for.
 14. Deciding to work for the department was a definite mistake on my part.
 15. I really care about the fate of the department.
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**WORKING ENVIRONMENT OF LADY VETERINARY
SURGEONS OF ANIMAL HUSBANDRY
DEPARTMENT OF KERALA STATE**

**By
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ABSTRACT OF A THESIS
Submitted in partial fulfilment of the
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ABSTRACT

The objectives of the study were to understand the working environment of the lady veterinary surgeons and to study the degree of job satisfaction and job commitment of the lady veterinary surgeons. The data were collected from a sample of 75 lady veterinary surgeons of Animal Husbandry Department of Kerala using a pre-tested questionnaire.

Among all the eight selected situational factors only age of the youngest child and possession of a vehicle for personal conveyance showed positive and significant correlation with working environment at 10 per cent level.

A little above half of the respondents perceived overall working environment as either unfavourable or extremely unfavourable. Out of the 13 dimensions of working environment, the dimension-interpersonal relations was perceived most favourable and was ranked first. It was followed by motivation, team work, client relations, family adjustment, communication, autonomy, people's participation, guidance and supervision, leadership, decision making, organisational policies and services and supplies.

Two-third of the lady veterinary surgeons was either somewhat satisfied or satisfied with the job, while the rest

one-third was not satisfied. Four dimensions of working environment, namely, organisational policies, autonomy, communication and people's participation contributed significantly to the variation in job satisfaction of the lady veterinary surgeons.

Three-fourth of the lady veterinary surgeons was either somewhat committed or highly committed and the rest one-fourth was less committed to the organisation. Only two dimensions of working environment, namely, organisational policies and motivation contributed significantly to the variation in organisational commitment of the lady veterinary surgeons.

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