

JOB PERFORMANCE AND JOB SATISFACTION OF VETERINARY PERSONNEL IN KERALA

By

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THESIS

Submitted in partial fulfilment of the
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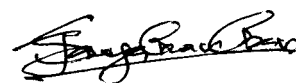
Department of Extension
COLLEGE OF VETERINARY AND ANIMAL SCIENCES
Mannuthy - Thrissur

1992

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I hereby declare that the thesis entitled **JOB PERFORMANCE AND JOB SATISFACTION OF VETERINARY PERSONNEL IN KERALA** 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.

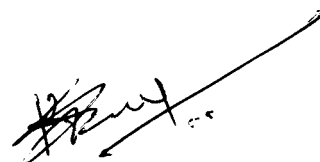
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CERTIFICATE

Certified that this thesis, entitled **JOB PERFORMANCE AND JOB SATISFACTION OF VETERINARY PERSONNEL IN KERALA** is a record of research work done independently by Sri. Jayachandran, S. under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship or associateship to him.

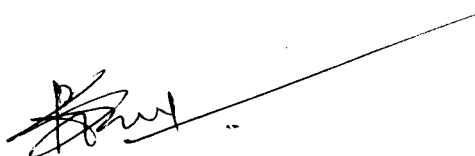


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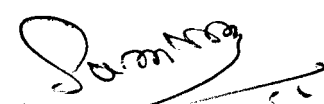
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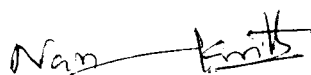
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(JAYACHANDRAN, S.)

*Dedicated to
my beloved parents*

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Introduction

INTRODUCTION

The Veterinary Personnel are the professionally qualified degree holding employees in the state of Kerala who shoulder the major responsibility of carrying out programmes on animal husbandry development. In fact the Veterinary Surgeons are the grass root level elements for all animal husbandry developmental activities in the state. The success of the developmental programmes eventually depends on the job performance and also on the job satisfaction that they derive out of their environment.

The major animal husbandry development activities in the state are carried out by different agencies such as the Animal Husbandry Department, Dairy Development Department, Kerala Livestock Development Board and the Kerala Co-operative Milk Marketing Federation. But the major role is performed by the Animal Husbandry Department through the network of Veterinary institutions throughout the state.

There are 664 Veterinary Surgeons as on November, 1991 working in the various veterinary institutions in the State. So far no studies were undertaken to assess the job performance and job satisfaction of Veterinary Surgeons in

the State. Only a few studies had been conducted in other states in Veterinary field. Studies have been conducted on the above aspects in the field of Agriculture in the State. The present study is an attempt to assess the job performance and job satisfaction of Veterinary Surgeons working in the Animal Husbandry Department of Kerala.

Practical utility of the study

The study of the level of job performance and degree of job satisfaction will reveal the merits and constraint factors in working environment. The study also will bring out the problems faced by the Veterinary Surgeons in their job and their suggestions to overcome them. The conclusions after a critical analysis of the job performance and job satisfaction by the researcher combined with those of the respondents in the job areas will help to improve the working environment. An enlightenment of these constraints/problems and suggestions would help planners and administrators to chalk out appropriate policies that would place the Veterinary personnel suitably in a better atmosphere for discharging their functions more efficiently.

Limitations of the study

The major limitation of the study is that it concentrates on Veterinary Surgeons working in Veterinary Dispensaries and Polyclinics in the Animal Husbandry Department of Kerala. The Veterinary personnel working in the other agencies like Dairy Development Department, Kerala Livestock Development Board, Kerala Co-operative Milk Marketing Federation, Banks, Insurance Companies and Kerala Agricultural University are not covered in the study. In the Animal Husbandry Department itself, the Veterinary surgeons only (the entry point for veterinary graduates) are covered in the present study, other categories are not included who may be doing similar type of work. Also those Veterinary Surgeons working in District Rural Development Agency, farms, laboratories etc. are not covered under this study, so as to avoid wide variations in the nature of job carried out by such veterinary personnel thus enabling a better generalisation of the results of this study.

Objectives of the study

1. To study the level of job performance of Veterinary Personnel in carrying out their official functions.

2. To study the degree of job satisfaction of Veterinary Personnel in carrying out their official functions.
3. To identify the constraint factors if any, pertaining to the job satisfaction.
4. To assess the problems and solutions related to the job performance of Veterinary Personnel as perceived by them.

Review of Literature

REVIEW OF LITERATURE

A comprehensive review of literature is an analytical part of all scientific investigations as it helps to provide a basis for theoretical framework and to probe into the methods and procedures to be adopted for the study.

Studies on Job performance and Job satisfaction in the professional fields are limited. Though some studies have been conducted among the Village Level Workers and Agricultural Officers, such studies among the Veterinary Surgeons are very few. Compared to the other professionals, the working conditions and the job responsibilities of Veterinary Surgeons are entirely different. Considering these facts and the absence of adequate literature, the available literature in other professional fields are reviewed.

Personal Variables

Length of service

a) Length of service and job performance

Perumal and Rai (1976) found that job performance of Agricultural Extension Officers of Tamil Nadu had no significant correlation with their experience.

Susilkumar (1984) reported that the experience of Assistant Agricultural Officers of Tamil Nadu was positively and significantly associated with their overall job performance.

Hegde and Chennagowda (1989) revealed that job performance of Agricultural Assistants of Karnataka was not influenced by their extent of experience as Village Level Workers.

Reddy (1989) found in his study that the job performance of Agricultural Officers in Andhra Pradesh had positive but insignificant relationship with their experience.

b) Length of service and job satisfaction

Sarkar and Patnaik (1967) reported that tenure of service of the VLWs in the developmental blocks of West Bengal and Orissa was significantly associated with their job satisfaction.

Sandhu and Singh Raghbir (1977) reported that the service experience of the Agricultural Extension Officers of

Punjab was one of the best predictors of their job satisfaction, but it was inversely related with job satisfaction.

Karami (1981) revealed in his study that there was no significant correlation between length of service and job satisfaction of Agricultural Extension Agents of Iran.

Dakhore and Bhilegaonkar (1987) found that the length of service of the Veterinary Extension Personnel of Maharashtra state had a significant negative association with job satisfaction.

Kalavathy (1989) reported that experience was not having any significance with job performance and job satisfaction of agricultural graduates working in Department of Agriculture and Banks, while it was positively and significantly related to job satisfaction of agricultural graduates working in Kerala Agricultural University.

c) Length of service and job effectiveness

Salvi and Dudhani (1967) in their study revealed that the job effectiveness of Village Level Workers in extension

blocks of Maharashtra was not associated with their tenure in extension.

Dhillon and Sandhu (1977) indicated that the job effectiveness of District Extension Specialists of farm advisory service in Punjab Agricultural University was not related with their length of service.

Reddy and Jayaramaiah (1988) pointed out that the total experience of the Village Extension Officers working in the T & V system of Andhra Pradesh had no association with their job effectiveness.

d) Length of service and job involvement

Murthy and Ram Prasad (1988) reported that the service of teachers of Bapatla Agricultural College, Andhra Pradesh was positively and significantly correlated with their job involvement.

e) Experience and job productivity

Singh and Sharma (1990) reported a positive but non-significant relationship between experience and job productivity of Veterinary Surgeons of Uttar Pradesh.

Post-graduation

Murthy and Ram Prasad (1988) found that there was no significant difference between mean job involvement score of teachers of Agricultural College in Andhra Pradesh with Ph.D. or M.Sc. qualifications. They, irrespective of their qualification, identified with their work.

Technical competence

There were no works available relating technical competence to job performance and job satisfaction in the professional field.

Training received

a) Training received and job performance

Monirul et al. (1987) reported that the job performance of Barangay Council Officials of Phillippines was significantly related to the number of trainings attended.

Kalavathy (1989) found that the number of trainings undergone had no significant relationship with job performance of agricultural graduates working in Department of Agriculture and Kerala Agricultural University.

Reddy (1989) noticed a high significant relationship between job performance and training of Agricultural Officers in the T & V system of Andhra Pradesh.

b) Training need and job performance

Perumal and Rai (1976) revealed that the job performance of Agricultural Extension Officers of Tamil Nadu had no significant correlation with their training need.

c) Training received and job satisfaction

Rao and Sohal (1980) pointed out that training received by Veterinary Assistant Surgeons of Andhra Pradesh was not associated with their level of job satisfaction.

d) Training received and job effectiveness

Reddy and Jayaramaiah (1988) found that the training had no association with the job effectiveness of Village Extension Officers working in the T & V system of Andhra Pradesh.

e) Training received and level of productivity

Singh and Sharma (1990) reported that the level of productivity of Veterinary Surgeons of Uttar Pradesh was positively but non-significantly related with training received.

Communication ability/skill

a) Communication behaviour and job performance

Perumal and Rai (1976) revealed that the job performance of Agricultural Extension Officers of Tamil Nadu had high correlation with their communication behaviour.

b) Communication and job performance

Reddy (1989) found a significant relationship between communication and job performance of Agricultural Officers working in the T & V system of Andhra Pradesh

c) Communication skill and job satisfaction

Dakhore and Bhilegaonkar (1987) reported that communication skill had no influence on the job satisfaction

of Veterinary Extension Personnel working in the Veterinary Dispensaries and Panchayat Samithi Blocks of Maharashtra.

d) Communication skill and job effectiveness

Dhillon and Sandhu (1977) revealed that the job effectiveness of District Agricultural Extension Specialists of farm advisory service in Punjab Agricultural University had no significant relation with their communication skill.

Reddy and Jayaramaiah (1988) noted that the job effectiveness of Village Extension Officers in the T & V system of Andhra Pradesh had positive and significant relationship with their communication skill.

Sociological variables

Social Participation

There were no works available relating social participation and the dependent variables of this study.

Mass Media utilisation

Siddaramaiah and Shivlinga Gowda (1987) reported that the mass media participation of Extension Guides of extension

education units of Karnataka was significantly related to their job performance and job satisfaction.

Hegde and Chennagowda (1989) revealed that Agricultural Assistants of Karnataka who were in the different levels of mass media utilisation had similar job performance.

Psychological variables

Self esteem/respect

Rao and Sohal (1978) revealed that the Veterinary Assistant Surgeons (VAS) both regular and special VAS of Andhra Pradesh considered self esteem as one of the topmost factors determining job satisfaction.

Kalavathy (1989) reported a significant positive relation of job esteem to job performance and positive but non-significant relation to job satisfaction among Agriculture Officers of the Department of Agriculture. It had a positive ~~and~~ significant relation to job performance and job satisfaction among the graduates working in the Banks. There was a non-significant relation with job performance and positive significant relation with job satisfaction of the agriculture graduates working at the Kerala Agricultural University.

Level of aspiration

Kalavathy (1989) reported a positive and significant relationship of level of aspiration with job performance and job satisfaction of agriculture graduates from Department of Agriculture in Kerala. Job performance and job satisfaction were positively and significantly related to level of aspiration of the respondents from Banks. It showed no significant relation among the respondents from Kerala Agricultural University.

Job/organizational commitment

a) Organizational commitment and job performance

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 Agriculture Officers in the T & V system of Andhra Pradesh.

b) Organizational commitment and job effectiveness

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.

Achievement motivation

a) Achievement motivation and job performance

Reddy (1989) noticed a positive and highly significant relationship between achievement motivation and job performance of Agricultural Officers of Andhra Pradesh.

b) Achievement motivation and job satisfaction

Karami (1981) found achievement motivation as the second most important factor contributing to the job satisfaction of Agricultural Extension Agents of Iran.

Siddaramaiah and Shivlinga Gowda (1987) noticed a significant relationship between achievement motivation and job satisfaction of Extension Guides of Karnataka.

Kalavathy (1989) reported that the majority of Agriculture graduates in the three avenues of employment in Kerala State had high achievement motivation, but it was not

significantly related with job performance and job satisfaction.

Waris et al. (1990) revealed that the job satisfaction of Anganwadi Workers of Andhra Pradesh was significantly correlated to their achievement motivation.

c) Achievement motivation and job effectiveness

Reddy and Jayaramaiah (1988) revealed a positive and significant relationship between achievement motivation and level of job effectiveness of Village Extension Workers in T & V system of Andhra Pradesh.

d) Achievement motivation and job involvement

Murthy and Ram Prasad (1988) reported that achievement motivation was positively and significantly related to job involvement of teachers of Andhra Pradesh Agriculture College.

e) Achievement motivation and job productivity.

Singh and Sharma (1990) found that the achievement motivation of Veterinary Surgeons of Uttar Pradesh was

positively but non-significantly related to their job productivity.

Scientific orientation

There were no works available showing relationship of scientific orientation with job performance and job satisfaction.

Self reliance

a) Self reliance and job performance

Reddy (1989) noticed a positive but non-significant relationship between self reliance and job performance of Agriculture Officers of Andhra Pradesh

b) Self reliance and role performance

Ramkumar and Dubey (1986) in their study of Veterinary Assistant Surgeons of Punjab revealed that the official's sense of self reliance was an accelerator of role performance.

c) Self confidence and job effectiveness

Reddy and Jayaramaiah (1988) reported that the self confidence of the Village Extension Officers in T & V system of Andhra Pradesh had no relationship with their level of job effectiveness.

Organizational/situational variables

Convenience in posting

Sandhu and Singh Raghbir (1977) reported that the distance of posting from home was one of the first predictors of job satisfaction of Agricultural Extension Officers of Punjab. But it was inversely related with job satisfaction.

Karami (1981) revealed a low positive correlation between the place of residence and job satisfaction of Agricultural Extension Agents of Iran.

Organizational climate

a) Organizational climate and job performance

Reddy (1989) noticed a significant relationship between organizational climate and job performance of Agriculture Officers in Andhra Pradesh.

b) Organizational climate and job effectiveness

Reddy and Jayaramaiah (1988) showed that the job effectiveness of the Village Extension Officers working in the T&V system of Andhra Pradesh had no association with their organizational climate.

c) Organizational climate and role performance

Ramkumar and Dubey (1986) found that motivational organizational climate was an accelerator of role performance of Veterinary Assistant Surgeons in Punjab.

d) Organizational climate and job productivity

Singh and Sharma (1990) reported that the level of job productivity of Veterinary Surgeons of Uttar Pradesh was

positively but non-significantly related with their organizational climate.

Work load

Reddy (1989) revealed that there was no significant relationship between perceived work load and job performance of Agriculture Officers in Andhra Pradesh.

Personal importance

a) Personal importance and job performance

Reddy (1989) noticed a significant relationship between job performance and personal importance of Agriculture Officers in the T & V system of Andhra Pradesh.

b) Personal importance and job involvement

Murthy and Ram Prasad (1988) reported that personal importance was positively and significantly correlated with job involvement of teachers of Andhra Pradesh Agricultural College.

Independence in work

There were no studies available showing the relationship of this variable with the dependent variables of this study.

Job autonomy

There were no works available showing the relationship of this variable with job satisfaction and job performance.

Job performance

Job performance has both qualitative and quantitative aspects. In some of the earlier studies both these aspects were taken into account. In the present study the qualitative aspect of job performance as perceived by Veterinary Surgeons themselves was only considered. This was because of the peculiar nature of work of Veterinary Surgeons which makes it very difficult to measure the quantitative aspects of job performance, as it varies widely from centre to centre depending upon the cattle population, the approachability to the centre, the facilities available at the centre etc.

Job performance refers to the extent to which the functions/roles and/or activities associated with a job were done by the individual holding that post.

Davis (1972) - "Job performance implies how an individual actually performs in a position as distinct from how he is expected to perform".

Campbell et al. (1979) conceptualised job performance as a function of ability and motivation.

Kalavathy (1989) defined job performance as "accomplishment in the course of discharge of the duties in terms of job content and various personal and job related factors".

Studies on job performance and the important findings of these studies are furnished below.

Salvi and Dudhani (1967) reported that the job effectiveness of Village Level Workers in extension blocks of Maharashtra was positively and significantly related to formal education, duration of job training, rural-urban background and the parent department from which they came.

Choukidar (1973) in his study of job performance of Village Level Workers (VLW) of Poona district of Maharashtra revealed that the VLWs were not competent to perform their job and stated that this was due to the lack of field oriented training provided at the training centres earlier.

Perumal and Rai (1976) found that the job performance of Agricultural Extension Officers of Tamil Nadu had no significant correlation with their job satisfaction. They also mentioned that 63.5 per cent of variation in the job performance was explained by the variable knowledge, intelligence and communication behaviour.

Monirul et al. (1987) reported that 51 per cent of the Barangay Council Officers of Philippines belonged to 'low performance category'. The low performance was as a result of the lack of proper incentives to them.

Siddaramaiah and Shivlinga Gowda (1987) by self rating technique found that 50 per cent of extension guides working in extension education units of Karnataka had high job performance. Their performance was highest in the areas of maintenance of reports followed by co-ordination, planning and educating clientele group.

Sharma et al. (1988) observed a high gap between role expectation and role performance of the Rural Agricultural Officers of Madhya Pradesh especially in the areas like contacting subject matter specialists, provision of inputs and maintenance of records.

Hegde and Chennagowda (1989) found that a large percentage of Agricultural Assistants of Karnataka had medium level of job performance.

Kalavathy (1989) reported that only 50 per cent of Agricultural Officers in Agriculture Department, Kerala rated themselves as high performers.

Reddy (1989) in his study revealed that majority of Agricultural Officers working in the T & V (Training & Visit) system of Andhra Pradesh had medium level of job performance. The proportion of respondents in 'high' and 'low' groups were found to be nearly identical.

Singh and Singh (1989) revealed that the levels of performance of industrial workers of high job satisfaction groups were found to be higher in comparison to those in low job satisfaction groups. They also found that the performance of a low alienation production system would be higher than a higher alienation system.

Misra (1990) reported that the overwhelming majority of the Village Extension Workers (VEW) were performing their job well. The study further revealed that the performance of VEWs can be enhanced under the T & V system if they were allowed to concentrate on work relating to T & V extension.

Singh and Sharma (1990) found that majority of the Veterinary Surgeons of Uttar Pradesh had a medium level of productivity, followed by a lesser number with high productivity. For about ten percentage of Veterinary Surgeons, the productivity was low.

Job satisfaction

Job satisfaction is the mental experience that the employees derive after completing their works as per their own expectations. The definitions given for Job Satisfaction by few researchers are given below.

Porter and Steers (1973) conceptualised job satisfaction as "the sum total of an individuals 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".

Seybolt (1976) supported the idea that job satisfaction is the person-environment interaction.

Waris et al. (1990) "operationalised job satisfaction as the verbal expression of an incumbents evaluation of his

job on a continuum of "like-dislike" or 'satisfied-dissatisfied'".

The available literature on this aspect is reviewed below.

Perumal and Rai (1976) revealed that 69.3 per cent of Agricultural Extension Officers of Tamilnadu were satisfied, 18.11 per cent over satisfied and 12.59 per cent under satisfied in their job.

Singh and Shrestha (1976) in their study pointed out that the Junior Technical Assistants of Nepal were not in a position to meet their lower needs (good job, good clothing) with their meagre salary and as such, needs of higher order namely, supervision, recognition etc. were not felt by them to be potent job satisfiers.

Singh and Singh (1976) showed that there was no significant agreement among the judgements of Projects Extension Officers, Block Agricultural Officers and Village Level Workers of the IADP Blocks of Bihar regarding the relative potency of the factors affecting their job satisfaction.

Dhillon and Sandhu (1977) revealed that the job effectiveness of District Extension Specialists of farm advisory service working in Punjab Agricultural University was significantly related to job satisfaction.

Patil and Sharma (1977) found that in different aspects of functioning of Panchayati Raj Samitis of Delhi Territory, 72 per cent of the officials and 28 per cent of the Non-officials had 'high' satisfaction and 28 per cent of Officials and 72 per cent of the Non-officials had 'low' satisfaction. Majority of the Non-Officials showed low satisfaction as compared to the Officials.

Sandhu and Singh Raghbir (1977) stated that 42 per cent of the Agricultural Extension Officers of Punjab fell into 'high job satisfaction' category as against 58 per cent of them in 'low satisfaction' category.

Singh et al. (1977) in their study revealed that there was significant difference in the mean job satisfaction scores of the three block level extension functionaries of Bihar, viz. Project Executive Officers, Block Agricultural Officers and Village Level Workers. They also pointed out that those occupying the higher positions in the organizational hierarchy were relatively more satisfied with their job.

Menon et al. (1978) found that both the job content (job satisfiers) and context factors (job dissatisfiers) as suggested by Herzberg were important to have job satisfaction among the Deputy Agricultural Officers working in the blocks of Tamil Nadu. But they were dissatisfied with the promotion and the departmental policies and practices.

Perumal and Rai (1978) indicated that the Agricultural Extension Officers of Tamil Nadu were highly satisfied with regard to the job security, co-operation from villagers, help and guidance from Officers, supervision of their work by supervisors and co-operation from divisional level staff. They were highly dissatisfied with regard to recognition given to their job, frequent transfers, opportunity for further promotions, further education and lack of conveyance and other facilities.

Rao and Sohal (1978) found that both the regular and special Veterinary Assistant Surgeons of Andhra Pradesh considered recognition for achievement and self esteem as the topmost factors determining job satisfaction.

Rao and Sohal (1980) revealed that the mean job satisfaction of Veterinary Assistant Surgeons was 66.49 which was close to the neutral point of the scale. Thirty

three respondents were unsatisfied, 24 partially satisfied and 33 were satisfied in their job.

Siddaramaiah and Shivlinga Gowda (1987) showed that only 48.33 per cent of extension guides of Karnataka belonged to the high job satisfaction category.

Kuldipkumar and Dhaliwal (1988) found that 18.24 per cent of the respondents expressed job dissatisfaction while 41.39 per cent and 36.49 per cent of them expressed low and medium level of job satisfaction respectively. Only 3.38 per cent of them were highly satisfied with their jobs.

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

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

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

Agriculture and Kerala Agricultural University were having 'low 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.

Singh and Sharma (1990) reported that the job satisfaction of Veterinary Surgeons of Uttar Pradesh was positively and significantly related with their level of productivity.

Materials and Methods

MATERIALS AND METHODS

The materials and methods used in the investigation are furnished under the following sub headings.

1. Operational definitions used in the study
2. Selection of sample
3. Selection of variables and their measurement
4. Method of investigation
5. Analytical procedures used

1. Operational definitions used in the study

Job performance: Operationalised as the degree of occupational performance of veterinary surgeons in the different qualitative aspects of their job such as treatment of animals, artificial insemination, supervision and control of subordinates and follow-up programme.

Job satisfaction: operationalised as the degree of satisfaction that the veterinary surgeons derive out of the various aspects of their job such as professional activities, salary, job security, praise and recognition for good work etc.

Length of service: operationalised as the number of completed years of service in the present job.

Post-graduation: operationalised as the additional qualification acquired over and above the basic degree of B.V.Sc. or B.V.Sc. and A.H.

Training received: Operationalised as the number of times the respondents got to improve their theoretical and practical knowledge in various aspects of their job requirements.

Communication ability: The ability of the respondent to communicate information and ideas effectively to his superiors and subordinates.

Social participation: Operationalised as the participation of the respondents in professional, service and social organisations and their frequency of participation in meetings and other activities of the organization.

Mass media utilisation: Operationalised as the frequency with which the respondents were exposed to various mass media such as radio, newspaper etc.

Self esteem: Operationalized as the respect that was given by the respondents themselves to their profession.

Level of aspiration: Operationalised as the aspirations and expectations for different degrees of standards of living.

Job or organizational commitment: Operationalized as the extent of involvement of the respondents in the different activities of the department.

Achievement motivation: Operationalised as the desire of the respondents for excellence in order to attain a sense of personal accomplishment.

Scientific orientation: It is the attitude of the veterinary surgeons towards the improved scientific practices and ideas.

Self reliance: Operationalised as the extent of dependence on oneself in building his own future.

Convenience in posting: Operationalized as the extent of convenience in one's place of posting.

Organizational climate: Operationalised as the working environment provided by the Animal Husbandry Department to the veterinary surgeons.

Work load: Operationalised as the average quantum of work that has to be completed, as assigned to the respondents in the stipulated period of time.

Job autonomy: Operationalised as the freedom, independence and discretion enjoyed by the individual in planning and implementing the various programmes entrusted to the respondents.

Personal importance: The extent to which an individual feels that he/she is making significant and appreciable contribution to the attainment of organizational goals.

Technical competence: operationalised as the extent to which the respondent feels he/she is competent in the various aspects of professional work .

Independence in work: operationalised as the extent to which the respondent feels free to choose and do a work, whether it is a part of a work, major part of the work or the whole part of the work.

2. Selection of sample

The study was conducted among the Veterinary Surgeons working in the Animal Husbandary Department of Kerala Veterinary Surgeons who had put in a service of three years and above were selected as the respondents. Stratified sampling technique was used with the districts as the stratum, by using proportional allocation. Data were collected from 131 respondents. The number of respondents from each district was obtained by using the formula given below.

$$\text{Number of respondents from a district} = n \times \frac{N_h}{N}$$

where,

n = sample size

N_h = stratum size (number of veterinary surgeons in the district).

N = Total number of veterinary surgeons in the state.

The number of Veterinary Surgeons (VS) selected from each district is given below (as on November 1991).

Table 1. District wise distribution of Veterinary Surgeons in the state.

Sl.No.	District	Total No. of VS	No. of VS Selected
1.	Thiruvananthapuram	98	21
2.	Kollam	61	13
3.	Alappuzha	45	10
4.	Pathanamthitta	42	9
5.	Kottayam	58	12
6.	Idukki	30	6
7.	Ernakulam	62	13
8.	Trissur	63	13
9.	Palakkad	49	10
10.	Malappuram	40	8
11.	Kozhicode	36	8
12.	Wayanad	13	3
13.	Kannur	42	9
14.	Kasaragode	25	5
Total		664	140

From each district the respondents were selected by lottery method of random sampling.

The questionnaire was sent to 140 respondents and responses were obtained from 131 respondents. No attempt was made to substitute for non-respondents.

3. Selection of variables and their measurement

The variables which influence job performance and job satisfaction of employees in an organization were obtained by a thorough study of the available literature and the research works done on the similar topics conducted at various colleges and institutions. The characteristics peculiar to Kerala were obtained through discussions with knowledgeable persons.

A list of 43 variables was prepared. These Variables were classified into four as personal, sociological, psychological and organizational/situational after an initial screening. The final list consisted of 34 variables.

Table 2. List of Independent variables

Sl.No.	Variable Name
I	PERSONAL
1.	Age
2.	Educational Status.
3.	Marital Status
4.	Length of Service
5.	Post-graduation
6.	Sex
7.	Trainings received
8.	Technical competency
9.	Caste
10.	Communication ability
II	SOCIOLOGICAL
11.	Socio-economic Status
12.	Rural-urban background
13.	Family's attitude towards job
14.	Social participation
15.	Mass Media Utilisation:
III	PSYCHOLOGICAL
16.	Self-esteem/respect
17.	Level of aspiration

18. Job/organisational commitment
19. Job attitude
20. Achievement motivation
21. Scientific orientation
22. Extension orientation
23. Risk orientation
24. Self reliance

IV ORGANISATIONAL/SITUATIONAL

25. Type of recruitment
 26. Convenience in posting
 27. Organisational climate
 28. Work load
 29. Personal importance
 30. Independence in work
 31. Job autonomy
 32. Task identity
 33. Task difficulty
 34. Task variety
-

These variables were subjected to relevancy rating. This was done on a three-point continuum as 'most relevant', 'relevant' and 'least relevant' with scores 'two', 'one' and

'zero' respectively. The experts in extension working in Kerala Agricultural University, Senior Officers of the Animal Husbandry Department and the Veterinary Surgeons themselves were selected as the judges for relevancy rating. Ratings were obtained from 50 judges.

The responses obtained for each variable, their score and percentage score were given in Table 3. The total score for each item was found by adding up the score obtained from individual judges. The percentage score was worked out using the following formula.

$$\left. \begin{array}{l} \text{Percentage score} \\ \text{of the variable} \end{array} \right\} = \frac{\text{Score obtained}}{\text{maximum possible score}} \times 100$$

Table 3. Frequency distribution and percentage score of independent variables

Sl. No.	Variable	Responses obtained			Total score	percent- age score
		MR	R	LR		
I	PERSONAL					
1.	Age	15	24	11	54	54
2.	Educational Status	27	15	8	69	69
3.	Marital Status	6	19	25	50	50

4.	Length of service (-2)	20	22	6	62	62
5.	Post-graduation (-6)	23	17	4	63	63
6.	Sex	12	19	19	43	43
7.	Technical competency (-2)	28	17	3	73	73
8.	Training received	28	20	2	76	76
9.	Caste (-1)	4	3	42	11	11
10.	Communication ability	32	16	2	80	80
II. SOCIOLOGICAL						
11.	Socio-economic status (-1)	9	26	14	44	44
12.	Rural-urban background	8	27	15	43	43
13.	Family's attitude towards job	11	27	12	49	49
14.	Social participation	22	23	5	67	67
15.	Mass media utilisation	22	23	5	67	67
III. PSYCHOLOGICAL						
16.	Self esteem/respect	27	20	3	74	74
17.	Level of aspiration	10	22	18	42	42
18.	Job commitment	35	15	0	85	85

19.	Job attitude(-1)	19	20	0	58	58
20.	Achievement motivation	24	25	1	73	73
21.	Scientific orientation	25	24	1	74	74
22.	Extension orientation	24	21	5	69	69
23.	Risk orientation	18	21	11	57	57
24.	Self reliance (-4)	27	19	0	73	73
IV. ORGANIZATIONAL/SITUATIONAL						
25.	Type of recru- itment	13	16	21	42	42
26.	Convenience in posting	23	20	7	66	66
27.	Organizational climate	17	29	4	63	63
28.	Work load	17	26	7	60	60
29.	Personal importance	20	24	6	64	64
30.	Independence in work	29	20	1	78	78
31.	Job autonomy	18	26	6	62	62
32.	Task identity	13	30	7	56	56
33.	Task difficulty	4	34	12	42	42
34.	Task variety	10	29	11	49	49

MR - Most relevant; R - Relevant; LR - Least relevant
 Figures in parenthesis represent no response.

Based on the percentage of scores for each variable, those with 60% and above were included for the study.

Table 4. List of selected variables.

Sl. No.	Variable
I. PERSONAL	
1.	Educational status
2.	Length of service
3.	Post-graduation
4.	Technical competence
5.	Training received
6.	Communication ability
II. SOCIOLOGICAL	
7.	Social participation
8.	Mass media utilisation
III. PSYCHOLOGICAL	
9.	Self esteem/respect
10.	Level of aspiration
11.	Job/organizational commitment
12.	Achievement motivation
13.	Scientific orientation
14.	Extension orientation
15.	Self reliance

IV. ORGANIZATIONAL/SITUATIONAL

16. Convenience in posting
 17. Organizational climate
 18. Work load
 19. Personal importance
 20. Independence in work
 21. Job autonomy
-

The variable "Educational status" was deleted from the list because it was similar to the variable post-graduation and also all the respondents have same minimum educational status. Extension orientaion was also deleted as this variable is usually associated with farmers' participation in extension activities. Veterinary surgeons are trained formally to be extension workers also.

Measurement of variables

Length of service

The number of completed years of service in the post was counted as the length of service. A score of one was given for each year of service. Fractions of a year six months or above were considered as a full year.

Post-graduation

This variable was quantified by giving a score of 'two' to those who had post-graduate degree and a score of 'one' given to others as all the respondents had the basic degree. Two categories were thus obtained, those with a post-graduate degree and those with basic degree only.

Technical competency

A set of statements indicating the technical competence was prepared and it was given to judges for relevancy rating on a three-point continuum.

Based on ratings ten statements were obtained each of which had 60 per cent and above score. These were administered to respondents and based on their responses the scores of 'three', 'two' and 'one' were given for the 'more competent', 'competent' and 'less competent' respectively. The technical competence was worked out in a similar manner as adopted by Joy Mathew (1989). Based on total scores of each respondent mean and standard deviation were worked out and three categories formed.

1. Low = $< \text{Mean} - 1 \text{ SD}$
2. Medium = $\text{mean} \pm 1 \text{ SD}$
3. High = $> \text{mean} \pm 1 \text{ SD}$

Training received

For no training undergone a score of 'one' was given. Trainings obtained for a period of one month or below additional score of 'one' was given. For one month to three months of training obtained, an additional score of two was given. For three to nine months of training an additional score of three was given.

Communication ability

The method adopted by Joy Mathew (1989) was followed for measuring communication ability. Seven items representing communication ability was used. Responses were obtained on a five point continuum from 'Always' to 'never'. For positive statements scores of 5, 4, 3, 2 and 1 were given. For negative statements the scoring pattern was reversed. The possible score range from 7-35.

Social participation

Procedure followed by Subhadra (1979) and Ramkumar (1987) was used with suitable modifications. Membership in social organization was taken as the criterion. For no membership in any organization a score of one was given. Membership in one organization a score of two and membership in two organizations a score of three and so on. The occasional attendance was not considered while for regular attendance an additional score of one was given. For the office bearers in the organization one more score was given over the above.

Categorization

1. Low = $\text{Mean} - 1 \text{ mean deviation}$
2. Medium = $\text{Mean} + 1 \text{ mean deviation}$
3. High = $\text{Mean} + 1 \text{ mean deviation}$

Mass media utilisation

For quantification, technique followed by Daisy (1989) was used with suitable modifications. Mass media like newspaper, veterinary publication, radio, rural radio programme and TV were listed and the respondents were asked to indicate as to how often they used each of these sources.

The scoring was as follows.

Frequency	Score
Daily	5
Two or more times a week	4
Once in a week	3
Once in fort-night	2
Never	1

For Mass media utilisation, score of each respondent was given depending on the frequency of utilisation of these media. Respondents were classified into low, medium and high groups based on mean and mean deviation.

Self esteem/respect

The method used by Kalavathy (1989) was followed. There were eight items which were given on a five-point continuum of 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with scores 5, 4, 3, 2 and 1 respectively for positive statement. There were two negative statements for which the scoring pattern was reversed. The total score for an individual was the sum of the scores obtained for the eight items. The possible score range from 8 to 40. Based on the mean score and standard

deviation the respondents were classified into High, Medium and Low groups.

High = above mean + 1 SD

Medium = mean \pm 1 SD

Low = below mean - 1 SD

Level of aspiration

The level of wishes and hopes to attain higher standards of living. It was measured by ladder technique developed by Muthaya (1971) and used by Daisy (1989) was modified and applied to suit the present study. The scale used was a ten-point ladder with step-10 indicating high aspiration and step-1 indicating low aspiration.

The individuals were asked to mention the position within the ladder they stood five years back or while entering the service, whichever is later, the position now and after 5 years. The steps were given scores from 1 to 10. For each respondent two levels of aspirations were obtained, the first being the difference between the present and the past and the second the difference between the present and five years later.

<u>Categories</u>	<u>Score</u>
High	< Mean + 1 MD (Mean deviation)
Average	Mean \pm 1 MD
Low	> Mean - 1 MD

Job/organizational commitment

Scale developed by Porter et al. (1974) and as applied by Reddy (1986) was used. It consisted of 14 items, six of them negative. A three-point continuum was used instead of a five point continuum in the original scale to suit the present study. For the responses 'agree' a score of 'three', 'some what agree' a score of 'two' and 'one' for "disagree" were given. Total score was obtained by adding the individual score for all the items together. For negative statements scoring pattern was reversed. The possible score ranged from 14-42.

Achievement motivation

In this study questionnaire method developed by Singh (1974) was used. It was a six item scale with five alternatives to each item. Scoring pattern was 5, 4, 3, 2 and 1 for positive statements and the scoring pattern was

reversed for the negative ones. The possible score ranged between 6-30.

Scientific orientation

For measuring this, the scale developed by Supe (1969) and adopted by Somsekharan Nair (1980) with slight modification was used. This contains seven items rated on a five-point continuum. Scores of 5, 4, 3, 2 and 1 were given for the responses 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' respectively.

Categorisation

<u>Category</u>	<u>Score</u>
Low	<Mean - 1 SD (Standard deviation)
Average	Mean \pm 1 SD
High	>Mean + 1 SD

Self reliance

Method developed by Manandhar (1987) and as used by Joy Mathew (1989) was taken for the study. A question of 'how much of your future you feel depends on yourself 'out of 100

you say 100, 75, 50, 25 or nothing', was put to the respondents and the responses were scored as follows

<u>Response</u>	<u>Score</u>
100	5
75	4
50	3
25	2
Nothing	1

Based on the score obtained three categories were formed high, medium and low considering the mean and standard deviation.

Convenience in posting

A question of 'how convenient is your place of posting?' was asked to all respondents and the response so obtained was recorded on a five-point continuum.

Based on total score three categories were obtained.

Excellent	-	above 14 score
Moderate	-	7-14
Fairly moderate	-	0-7

Work load

Scale developed by Kirmeyer and Dougherty (1988) and as used by Joy Mathew (1989) was used for quantifying this variable. On this scale four items were used on a five-point continuum from 'Strongly agree' to 'Strongly disagree'.

The scoring pattern was as follows.

<u>Responses</u>	<u>Score</u>
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

The scores summated over the four items constitute the total score for an individual. Based on mean and standard deviation three categories were formed.

Less work load = $< \text{mean} - 1 \text{ SD}$

Medium work load = $\text{mean} \pm 1 \text{ SD}$

More work load = $> \text{mean} + 1 \text{ SD}$

Personal importance

The method followed by Joy Mathew (1989) was adopted for quantifying this variable. A question of How 'important' are you to your organisation and its work was asked and the responses obtained on a three point continuum of low, moderate and high with scores 1, 4 and 7 respectively. Percentage of respondents coming under each category was obtained based on their response.

Independence on work

This variable was measured based on the method used by Joy Mathew (1989). A question of 'to what extent you do a whole piece of work' was asked and the responses were obtained on a three point continuum. Three categories were thus obtained, namely, 'less', 'moderate' and 'more'

independence in work with scores 1, 4 and 7 respectively. The percentage of respondents coming under each category was obtained from the frequencies.

Job autonomy

Hackman and Lawler (1971) developed a scale while studying employee reactions to job characteristics. Three choices manifesting job autonomy in varying degrees "very little", "moderate" and "very much" weighted 1, 4 and 7 respectively in answer to the question, How much autonomy do you have on your job, how much are you left on your own to do your work, formed the main body of the scale. Based on their perception concerning autonomy in their jobs the respondents were asked to choose the appropriate alternative.

Percentage of respondents coming under each category was found out based on their response.

Job performance

Waris et al. (1990) defined job performance as the verbal expression of an incumbent's evaluation of his job in which he rates his job in a continuum of 'like-dislike' or 'satisfied - dissatisfied'.

Performance of individuals in an organization is generally measured for granting wages or salary increase, for determining training needs, promotions, transfers and to improve the performance of employees. The productivity of an organization depends on the performance of its employees.

The broad areas to measure the performance of employees are from the production data, personal data judgement by others and by taking job samples. Under these broad areas comes techniques like self rating, beneficiary rating, subordinate rating, superior rating etc.

In the present study the self rating method was adopted.

Self rating

It was based on the guidelines provided by Klonglan et al. (1966). It consisted of the following steps.

I. Delineation of jobs - a list of jobs to be performed by the Veterinary Surgeons was prepared in consultation with the Veterinary Surgeons and their superior officers. A list of job items under each job was prepared.

II. Selection of job items - The job items were given to judges for relevancy rating on a three-point continuum from 'least relevant' to 'most relevant' with scores 1, 2 and 3 respectively. The experts from Kerala Agricultural University, senior officers working in the Animal Husbandry Department and Veterinary Surgeons were chosen as the judges. Based on their responses scoring was done and percentage score was found out using the formula,

$$\text{Percentage score} = \frac{\text{Score obtained}}{\text{Maximum possible score}} \times 100$$

Based on the percentage score, those having 60% and more were selected. Thus 19 items were obtained. Twelve items under the job as Veterinary Doctor, five under Cattle Improvement Officer and two in the job as a Supervisor.

III. The Veterinary Surgeons were asked to rate their performance on the various job items on five-point continuum with scores 5, 4, 3, 2 and 1. Number 5 indicated best performance and number 1 indicated least performance. The self rating score for each respondent for each job area were obtained by adding up scores for individual job items.

Based on the scores obtained the respondents were classified into three groups based on mean and standard deviation as 'High', 'Medium' and 'Low' job performance groups.

Job satisfaction

Researchers adopted different methods to measure the job satisfaction on employees working in an organization. Important techniques are Brayfield and Rothe (1951) questionnaire method, Cantril's (1965) Ladder technique, Patil and Sharma (1977) 'Satisfaction scale', Singh et al. (1977) Likert type summated rating technique, Sridhar's (1977) rating scale and Laharia (1978) scale.

In this study Laharia (1978) scale was adopted with modifications to suit the situation. The scale consisted of 14 items touching various aspects of individual's job and position in an organization. It was rated on a five point continuum ranging from 'very much satisfied' to 'very much dissatisfied' weighted with 5, 4, 3, 2 and 1 respectively. The total score for a respondent was the summation of weights over all the items. The range of possible score on this scale was 14 to 70.

Measurement of constraints and problems

The problems usually faced by the veterinary surgeons were listed under the four major areas, namely, Administrative, Technical, Nature of work and Planning and execution of work. The respondents were asked to give their response on a three point continuum from less serious to more serious. The percentages were worked out based on responses to the categories by the respondents.

4. Method of investigation

The data were collected from the respondents using mailed questionnaire method. The questionnaire was sent to selected veterinary surgeons with a request to mail back completed questionnaires within a period of two weeks.

5. Statistical tools employed

a) Analysis on percentage basis

Simple comparisons and relationships were made on percentage basis.

b) Analysis based on correlation

The associations between independent variables and the dependent variable (Job satisfaction) were analysed by computing partial correlation coefficients (r).

The formula used was,

$$r = \frac{\sum xy - \frac{(\sum x)(\sum y)}{n}}{\sqrt{[\sum x^2 - \frac{(\sum x)^2}{n}][\sum y^2 - \frac{(\sum y)^2}{n}]}}$$

Where,

r = correlation coefficient

x = independent variable

y = dependent variable

n = number of observations

c) Multiple Regression Analysis

Multiple Regression Analysis was employed to assess the net contribution of the personal, sociological, psychological and organizational variables to the job

satisfaction. Also it was used to assess the relationship between job satisfaction and job performance. The prediction equation used was as follows:

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + \dots + b_n x_n$$

where,

a = constant

b_1 = partial regression coefficients

y = dependent variable

x_1 = independent variable.

Results

RESULTS

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

1. Socio-personal and psychological characteristics and situational factors of the respondents
 2. Job performance and job satisfaction
 3. Relationship of independent variables with job satisfaction.
 4. Correlation of independent variables with job satisfaction.
 5. Correlation between job performance and job satisfaction
 6. Constraints/problems faced by the respondents in their job.
-
1. Socio-personal and psychological characteristics and situational factors of the respondents

Socio-personal and psychological characteristics and situational factors of the respondents are presented under the following sub headings.

i. Length of service

Classification of the respondents based on their length of service is given in table 5.

Table 5. Distribution of respondents based on length of service

Sl No.	Category	Frequency	Percentage
1	Short (Below 6.13)	78	59.54
2.	Medium (6.13 to 6.87)	-	0
3.	Long (Above 6.87)	53	40.46
Mean 6.5		S.D. = 0.37	

Majority of the respondents (59.54 per cent) had only short length of service and 40 per cent had long length of service with none in the medium category.

ii) Post-graduation

The respondents were categorised based on post graduation as follows.

Table 6. Distribution of respondents based on post-graduation

Sl. No.	Category	Frequency	Percentage
1.	Graduates	124	94.7
2.	Post-graduates	7	5.3

Table 6 shows that greater majority (94.7 per cent) of the respondents were B.V.Sc. or B.V.Sc. & A.H. graduates and only 5.3 per cent were post graduates.

iii. Technical competency

Table 7 indicates the categorisation of respondents according to their technical competency.

Table 7. Distribution of respondents based on technical competency

Sl. No.	Category	Frequency	Percentage
1.	Low (below 22.29)	66	50.38
2.	Medium (22.29 to 22.61)	-	0
3.	High (above 22.61)	65	49.61
Mean = 22.42		S.D. = 0.155	

As table 7 indicates 50.38 per cent of them were in the low technical competency category and 49.61 per cent were in the high technical competency category.

iv. Training received

The classification of respondents based on the scores for training received is given in table 8.

Table 8. Distribution of respondents based on training received

Sl. No.	Category	Frequency	Percentage
1.	Low (below 1.82)	59	45.03
2.	Medium (1.82 to 1.91)	0	0
3.	High (above 1.91)	72	54.96
Mean = 1.916		S.D. = 0.088	

Most of the respondents (54.96 per cent) had high level of training and 45.03 per cent had only low level of training.

v). Communication ability

Categorisation of respondents based on communication ability is given in table 9.

Table 9. Distribution of respondents based on communication ability

Sl. No.	Category	Frequency	Percentage
1.	Low (below 24.75)	17	12.98
2.	Medium (24.75 to 32.05)	100	76.34
3.	High (above 32.05)	14	10.68
Mean = 28.4		S.D. 3.65	

Majority of them (76.34 per cent) had medium communication ability, while 12.98 per cent had low and 10.68 per cent had high level of communication ability.

vi. Social participation

The respondents are classified as follows based on social participation scores.

Table 10. Distribution of respondents based on social participation

Sl. No.	Category	Frequency	Percentage
1.	Low (below 2.29)	28	21.37
2.	Medium (2.29 to 4.67)	78	59.55
3.	High (above 4.67)	25	19.08
Mean = 3.48		Mean deviation = 1.19	

Most of the respondents (59.55 per cent) were with medium social participation, while 21.37 per cent had low and 19.08 per cent had high social participation.

vii. Mass media utilisation.

Classification of respondents based on mass media utilization is as given in table 11.

Table 11. Distribution of respondents based on mass media utilisation score

Sl. No.	Category	Frequency	Percentage
1.	Low (below 16.27)	29	22.14
2.	Medium (16.27 to 22.23)	74	56.49
3.	High (above 22.23)	28	21.37
Mean = 19.25		Mean deviation = 2.98	

Majority of them (56.49 per cent) had medium mass media utilisation followed by 22.14 per cent with low and 21.37 per cent with high mass media utilisation.

viii. Self esteem

Based on self esteem score the respondents were categorised as follows:

Table 12. Distribution of respondents based on self esteem

Sl. No.	Category	Frequency	Percentage
1.	Low (below 26.34)	23	17.55
2.	Medium (26.34 to 34.42)	88	67.17
3.	High (above 34.42)	20	15.27
Mean = 30.38		Mean deviation = 4.04	

As in table 12 majority of the respondents (67.17 per cent) had medium self esteem, while 17.55 per cent had low and 15.27 per cent had high level of self esteem.

ix. Level of aspiration.

It was considered at two levels, level of aspiration I five years before and level of aspiration II five years after from the present level.

Level of aspiration I

Categorisation of respondents based on this was as given in table 13.

Table 13. Distribution of respondents based on level of aspiration I

Sl. No.	Category	Frequency	Percentage
1.	Low (below 0.22)	24	18.60
2.	Medium (0.22 to 2.86)	70	54.26
3.	High (above 2.86)	35	27.14
Mean = 1.54		Mean deviation = 1.32	

Most of them (54.26 per cent) were in the medium category, while 27.14 per cent were in the high and 18.60 per cent were in the low level of aspiration group.

Level of aspiration II

Based on level of aspiration II the respondents were grouped under the following categories.

Table 14. Distribution of respondents based on level of aspiration II

Sl. No.	Category	Frequency	Percentage
1.	Low (below 0.07)	18	13.85
2.	Medium (0.07 to 3.23)	101	77.69
3.	High (above 3.23)	11	8.46
Mean = 1.64		Mean deviation = 1.58	

Majority (77.69 per cent) had medium level of aspiration followed by 13.85 per cent with low and 8.46 per cent with high level of aspiration II.

x). Organizational commitment

The respondents were grouped into the following categories on the basis of their organizational commitment.

Table 15. Distribution of respondents based on organizational commitment

Sl. No.	Category	Frequency	Percentage
1.	Low (below 27.28)	28	21.37
2.	Medium (27.28 to 37.00)	75	57.26
3.	High (above 37.00)	28	21.37
Mean = 32.12		S.D. = 4.84	

Majority of the respondents (57.26 per cent) belonged to the medium organizational commitment followed by 21.37 per cent each in the low and high groups.

xi. Achievement motivation

Categorisation of respondents based on their achievement motivation is given in table 16.

Table 16. Distribution of respondents based on achievement motivation

Sl. No.	Category	Frequency	Percentage
1.	Low (below 16.73)	55	41.98
2.	Medium (16.73 to 17.17)	29	22.14
3.	High (above 17.17)	47	35.88
Mean = 16.95		S.D. = 0.22	

Low level of achievement motivation was reported by 41.98 per cent of the respondents, while 35.88 per cent had high and 22.14 per cent had medium achievement motivation.

xii. Scientific orientation

Table 17 shows the classification of respondents based on scientific orientation.

Table 18. Distribution of respondents based on self reliance

Sl. No.	Category	Frequency	Percentage
1.	Low (below 2.90)	8	6.11
2.	Medium (2.90 to 4.80)	86	65.64
3.	High (above 4.80)	36	27.48
Mean = 3.83		S.D. = 0.93	

Majority of the respondents (65.64 per cent) were in the medium self reliance category, while 27.48 per cent in high and 6.11 per cent in the low categories.

xiv. Convenience in posting

Table 19 indicates the categorisation of respondents based on convenience in posting.

Table 19. Distribution of respondents based on convenience in posting

Sl. No.	Category	Frequency	Percentage
1.	Less (below 2.63)	17	12.98
2.	Moderate (2.63 to 4.71)	83	63.36
3.	More (above 4.71)	31	23.66
Mean = 3.67		S.D. = 1.04	

Most of the respondents (68.36 per cent) had moderate convenience in their posting, whereas 23.66 per cent had more convenience and 12.98 per cent had less convenience in their posting.

xv. Organizational climate

The respondents were categorised based on organizational climate score as given in table 20.

Table 20. Distribution of respondents based on organisational climate

Sl. No.	Category	Frequency	Percentage
1.	Excellent (above 14)	32	24.61
2.	Moderate (7-14)	97	74.60
3.	Fairly moderate (0-7)	1	0.77

Majority (74.60 per cent) had moderate organizational climate, whereas 24.61 per cent had excellent and 0.77 per cent had fairly moderate organizational climate.

xvi. Work load

Based on work load the respondents were categorised as shown in table 21.

Table 21. Distribution of respondents based on work load

Sl. No.	Category	Frequency	Percentage
1.	Less (below 8.35)	20	15.27
2.	Medium (8.35 to 15.00)	92	70.23
3.	More (above 15.00)	19	14.50

Mean = 11.72 S.D. = 3.37

Great majority of the respondents (70.23 per cent) had medium work load, while 15.27 per cent had less work load and 14.50 per cent had more work load.

xviii. Personal importance

Table 22 shows the grouping of respondents based on personal importance

Table 22. Distribution of respondents based on personal importance.

Sl. No.	Category	Frequency	Percentage
1.	Very little (Score 1)	11	8.40
2.	Moderate (Score 4)	52	39.70
3.	Very much (Score 7)	68	51.90

Most of them (51.90 per cent) belonged to the high personal importance category, whereas 39.70 per cent were in the moderate and 8.40 per cent were in the low personal importance group.

xviii. Independence in work

Based on independence in work respondents were classified as follows:

Table 23. Distribution of respondents based on independence in work.

Sl. No.	Category	Frequency	Percentage
1.	Less (Score 1)	5	3.82
2.	Moderate (Score 4)	79	60.31
3.	More (Score 7)	47	35.88

Majority of the respondents (60.31 per cent) had moderate independence in their work followed by 35.88 per cent with more independence and only 3.82 per cent had less independence in their work.

xix. Job autonomy

Categorisation of respondents based on job autonomy was as follows.

Table 24. Distribution of respondents based on job autonomy

Sl. No.	Category	Frequency	Percentage
1.	Very little (Score 1)	13	9.92
2.	Moderate (Score 4)	90	68.70
3.	Very much (Score 7)	28	21.37

Majority of the respondents (68.70 per cent) had moderate job autonomy while 21.37 per cent had very much and 9.92 per cent had only very little autonomy in their job.

2. Job performance and job satisfaction

A. Job performance

Job performance was considered under three aspects, namely, as Veterinary Doctor, Cattle Improvement Officer and as Supervisor.

i. Job performance and job satisfaction as Veterinary Doctor

The categorisation of respondents based on job performance scores and job satisfaction is given in table 26.

Table 25. Distribution of respondents based on job performance and job satisfaction as Veterinary Doctor

Job performance	Job satisfaction			Frequency
	Low	Medium	High	
Low (below 45.87)	14(10.69)	30(22.90)	3(2.29)	47(35.87)
Medium (45.87 to 49.47)	2(1.53)	21(16.03)	5(3.82)	27(21.37)
High (above 49.47)	8(6.11)	37(28.24)	11(8.40)	56(42.75)
Frequency	24(18.32)	88(67.18)	19(14.50)	

(Figures in parenthesis indicate percentage)

Out of 35.87 per cent respondents with low job performance 10.69 per cent had low job satisfaction, 22.90 per cent had medium and 2.29 per cent had high job satisfaction. Medium job performance was there for 21.37 per cent of them, with 1.53 per cent having low job satisfaction, 16.03 per cent having medium and 3.82 per cent having high job satisfaction. In the high job performance group (42.75 per cent) 6.11 per cent were with low, 28.24 per cent were with medium and 8.40 per cent were with high job satisfaction.

ii. Job performance and job satisfaction as Cattle Improvement Officer

Table 26 shows the categorisation of respondents based on job performance and job satisfaction as cattle Improvement Officer.

Low job performance was there for 37.40 per cent of the respondents. Out of which 25.96 per cent had medium job satisfaction, 7.63 per cent had low and 3.82 per cent had high job satisfaction. Out of 23.66 per cent in the medium job performance group 17.56 per cent were in the medium job satisfaction, 3.82 per cent in low and 2.29 per cent in the high satisfaction groups. High job performance was for 38.93 per cent of the respondents of which 23.66 per cent had medium, 8.40 per cent had high and 6.87 per cent had low job satisfaction.

Table 26. Distribution of respondents based on job performance and job satisfaction as Cattle Improvement Officer

Job performance	Job satisfaction			Frequency
	Low	Medium	High	
Low (below 33.30)	10(7.63)	34(25.96)	5(3.82)	49(37.40)
Medium (33.30 to 36.30)	5(3.82)	23(17.56)	3(2.29)	31(23.66)
High (above 36.30)	9(6.87)	31(23.66)	11(8.40)	51(38.93)
Frequency	24(18.32)	88(67.18)	19(14.50)	

(Figures in parenthesis indicate percentage)

iii. Job performance and job satisfaction as Supervisor

Based on job performance and job satisfaction as Supervisor the respondents were categorised and presented in Table 27.

Most of the respondents (55.73 per cent) were in the medium job performance group. Out of which 41.22 per cent had medium job satisfaction while 10.69 per cent had low and 3.82 per cent had high job satisfaction. In the high job performance group there was 39.69 per cent with 23.66 per cent in the medium, 9.16 per cent in the high and 6.87 per cent in the low job satisfaction groups. Only 4.58 per cent

were with low job performance out of which 2.29 per cent had medium job satisfaction, 1.53 per cent had high and 0.76 per cent had low job satisfaction.

Table 27. Distribution of respondents based on job performance and job satisfaction as Supervisors

Job performance	Job satisfaction			Frequency
	Low	Medium	High	
Low (below 7.96)	1(0.76)	3(2.29)	2(1.53)	6(4.58)
Medium (7.96 to 9.96)	14(10.69)	54(41.22)	5(3.82)	73(55.73)
High (above 9.96)	9(6.87)	31(23.66)	12(9.16)	52(39.69)
Frequency	24(18.32)	88(67.18)	29(14.50)	

(Figures in parenthesis indicate percentage)

B. Job satisfaction

Categorisation of respondents based on job satisfaction is given in Table 28.

Table 29. Distribution of respondents based on length of service and job satisfaction

Length of service	Job satisfaction			Frequency
	Low	Medium	High	
Less	10(7.63)	54(41.22)	14(10.68)	78(59.53)
Medium	-	-	-	
More	14(10.68)	34(25.95)	5(3.82)	53(40.45)

Figures in parenthesis indicate percentage to total respondents (131)

Among the respondents with less length of service (59.53 per cent) 41.22 per cent had medium job satisfaction, 10.68 per cent had high and 7.63 per cent had low satisfaction. There were none in the medium length of service category. Out of 40.45 per cent with more length of service 25.95 per cent were with medium job satisfaction, 10.68 per cent with low job satisfaction and 3.82 per cent were with high job satisfaction.

ii. Post-graduation

Relationship between this variable and job satisfaction is given in table 30.

Table 30. Distribution of respondents based on post-graduation and job satisfaction

Sl. No.	Category	Job satisfaction			Frequency
		Low	Medium	High	
1.	Graduates	24(18.32)	82(62.60)	18(13.74)	124(94.66)
2.	Post-graduates	-	6(4.58)	1(0.76)	7(5.34)

Figures in parenthesis indicate percentage to total respondents (131)

Among the 131 respondents only seven had post-graduation. Out of that 4.58 per cent had medium and 0.76 per cent had high job satisfaction. Greater majority of them (94.66 per cent) were graduates out of which 62.60 per cent had medium job satisfaction, 18.32 per cent had low and 13.74 per cent had high job satisfaction.

iii. Technical competence

Classification of respondents based on technical competence and job satisfaction is given in Table 31.

Out of the 50.38 per cent respondents with low technical competency 9.16 per cent, 34.35 per cent and 6.87

per cent had low, medium and high job satisfaction respectively. While none had medium technical competency. Among 49.61 per cent with high technical competence 9.16 per cent were in the low job satisfaction group 32.82 per cent in the medium and 7.63 per cent in the high job satisfaction groups.

Table 31. Distribution of respondents based on technical competence and job satisfaction

Technical competence	Job satisfaction			Frequency
	Low	Medium	High	
Low	12(9.16)	45(34.35)	9(6.87)	66(50.38)
Medium	-	-	-	-
High	12(9.16)	43(32.82)	10(7.63)	65(49.61)

Figures in parenthesis indicate percentage to total respondents (131)

iv. Training received

Table 32 shows the categorisation of respondents based on training received and job satisfaction.

Majority of the respondents (54.96 per cent) had high training, among them 12.98 per cent had low job satisfac-

ction, 36.64 per cent had medium and 5.34 per cent had high job satisfaction. No one was with medium training received. Out of 45.03 per cent with low training received 5.34 per cent had low, 30.53 per cent had medium and 9.16 per cent had high job satisfaction.

Table 32. Distribution of respondents based on training received and job satisfaction

Training received	Job satisfaction			Frequency
	Low	Medium	High	
Less	7(5.34)	40(30.53)	12(9.16)	59(45.03)
Medium	-	-	-	-
High	17(12.98)	48(36.64)	7(5.34)	72(54.96)

Figures in parenthesis indicate percentage to total respondents (131)

v. Communication ability

Classification of respondents based on communication ability and job satisfaction was as follows.

Table 33. Distribution of respondents based on communication ability and job satisfaction

Communication ability	Job satisfaction			Frequency
	Low	Medium	High	
Low	6(4.58)	10(7.63)	1(0.76)	17(12.97)
Medium	17(12.98)	68(51.90)	15(11.45)	100(76.30)
High	1(0.76)	10(7.63)	3(2.29)	14(10.68)

Figures in parenthesis indicate percentage to total respondents (131).

Majority of them (76.30 per cent) were with medium communication ability and of which 12.98 per cent had low job satisfaction, 51.90 per cent had medium and 11.45 per cent had high job satisfaction. Low communication ability was seen for 12.97 per cent with 4.58 per cent in the low job satisfaction, 7.63 per cent in the medium and 0.76 per cent in the high job satisfaction categories. High communication ability was there for 10.68 per cent of them with 0.76 per cent in low job satisfaction, 7.63 per cent in the medium and 2.29 per cent in the high job satisfaction groups.

vi. Social participation

Relationship of this variable with job satisfaction is as given below.

Table 34. Distribution of respondents based on social participation and job satisfaction

Social participation	Job satisfaction			Frequency
	Low	Medium	High	
Low	4(3.05)	19(14.50)	5(3.82)	28(21.37)
Medium	14(10.69)	52(39.69)	12(9.16)	78(59.54)
High	6(4.58)	17(12.98)	2(1.53)	25(19.09)

Figures in parenthesis indicate percentage to total respondents (131).

Low social participation was there for 21.37 per cent of respondents. Out of them 3.05 per cent had low job satisfaction, 14.50 per cent had medium and 3.82 per cent had high job satisfaction. Majority of the respondents (59.54 per cent) were in the medium social participation group with 10.69 per cent having low job satisfaction, 39.69 per cent having medium and 9.16 per cent having high job satisfaction. High social participation was there for 19.09 per cent of the respondents and out of which 4.58 per cent

had low job satisfaction, 12.98 per cent had medium and 1.53 per cent had high job satisfaction.

vii. Mass media utilisation

Categorisation of respondents based on mass media utilisation and job satisfaction is given in Table 35.

Table 35. Distribution of respondents based on mass media utilisation and job satisfaction.

Mass media utilisation	Job satisfaction			Frequency
	Low	Medium	High	
Low	5(3.82)	21(16.03)	3(2.29)	29(22.14)
Medium	15(11.45)	48(36.64)	11(8.40)	74(56.49)
High	4(3.05)	19(14.50)	5(3.82)	28(21.37)

Figures in parenthesis indicate percentage to total respondent (131)

Most of them (56.49 per cent) were with medium mass media utilisation, out of which 11.45 per cent had low job satisfaction whereas 36.64 per cent had medium and 8.40 per cent had high job satisfaction. In the low mass media utilisation group of 22.14 per cent 3.82 per cent have low job satisfaction, 16.03 per cent

having medium and 2.29 per cent having high job satisfaction. High mass media utilisation group was 21.37 per cent and out of them 3.05 per cent had low job satisfaction, 14.50 per cent had medium job satisfaction and 3.82 per cent had high job satisfaction.

viii. Self esteem

The relationship between self esteem and job satisfaction is as follows.

Table 36. Distribution of respondents based on self esteem and job satisfaction

Self esteem	Job satisfaction			Frequency
	Low	Medium	High	
Low	5(3.82)	20(15.23)	-	25(19.05)
Medium	18(13.74)	57(43.51)	11(8.34)	86(65.69)
High	1(0.76)	12(9.16)	7(5.34)	20(15.26)

Figures in parenthesis indicate percentage to total respondents (131)

Majority of them (65.69 per cent) had medium level of self esteem with 13.74 per cent were in the low job satisfaction, 43.51 per cent in the medium and 8.34 per cent

in the high job satisfaction groups. Out of 19.05 per cent with low self esteem 3.82 per cent had low and 15.23 per cent medium job satisfaction. In the high self esteem group there were 15.26 per cent and of which 0.76 per cent were in the low job satisfaction, 9.16 per cent in the medium and 5.34 per cent in the high job satisfaction groups.

ix. Level of aspiration

The relationship between level of aspiration and job satisfaction is given below

Table 37. Distribution of respondents based on level of aspiration I and job satisfaction

Level of aspiration	Job satisfaction			Frequency
	Low	Medium	High	
Low	7(5.43)	13(10.08)	4(3.10)	24(18.61)
Medium	9(6.97)	52(40.31)	9(6.97)	70(54.25)
High	7(5.43)	23(17.83)	5(3.88)	35(27.14)

Figures in parenthesis indicate percentage to total respondents (129)

Majority of them (54.25 per cent) belonged to medium level of aspiration I category with 6.97 per cent in low job satisfaction group, 40.31 per cent in medium and 6.97 per cent in the high job satisfaction groups. Among 18.61 per cent in the low level of aspiration I group, 5.43 per cent were in the low job satisfaction group followed by 10.08 per cent in the medium and 3.10 per cent in the high job satisfaction groups. High level of aspiration I was for 27.14 per cent and out of which 5.43 per cent had low job satisfaction, 17.83 per cent had medium job satisfaction and 3.88 per cent had high job satisfaction.

The relationship between level of aspiration II and job satisfaction is given in Table 38.

Table 38. Distribution of respondents based on level of aspiration II and job satisfaction

Level of aspiration II	Job satisfaction			Frequency
	Low	Medium	High	
Low	5(3.85)	11(8.46)	2(1.54)	18(13.85)
Medium	16(12.31)	72(55.38)	13(9.99)	101(77.68)
High	3(2.31)	4(3.08)	4(3.08)	11(8.47)

Figures in parenthesis indicate percentage to total respondents (130)

Greater majority of them (77.68 per cent) belonged to the medium level of aspiration II category with 12.31 per cent having low job satisfaction, followed by 55.38 per cent with medium and 9.99 per cent with high job satisfaction. Low level of aspiration II was there for 13.85 per cent and out of them 3.85 per cent had low job satisfaction, 8.46 per cent had medium and 1.54 per cent high job satisfaction. Only 8.47 per cent had high level of aspiration II and among them 2.31 per cent were in the low job satisfaction group and 3.08 per cent each in the medium and high job satisfaction groups.

x. Organisational commitment

The distribution of respondents based on their organizational commitment and job satisfaction is as shown in table 39.

Table 39. Distribution of respondents based on organizational commitment and job satisfaction

Organisational commitment	Job satisfaction			Frequency
	Low	Medium	High	
Low	14(10.68)	14(10.68)	--	28(21.36)
Medium	9(6.87)	67(51.14)	12(9.16)	88(67.17)
High	1(0.76)	7(5.34)	7(5.34)	15(11.44)

Figures in parenthesis represent percentage to total respondents (131)

Majority of the respondents (67.17 per cent) had medium level of organizational commitment and among them 51.14 per cent had medium job satisfaction, 6.87 per cent had low job satisfaction and 9.16 per cent high job satisfaction. Of the 21.36 per cent respondents in the low organizational commitment category, 10.68 per cent each belonged to low and medium job satisfaction category. Out of 11.44 per cent of respondents with high organizational commitment 0.76 per cent were in low job satisfaction category and 5.34 per cent each in medium and high job satisfaction categories.

xi. Achievement motivation

The classification of respondents based on achievement motivation and job satisfaction are given in table 40.

Table 40. Distribution of respondents based on achievement motivation and job satisfaction

Achievement motivation	Job satisfaction			Frequency
	Low	Medium	High	
Low (below 16.73)	11(8.40)	35(26.72)	9(6.87)	55(41.99)
Medium (16.73 to 17.17)	6(4.58)	18(13.74)	5(3.82)	29(22.14)
High (above 17.17)	7(5.34)	35(26.71)	5(3.82)	47(35.87)

Figures in parenthesis indicate percentage to total respondents (131).

Out of the 41.99 per cent of the respondents belonging to the low achievement motivation group, 26.72 per cent were in the medium job satisfaction group, 8.40 per cent in low job satisfaction group and 6.87 per cent in the high job satisfaction group. Of the 35.87 per cent respondents in the high achievement motivation group, 26.71 per cent had medium job satisfaction, 5.34 per cent had low job satisfaction and 3.82 per cent high job satisfaction. The remaining 22.14 per cent were in the medium achievement motivation category with 13.74 per cent in medium job satisfaction group, 4.58 per cent in low job satisfaction group and 3.82 per cent with high job satisfaction.

xii. Scientific orientation

The relationship of this variable with job satisfaction is represented in Table 41.

Majority (64.11) of the respondents had medium scientific orientation. Among them 47.32 per cent had medium job satisfaction, 9.92 per cent had low job satisfaction and 6.87 per cent had high job satisfaction. Of the 18.27 per cent respondents with low scientific orientation, 12.16 per cent had medium job satisfaction, 3.82 per cent had low job satisfaction and 2.29 per cent had high



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job satisfaction. Out of 17.52 per cent in the high scientific orientation group, 7.60 per cent were in medium job satisfaction group and 5.34 per cent in the high job satisfaction group and 4.58 per cent in the low job satisfaction group.

Table 41. Distribution of respondents based on scientific orientation and job satisfaction scores

Scientific orientation	Job satisfaction			Frequency
	Low	Medium	High	
Low (below 26.14)	5(3.82)	16(12.16)	3(2.29)	24(18.27)
Medium (26.14 to 32.56)	13(9.92)	62(47.32)	9(6.87)	84(64.11)
High (above 32.56)	6(4.58)	10(7.60)	7(5.34)	23(17.52)

Figures in parenthesis indicate percentage to total respondents (131)

xiii. Self reliance

This variable was related to job satisfaction as shown in Table 42.

Table 42. Distribution of respondents based on self reliance and job satisfaction.

Self reliance	Job satisfaction			Frequency
	Low	Medium	High	
Low (2.90 and below)	3(2.29)	3(2.29)	2(1.53)	8(6.11)
Medium (2.90 to 4.80)	12(9.23)	63(48.46)	11(8.46)	86(66.15)
High (above 4.80)	8(6.15)	22(16.92)	6(4.58)	36(27.65)

Figures in parenthesis indicate percentage to total respondents (130)

Majority (66.15) of the respondents had medium self reliance. Out of this 48.46 per cent had medium job satisfaction followed by 9.23 per cent and 8.46 per cent with low and high job satisfaction respectively. Of the 27.65 per cent respondents with high self reliance 16.92 per cent had medium job satisfaction followed by 6.15 per cent with low and 4.58 per cent high level of job satisfaction. Low self reliance was there for 6.11 per cent of respondents out of which 2.29 per cent each had low and medium job satisfaction while 1.53 per cent had high job satisfaction.

xiv. Convenience in posting

The relationship of this variable with job satisfaction is given below.

Table 43. Distribution of respondents based on convenience in posting and job satisfaction

Convenience in posting	Job satisfaction			Frequency
	Low	Medium	High	
Less (below 2.63)	4(3.05)	13(9.92)	-	17(12.97)
Medium (2.63 to 4.71)	13(9.92)	55(41.98)	15(11.45)	83(63.35)
More (above 4.71)	7(5.34)	20(15.27)	4(3.05)	31(23.66)

Figures in parenthesis indicate percentage to total respondents (131)

Majority (63.35 per cent) of the respondents had medium level of convenience in their posting. Of this 41.98 per cent had medium job satisfaction 11.45 per cent had high and 9.92 per cent had low level of job satisfaction. Out of 12.97 per cent of the respondents who had less convenience in their posting, 9.92 per cent had medium job satisfaction and 3.05 per cent had low job satisfaction. Of the 23.66

per cent respondents with more convenience in their posting, 15.27 per cent were in the medium job satisfaction group followed by 5.34 per cent in low and 3.09 per cent in the high job satisfaction group.

xv. Organizational climate

Table 44 represent the relationship of organizational climate with job satisfaction.

Table 44. Distribution of respondents based on organisational climate and job satisfaction

Organizational climate	Job satisfaction			Frequency
	Low	Medium	High	
Excellent (above 14)	1(0.77)	19(14.62)	12(9.22)	32(24.61)
Moderate (7-14)	22(16.92)	68(52.29)	7(5.38)	97(74.60)
Fairly moderate (0-7)	0	1(0.77)	0	1(0.77)

Figures in parenthesis indicate percentage to total respondents (130)

Out of the respondents, 24.61 per cent had excellent organizational climate of which 0.77 per cent were with low job satisfaction, 14.62 per cent with medium and 9.22 per

cent with high job satisfaction. Majority (74.60 per cent) were in the moderate organizational climate group with 16.92 per cent in the low job satisfaction group followed by 52.29 per cent in the medium and 5.38 per cent in the high groups. Fairly moderate organizational climate was for only 0.77 per cent of the respondents and they had medium level of job satisfaction.

xvi. Work load

The respondents were categorised as follows based on work load and job satisfaction.

Table 45. Distribution of respondents based on work load and job satisfaction

Work load	Job satisfaction			Frequency
	Low	Medium	High	
Low (below 8.35)	5(3.82)	12(9.16)	3(2.30)	20(15.28)
Medium (8.35 to 15.00)	12(9.16)	66(50.38)	14(10.69)	92(70.23)
High (above 15.00)	7(5.34)	10(7.63)	2(1.53)	19(14.50)

Figures in parenthesis indicate percentage to total respondents (131)

Majority (70.23 per cent) of the respondents had medium work load. Out of that 50.38 per cent had medium job satisfaction, 10.69 had high job satisfaction and 9.16 per cent had low job satisfaction. Of the 15.28 per cent respondents in the low work load group, 9.16 per cent had medium job satisfaction, 3.82 per cent had low and 2.30 per cent had high job satisfaction. High work load group was 14.50 per cent with 7.63 per cent having medium job satisfaction, 5.34 per cent having low job satisfaction and 1.53 per cent having high job satisfaction.

xvii. Personal importance

Categorisation of respondents based on personal importance and job satisfaction was as follows.

Table 46. Distribution of respondents based on personal importance and job satisfaction

Personal importance	Job satisfaction			Frequency
	Low	Medium	High	
Very little	5(3.82)	4(3.05)	2(1.53)	11(8.40)
Moderate	9(6.87)	41(31.30)	2(1.53)	52(39.70)
Very much	10(7.63)	43(32.83)	15(11.45)	68(51.90)

Figures in parenthesis indicate percentage to total respondents (131)

Out of 51.90 per cent of the respondents with very much personal importance, 32.83 per cent had medium job satisfaction followed by 11.45 per cent with high job satisfaction and 7.63 per cent with low job satisfaction. For 39.70 per cent of the respondents with moderate personal importance, 31.30 per cent had medium job satisfaction while 6.87 per cent had low and 1.53 per cent had high job satisfaction. Out of 8.40 per cent having very little personal importance, 3.82 per cent had low job satisfaction whereas 3.05 per cent had medium job satisfaction and 1.53 per cent had high job satisfaction.

xviii. Independence in work

The relationship between this variable and job satisfaction is given below.

Table 47. Distribution of respondents based on independence in work and job satisfaction

Independence in work	Job satisfaction			Frequency
	Low	Medium	High	
Less	-	3(2.29)	2(1.53)	5(3.82)
Moderate	17(12.98)	48(36.14)	14(10.69)	79(60.31)
More	7(5.34)	37(28.24)	3(2.29)	47(35.87)

Figures in parenthesis indicate percentage to total respondents (131)

Majority of the respondents (60.31 per cent) belonged to the category of moderate independence in work. In that 36.64 per cent had medium job satisfaction, while 12.98 per cent had low and 10.69 per cent had high job satisfaction. Out of 35.87 per cent respondent with more independence in their work, 28.24 per cent were with medium job satisfaction, 5.34 per cent with low and 2.29 per cent with high job satisfaction. Only 3.82 per cent respondents were in less independence in work group. Medium level of job satisfaction was there for 2.29 per cent and only 1.53 per cent had high job satisfaction.

xix. Job autonomy

Association of this variable with job satisfaction is shown in table 48.

Table 48. Distribution of respondents based on job autonomy and job satisfaction.

Job autonomy	Job satisfaction			Frequency
	Low	Medium	High	
Very little	5(3.82)	8(6.11)	-	13(9.93)
Moderate	17(12.98)	58(44.28)	15(11.45)	90(68.71)
Very much	2(1.55)	22(17.05)	4(3.10)	28(21.37)

Figures in parenthesis indicate percentage to total respondents (131)

Most of the respondents (68.71 per cent) had moderate job autonomy, out of that 44.28 per cent had medium job satisfaction, 12.98 per cent had low job satisfaction and 11.45 per cent had high job satisfaction. But 21.37 per cent were with very much autonomy in their job, 17.05 per cent had medium job satisfaction while 3.10 per cent had high job satisfaction and only 1.55 per cent had low job satisfaction. Remaining 9.93 per cent were in the very little job autonomy category with 6.11 per cent having medium job satisfaction and 3.82 per cent having low job satisfaction.

4. Correlation of independent variables with job satisfaction

Correlation of the independent variables with job satisfaction is given in table 49. Job satisfaction was positively and significantly correlated with self esteem, organizational commitment and organizational climate. It was correlated positively and significantly (at 5 per cent level) with communication ability, personal importance and job autonomy. Positive but non-significant correlation was observed with post-graduation, technical competence, mass media utilization, level of aspiration I,

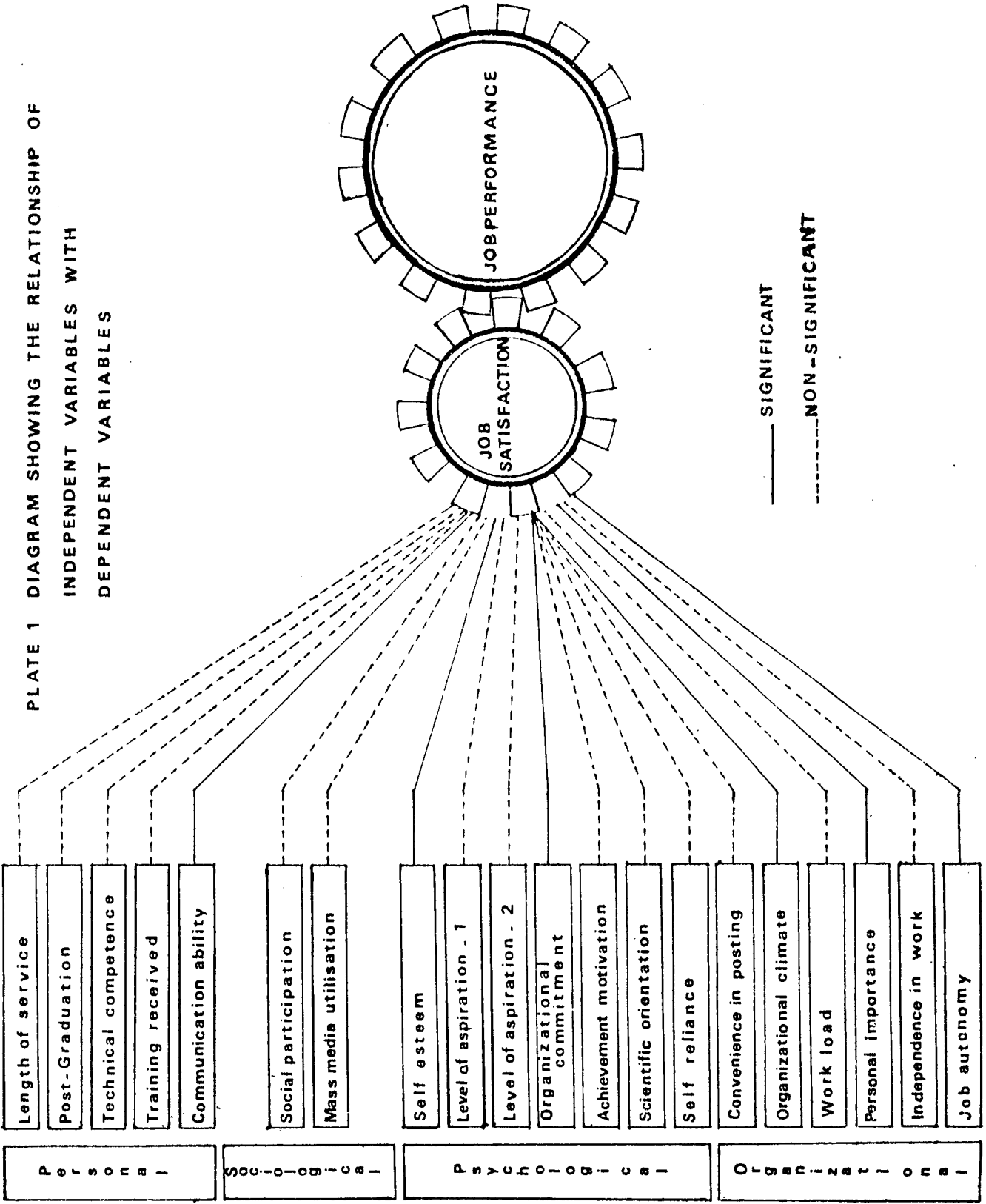
Table 49. Correlation of independent variables with job satisfaction

Sl. No.	Variable	Correlation coefficient	R square value
1.	Length of service	-0.135	0.018
2.	Post-graduation	0.155	0.024
3.	Technical competence	0.066	0.004
4.	Training received	-0.126	0.016
5.	Communication ability	0.178*	0.032
6.	Social participation	-0.120	0.014
7.	Mass media utilisation	0.119	0.014
8.	Self esteem	0.463**	0.214
9.	Level of aspiration I	0.143	0.020
10.	Level of aspiration II	0.080	0.006
11.	Job/organisational commitment	0.477**	0.228
12.	Achievement motivation	-0.059	0.003
13.	Scientific orientation	0.077	0.006
14.	Self reliance	0.153	0.023
15.	Convenience in posting	0.147	0.022
16.	Organizational climate	0.440**	0.193
17.	Work load	-0.084	0.007
18.	Personal importance	0.180*	0.032
19.	Independence in work	-0.086	0.007
20.	Job autonomy	2.880*	0.083

* Significant at 5 per cent level

** Significant at 1 per cent level

PLATE 1 DIAGRAM SHOWING THE RELATIONSHIP OF INDEPENDENT VARIABLES WITH DEPENDENT VARIABLES



level of aspiration II, scientific orientation, self reliance and convenience in posting. Negative but non-significant correlation was observed with length of service, training received, social participation, achievement motivation, work load and independence in work.

But at 20 per cent level a positive and significant correlation was found between the variables post graduation, level of aspiration I, self reliance and convenience in posting with job satisfaction.

The multiple correlation value (R-square) was significant for self esteem, organisational commitment and organisational climate. These variables significantly contributed to job satisfaction. The R-square value was non-significant for other variables and they contributed less to job satisfaction. All the independent variables put together the R-square value was 0.551 which indicate that more than 50 per cent of the variation in the dependent variable is explained by the independent variables selected.

5. Correlation between job performance and job satisfaction

The correlation is given in table 50.

Table 50. Correlation of job performance and job satisfaction

Job performance	Correlation coefficient	R-square value
JP1	0.186	0.034
JP2	0.091	0.008
JP3	0.064	0.004

JP1 - Job performance as Veterinary Doctor

JP2 - Job performance as Cattle Improvement Officer

JP3 - Job performance as Supervisor

As Veterinary Doctor job performance was positively and significantly (at 5 per cent level) correlated with job satisfaction. As Cattle Improvement Officer job performance had positive but non-significant correlation with job satisfaction. As supervisor, job performance had a low positive correlation with job satisfaction. The R-square values by regression analysis were 0.034, 0.008 and 0.004 respectively for job performance as Veterinary Doctor, Cattle Improvement Officer and Supervisor which indicated less contribution to job satisfaction.

6. Constraint factors/problems faced by the Veterinary Surgeons in their job

The constraint factors faced by the Veterinary Surgeons in their job are presented under the following sub headings.

- i. Administrative
- ii. Technical
- iii. Nature of work
- iv. Planning and execution of work

i. Administrative

a) Lack of adequate funds

Majority of the respondents (66.00) found it as a 'more serious' problem. While 31 per cent of them were of the opinion that it was 'serious' and three per cent found it as a 'less serious' problem.

b) Delay in sanction for purchase of essential items

It was felt as a 'more serious' problem by majority of the respondents (53 per cent). Forty one per cent rated it as 'serious' and only six per cent of them rated it as 'less serious'.

c) Non co-operation from subordinates

Majority of the respondents (76 per cent) were of the opinion that it was 'less serious'. While 11 per cent of them rated it as 'more serious' and 13 per cent as 'serious'.

d) Lack of supervision and guidance by superiors

Forty nine per cent of them considered it as a 'serious problem', whereas 40 per cent felt it as 'less serious' while 11 per cent perceived it as 'more serious'.

e) Ineffective communication from higher authorities

It was perceived as a 'serious' problem by 44 per cent of the respondents, 37 per cent felt it as 'less serious' while 19 per cent felt it as 'more serious'.

ii. Technical

a). Inadequate and untimely supply of medicines

Most of the respondents (80 per cent) considered it as a 'more serious' problem, followed by 15 per cent as 'serious' and one per cent as 'less serious' problem.

b). Lack of essential equipments and instruments.

Seventy one per cent of the respondents felt it as a 'more serious' one, while 23 per cent perceived it as 'serious' and only six per cent felt it as a 'less serious' problem.

c) Lack of interest of animal owners

Majority of the respondents (48 per cent) rated it as a 'less serious' problem. Thirty six per cent said it as a 'serious' one while 15 per cent perceived it as a 'more serious' problem.

d) Non-availability of medicines in the market

Fifty three per cent of the respondents felt it as a 'less serious' problem, 31 per cent as a 'serious' problem and 16 per cent felt it as 'more serious'.

e). Non availability of extension aids

Most of the respondents (42 per cent) considered it as a 'serious' problem followed by 33 per cent 'less serious' and 25 per cent considered it as a 'more serious' one.

- f). Supply of poor quality semen for artificial insemination.

Majority of the respondents (65 per cent) were of the opinion that it was 'less serious' while 23 per cent reported it as a 'serious' problem and 22 per cent rated it as a 'more serious' one.

- g). Inadequate facilities for examination of clinical materials

For majority of them (52 per cent) it was 'more serious' followed by 36 per cent as 'serious' and 12 per cent as a 'less serious' problem.

- h). Inadequate and untimely supply of vaccines.

Forty four per cent of the Veterinary Surgeons perceived it as a 'serious' problem, while 36 per cent rated it as 'more serious' and 20 per cent rated it 'less serious'.

iii. Nature of work

- a). Too much of clerical work

Most of the respondents (43 per cent) considered it as 'more serious', 34 per cent perceived it as 'serious' and remaining 23 per cent felt it as 'less serious'.

b). Difficulty in follow-up of treated cases

Forty eight per cent of them considered it as 'serious' problem, 32 per cent as 'more serious' and 20 per cent as 'less serious' problem.

c). Treatment by non-qualified persons

Majority of them (64 per cent) considered it as 'more serious' proble. Twenty two per cent perceived it as 'serious' problem and 14 per cent rated it as 'less serious' one.

d). Lack of transportation facilities

Forty five per cent of the respondents were of the opinion that it was a 'serious' problem, while 31 per cent rated it as 'more serious' and 24 per cent considered it as 'less serious' one.

iv. Planning and execution of work

a) Lack of co-operation from local people

Majority (62 per cent) of them considered it as 'less serious' problem, 26 per cent rated it as 'serious' problem and 12 per cent felt it as 'more serious' problem.

b). Difficulty in arranging loan to farmers for dairying

Forty three per cent each of them rated it as 'serious' and 'less serious' problem, whereas 14 per cent rated it as 'more serious' problem.

c) Difficulty in supervising repayment of loan

Forty five per cent of the Veterinary Surgeons considered it as 'serious' problem, while 35 per cent rated it as 'less serious' and 20 per cent as 'more serious' problem.

d). Lack of information about the livestock population in the area

Majority of the respondents (54 per cent) perceived it as 'less serious' problem, while 36 per cent rated it as 'serious' problem and ten per cent considered it as 'more serious' problem.

Discussion

DISCUSSION

The findings of this study are discussed under the following headings.

- I. Socio-personal and psychological characteristics and situational factors of the respondents.
- II. Job performance and Job satisfaction of respondents.
- III. Correlation of independent variables with job satisfaction.
- IV. Correlation between job performance and job satisfaction.
- V. Constraints faced by the respondents in their job.
- VI. Suggestions from the respondents.

I. Socio-personal and psychological characteristics and situational factors of the respondents

Greater majority of the respondents were only graduates. At present the Veterinary Graduates are getting jobs soon after their graduation. This may be the reason for less number of post-graduates among the respondents.

Almost 50 per cent each were in the low technical competency and high technical competency categories. The mean technical competence score was high indicating most of the respondents were competent in the technical aspects of their job. This is to be expected as all the respondents were at least graduates.

Majority of the respondents had high level of training. The respondents with B.V.Sc. alone have undergone inservice training for 6 to 9 months. Those with B.V.Sc. and A.H. degree have not undergone inservice training as they had the internship training during their degree programme.

Majority of the respondents had medium communication ability. It is an important factor in the job of Veterinary Surgeons. The respondents have to satisfy the animal owners over and above the treatment of animals for which communication ability is essential. Once he could satisfy the animal owners he can develop a public opinion which in turn can influence his job satisfaction.

Majority of the respondents had medium level of social participation. Most of them were members only in the Indian Veterinary Association and Kerala Veterinary Surgeons' Service Association.

Most of them had medium level of utilisation of mass media. Through mass media utilisation, especially going through the publications in Veterinary Science they will get more information and it will in turn improve their technical knowledge and skill.

Majority had a medium level of self esteem. The mean self esteem score was high. It is very important for all the jobs as it will improve the performance of the employees and also lead to more job satisfaction.

Majority of the respondents were in the medium and high level of aspiration I. Since the entry cadre of Veterinary Surgeons in the Department itself is satisfactorily paid and placed in the social strata they develop a medium if not high aspirations. High level of aspiration will lead to high performance.

Majority of the respondents belonged to the medium and low level of aspiration II category. The above phenomenon is explained by the meagre promotional avenues in the Department.

Majority of the respondents had medium organizational commitment. The mean organizational commitment score was

high indicating most of them had high organizational commitment.

Low level of achievement motivation was reported by 42 per cent of respondents. It will definitely affect the performance of the Veterinary Surgeons in the dispensary.

Majority of them had medium scientific orientation. In the case of 80 per cent of respondents the trend was from medium to high. This will lead to adoption of new scientific practices in their job and lead to more success and return leading to more job satisfaction.

Most of the respondents had medium level of self reliance. Once the Veterinary Surgeons become more self reliant, it may add to their self confidence and better performance.

Majority were in the medium convenience group in posting. Posting in centres nearby to their homes and in 'good' centres will definitely lead to more job satisfaction.

Majority of the respondents had only moderate organizational climate. Good organizational climate is the

primary requisite for the optimum working of an employee. It will generate maximum output from the employees.

Great majority of them had medium work load. As and when the work load increases the effectiveness reduces affecting the job satisfaction. Most of them had moderate personal importance. When one consider himself as important and contributing significantly to his organisation, it increases the job satisfaction.

Majority of the respondents had moderate job autonomy. As the job autonomy increases the job satisfaction also should increase.

II. Job performance and job satisfaction of the respondents

The job performance as a Veterinary Doctor as perceived by the respondents shows that 43 per cent were high followed by 21 per cent of medium and 36 per cent of low performance. As such majority of the respondents belong to the medium and high categories. While considering their technical competence it would be seen that 50 per cent had low and 50 per cent had high competence. Among the respondents 55 per cent had high training scores indicating that the training given has influenced their job performance.

This finding is not in accordance with the findings of Monirul et al. (1987), Hegde and Chennagowda (1989), Kalavathy (1989), Reddy (1989), Singh and Sharma (1990), while it is in accordance with the findings of Siddaramaiah and Shivlinga Gowda (1987) and Misra (1990).

The findings suggest that the respondents should be given more training in various aspects so that their technical competence could be improved leading to a better job performance.

B. Job performance as Cattle Improvement Officer

While examining the job performance as Cattle Improvement Officer it is seen that only 39 per cent had high scores, thus majority belongs to the medium and high categories. In spite of the high technical competence of 50 per cent of the respondents with 55 per cent of high training scores the job performance shows a declining trend from that as a Veterinary Doctor.

The findings are in accordance with the findings of Monirul et al. (1987), Hegde and Chennagowda (1989), Kalavathy (1989), Reddy (1989), Singh and Sharma (1990),

while it is against the findings of Siddaramaiah and Shivlinga Gowda (1987) and Misra (1990).

Since great majority of the respondents had only short length of service that too in the hospitals and dispensaries they become out of touch with the works connected with cattle improvement. As such when they are being posted to such job they should be given a proper training in this line so that they will be able to carry out the responsibilities more effectively.

C. Job performance as supervisor

The results indicate that great majority of the respondents had medium and high scores for the job performance. Only 5 per cent had low scores. This phenomenon is explained by the organizational climate which shows average and above average scores in the case of 88 per cent of respondents.

The finding is in accordance with that of Salvi and Dudhani (1967), Siddaramaiah and Shivlinga Gowda (1987), Kalavathy (1989), Misra (1990) and Singh and Sharma (1990). While it disagrees with the findings of Choukidar (1973), Perumal and Rai (1976), Monirul et al. (1987) and Sharma et al. (1988).

Since the number of staff available in the hospitals and dispensaries are limited, the supervision work done by them is more easy especially in institutions where the number of presented cases are less.

Job satisfaction

From table 28 it could be seen that 67 per cent of the respondents belonged to the medium job satisfaction group. While 15 per cent had high job satisfaction, 18 per cent were having only low job satisfaction.

The above findings agree with that of Patil and Sharma (1977) and Siddaramaiah and Shivlinga Gowda (1987) and partly agrees with that of Sandhu and Singh Raghbir (1977), Perumal and Rai (1978), Rao and Sohal (1980), Kuldipkumar and Dhaliwal (1988) and partly disagrees with Kalavathy (1989).

This profile is the result of the influence of various socio-personal characteristics which is explained in detail under the sub sector of correlation of independent variables to job satisfaction.

III. Correlation of Independent variables with job satisfaction

i. Length of service

It was negatively and non-significantly related to job satisfaction. Findings showed that as length of service increases, the job satisfaction decreased. This may be the result of the less chances for promotion even after more length of service and the same type of work that was being done by the respondents continuously for years together. The findings were in agreement with those of Salvi and Dudhani (1967), Perumal and Rai (1976), Dhillon and Sandhu (1974), Rao and Sohal (1980) and Karami Ezatollah (1980). But it was not in agreement with the findings of Sarkar and Patnaik (1967), Sandhu and Singh Raghbir (1977), Susil Kumar (1984), Murthy and Ram Prasad (1988), Reddy and Jayaramaiah (1988), Hegde and Chennagowda (1989), Kalavathy (1989) and Singh and Sharma (1990).

ii. Post-graduation

It showed a positive and non-significant correlation with job satisfaction.

Under the present situation the post graduates are not getting any additional benefits like advance increments or considerations for promotion in the Department where it is given purely on seniority basis. Further usually the post graduates are not posted to places where they are expected to do the work related to their specialisation. These facts are emphasised by the significant relationship shown at 20 per cent level.

The findings of this study is in agreement with that of Murthy and Ram Prasad (1988).

iii. Technical competence

It was positively **but** non-significantly correlated with job satisfaction. Once the Veterinary Surgeons become more competent in the technical aspects their job performance will also improve and this in turn lead to more job satisfaction.

iv. Training received

It had a negative **but** non-significant correlation with job satisfaction. This may be due to the reason that those who have undergone training are not getting any benefit.

Also most of them will be posted in places where there will be no use with the additional training obtained. The findings were in accordance with those of Perumal and Rai (1976), Rao and Sohal (1980), Reddy and Jayaramaiah (1988), Hegde and Chennagowda (1989) and Kalavathy (1989). Findings were not in agreement with those of Salvi and Dudhani (1967), Monirul et al. (1987), Reddy (1989) and Singh and Sharma (1990).

v. Communication ability

It was positively and significantly (5 per cent level) related with job satisfaction. Communication ability is very essential for the Veterinary Surgeons to satisfy the animal owners. This will add to their reputation and in turn will increase job satisfaction.

vi. Social participation

It was negatively and non-significantly related to job satisfaction. More social participation lead to more job satisfaction.

viii. Mass media utilisation

It had positive ~~but~~ non-significant correlation with job satisfaction. This indicates that the respondents are

not keeping in touch with the technical journals and their lack of interest in attending technical discussions and trainings which improve their knowledge. The finding is in agreement with that of Siddaramaiah and Shivlinga Gowda (1987) and was not in agreement with the findings of Hegde and Chennagowda (1989).

viii. Self esteem

Self esteem was positively and significantly (at 1 per cent level) correlated with job satisfaction. The R-square value by correlation analysis was 0.214 indicated that this variable contributed significantly to job satisfaction. When one consider his profession as superior to other professions, it will enhance his performance and lead to more job satisfaction.

The finding is in agreement with those of Rao and Sohal (1978) and Kalavathy (1989).

ix. Level of aspiration

Level of aspiration at the first level (level of aspiration I) had a significant relationship at 20 per cent level. The level of aspiration II, had positive correlation

with job satisfaction at 20 per cent level. The desire to attain higher standards of life was positively correlated with job satisfaction.

The findings are in partial agreement with Kalavathy (1989) who revealed a positive **and** significant relationship, while not in agreement with Singh and Sharma (1990) who reported a negative correlation between level of aspiration and job satisfaction.

x. Organizational commitment

It was positively and significantly (at 1 per cent level) correlated with job satisfaction. High organizational commitment of the employees in an organization **may** promote enthusiasm and drive to work. This in turn **may** promote job satisfaction.

The results are in agreements with those of Reddy and Jayaramaiah (1988) and Reddy (1989). It was not in agreement with Kalavathy (1989) who noticed a non-significant relationship.

xi. Achievement motivation

It had a negative and non-significant correlation with job satisfaction. The mean achievement motivation score of above average indicated that respondents had good achievement motivation. The negative correlation may be due to the lack of facilities available in the dispensaries. It affected their achievement motivation and also their job satisfaction.

The results are in agreement with that of Kalavathy (1989) **but** not in agreement with those of Karami, Ezatollah (1981), Siddaramaiah and Shivlinga Gowda (1987), Murthy and Ram Prasad (1988) Reddy (1989), Singh and Sharma (1990) and Waris et al. (1990).

xii. Scientific orientation

It was positively and non-significantly correlated with job satisfaction. More scientific orientation lead to adoption of new practices in their job and it in turn contributed to better efficiency in their job and finally lead to more job satisfaction.

xiii. Self reliance

It had a positive and significant correlation with job satisfaction at 20 per cent level. Once the respondents become more self reliant, it adds to their self confidence and lead to more job satisfaction.

The results are in agreement with those of Ram Kumar and Dubey (1986) and Reddy (1989). It was not in accordance with the findings of Reddy and Jayaramaiah (1988).

xiv. Convenience in posting

It had a positive and significant relationship at 20 per cent level. Posting of the Veterinary Surgeons near to their homes and in good centres contributed to their job satisfaction.

The finding is in agreement with that of Sandhu and Singh Raghbir (1977).

xv. Organizational climate

It was positively and significantly correlated with job satisfaction. The R-square value was 0.193 which indicated

that it significantly contributed to job satisfaction. Good organizational climate factors such as recognition and reward for good work, independence in taking decisions, clearly defined goals etc. will definitely lead to more job satisfaction of the employees.

Ramkumar and Dubey (1986), Reddy (1989) and Singh and Sharma (1990) reported a positive and non-significant relationship between organizational climate and job satisfaction, while Reddy and Jayaramaiah (1988) revealed no association between these variables.

xvi. Work load

It was negatively *but* non-significantly related to job satisfaction. It contributed very less to job satisfaction. As work load increases, it will affect the quality of the work done and it inversely affected job satisfaction. Most of the respondents reported that they had more clerical works to attend in the dispensaries.

xvii. Personal importance

It was positively and significantly correlated with job satisfaction. When the Veterinary Surgeons feel that their

contribution is significant to the Department and also to the public their job satisfaction will be more. The results are in agreement with those of Murthy and Ram Prasad (1988) and Reddy (1989).

xviii. Job autonomy

It had a positive and significant relationship with job satisfaction. When the work to be done by one is decided, scheduled and done by oneself and when there is success it will naturally lead to more job satisfaction.

IV. Correlation between Job performance and Job satisfaction

From the table 50, it could be seen that the job performance and job satisfaction showed a significant relationship in the aspects of work as Veterinary Doctor. As Cattle Improvement Officer and as Supervisor the values of correlation between job satisfaction and job performance were not significant. The multiple correlation values (R-square) were also nonsignificant for all the three aspects.

The findings of Dhillon and Sandhu (1977), Sharma et al. (1988), Reddy (1989) and Singh and Sharma (1990)

were in accordance with the finding in the case of job satisfaction and job performance as Veterinary Doctor. In the other cases the findings are in disagreement.

While working as Veterinary Doctors they will be treating the animals for various ailments. In this work great majority of the respondents belong to the medium to high job performance group with better job satisfaction. As Cattle Improvement Officer the Veterinary Surgeons had no role in the formulation of breeding policy and they have to use the semen supplied to them for artificial insemination. This explains the non-significant relationship. As the number of staff in the dispensaries is less there is not much supervisory work to be done and hence the non-significant relationship.

V. Constraints/problems faced by the Veterinary Surgeons in their job

The constraints faced by the Veterinary Surgeons in their job are presented under the following headings.

- a. Administrative
- b. Technical
- c. Nature of work
- d. Planning and execution of work.

Administrative

i. Lack of adequate funds

Majority of the respondents (66 per cent) found it as a 'more serious' problem.

The lack of adequate funds causes serious problems in the smooth functioning of many of the dispensaries. The usual procedure adopted by the Superior Officers while allotting funds is to give the same amount as in the previous year. The increase in the market price and subsequent increase of living index makes these amounts inadequate. This can be solved by increasing the annual allotment in proportion to increase of market price as well as the living index.

ii. Delay in sanction for purchase of essential items

It was felt as a 'more serious problem' by 53 per cent of the respondents.

The present delegation of powers to Veterinary Surgeons was fixed years before and the subsequent increase in market price demands for purchase sanction from Superior Officers

even for petty items causing additional clerical work. If more powers are delegated to the Veterinary Surgeons the purchases can be made as and when required without any time delay avoiding additional clerical work in the dispensary as well as in the higher office.

iii. Non co-operation from the subordinates

Great majority of the respondents indicated it as a less serious problem. As such this can be ignored. The other stray cases would require individual attention according to the situations.

iv. Lack of supervision and guidance by superiors

Since majority of the respondents felt the problem, the superior officers should make it a point to visit the institutions regularly so that they may be able to guide the respondents properly and the problems of the institutions could be understood personally and measures taken to solve them.

v. Ineffective communication from higher authorities

It was perceived as a 'less serious problem' by 37 per cent of the respondents, 44 per cent felt it as 'serious' while 19 per cent felt it as 'more serious'.

Provision of telephones in the Veterinary dispensaries will not only help to overcome the above problem but also prove useful in public service.

Technical

i. Inadequate and untimely supply of medicines

Most of the respondents (84 per cent) considered it as more serious problem.

It is a major problem faced by the respondents as well as the animal owners. Great majority of the animal owners belong to the low income group. When they come to the veterinary dispensary they are being asked to purchase the required medicines from outside which makes a precarious position for the Veterinary Doctor. In order to overcome this situation more provision must be found out by the departmental authorities to stock required medicines in the dispensaries.

ii. Lack of essential equipments and instruments

Almost all the equipments and instruments are not fit for use due to the prolonged wear and tear. Unless new instruments and equipments are supplied to the dispensaries at suitable intervals, many of the cases cannot be handled satisfactorily. This must be taken up by the higher authorities of the Department.

iii. Lack of interest of animal owners

In general most of the animal owners will look after their animals properly especially among the low income group. Among a few farmers a negative attitude has developed especially when their animals were insured or unproductive. This attitude could be changed only through proper extension work.

iv. Non availability of medicines in the market

Though most of the medicines are available in the market some specific drugs may not be available always, as the shops did not keep them because it may not be sold out regularly. Such specific medicines must be supplied by the Department to all the dispensaries which will help in overcoming this problem.

v. Non-availability of extension aids

In order to help extension activities a separate unit may be started in the district head quarters with all audio-visual aids and this unit can help the Veterinary Doctors in extension activities according to necessity. Training and orientation of Veterinary Doctors in extension activities also should be thought of.

vi. Supply of poor quality semen for Artificial Insemination

The results indicated that generally the semen supplied is of satisfactory quality. Arrangements for periodical checking of the quality of semen and in case any deterioration is found out action to rectify the defects should also be taken at the appropriate time.

vii. Inadequate facilities for examination of clinical materials

Though the service of the clinical laboratories are available at the district level, it may not be practical to sent all material collected for testing. As such essential equipments, reagents and chemicals may be provided to each dispensaries so that the routine examinations can be conducted there itself and those materials requiring special

tests can be sent to the clinical labs. This will help to overcome the above problem to a greater extent.

viii. Inadequate and untimely supply of vaccines

Required vaccines must be provided to the Veterinary dispensaries timely and in adequate quantities. Proper storage facilities for vaccines must also be provided.

Nature of work

i. Too much of clerical work

This is a serious problem faced by the Veterinary Surgeons. Delegation of powers to the Veterinary Surgeons will help to reduce the clerical work to a greater extent. In major dispensaries and hospitals where more number of cases are being attended by the Veterinary Doctor, provision of a clerical assistant will help to reduce the clerical work done by the Veterinary Doctor and he will be able to utilise more time for the public benefit.

ii. Difficulty in follow-up of treated cases

It was considered as a more serious problem by 32 per cent respondents, while 48 per cent rated it as a serious problem and 20 per cent rated it as a less serious problem.

Unless public awareness is developed this problem cannot be solved.

iii. Treatment by non-qualified persons

Implementation of the Veterinary Council Act strictly along with education of the farmers will help to prevent this to a great extent. But in remote areas where it may be difficult to get the veterinary aid the farmers will continue utilisation of this practice.

iv. Lack of transportation facilities

This problem cannot be easily solved especially in rural and remote areas.

Planning and execution of work

i. Lack of co-operation from local people

Majority of them considered it as a less serious problem. It is concluded that many of the schemes and Animal Husbandry Development programmes are implemented through selected dispensaries. In such limited areas the Veterinary Doctors find it as a serious or more serious

problem since majority of them are having medium level of social participation. This could be solved only through increased social participation of the Veterinary Doctors which will motivate local people to co-operate with the programmes sponsored through the dispensaries.

ii. Difficulty in arranging loan to the farmers for dairying

There are many schemes and programmes sponsored by various departments which provide loans and subsidies to the farmers in various spheres of animal husbandry development. The Veterinary Surgeons will have to maintain a good relationship with all such departments as well as institutions for making arrangements for the loan. At present it is concluded that such a relationship is not being developed due to various factors.

iii. Difficulty in supervising repayment of loan

Most of the loan schemes are not being routed through the Veterinary Doctors in the dispensaries and as such they may not be aware of the number of persons who have availed such benefits. Under such a situation they may not know about the repayments of the loans. If such schemes are being routed through the dispensaries or the responsibility

of supervision given the work load of Veterinary Surgeons will increase and they may not be able to look after these responsibilities effectively.

iv. Lack of information about the live stock population in the area

The details of the animal population in the respective jurisdiction of each dispensary may be made available from the Department of Statistics immediately after publication of census. This has to be arranged by the respective district officers.

VI. Suggestions

Suggestions of the respondents to overcome the problems faced by them in their job are given under the following headings.

A. Administrative

1. Adequate funds must be provided based on a more scientific estimation.
2. Necessary guidance and supervision from the superiors.

3. Facility for effective and timely communication must be provided.
4. More powers should be given to the Veterinary Surgeons for meeting expenditures required for the day to day works of the dispensaries.

Also suggestions like full co-operation from subordinates, prevention of politicians from interfering service matters, co-operation and understanding between officers, effective disciplinary authority over subordinates etc. were proposed.

B. Technical

1. Timely supply of essential medicines
2. Regular supply of essential equipments.
3. Facilities for examination of clinical materials
4. Timely and adequate supply of vaccines
5. More extension attitude and approach from the Veterinary Surgeons for developing positive attitude among the farmers.

6. Conduct of seminars, discussions etc. among the Veterinary Surgeons to orient them about recent findings.
7. Supply of good quality semen for Artificial Insemination.

Also suggestions such as frequent and effective quality checking of semen, Government building for dispensary and staff quarters, implementation of a breeding policy for the state with expert's opinion etc. were obtained.

Nature of work

1. Proper transportation facilities must be provided depending upon the nature of work.
2. Measures to check illicit treatment by non-qualified persons.
3. Clerical assistants must be provided in dispensaries having more number of cases.
4. Creating awareness among public to bring their animals in time for treatment.
5. Veterinary Council Act must be implemented strictly.
6. Present working hours of the dispensaries must be changed to 8 A.M. to 2.00 P.M. continuously

Also suggestions like all animal husbandry activities must be brought under one umbrella creation of separate extension wing for the department, trainings to refresh knowledge etc. were also obtained.

Planning and execution of work

1. Detailed information about the livestock population in the area must be made available.
2. Planning of schemes must be ~~done~~ at the micro-level.
3. Planning of viable schemes according to the social and economic conditions of the area.
4. Loans must be provided to genuine dairy farmers.
5. Schemes must be planned and publicity given in advance.
6. Implementation of schemes must be with the co-operation of public.

Also suggestions like publicise activities of Animal Husbandry Department through mass media, work in liaison with allied departments and agencies, full co-operation from higher authorities etc. were obtained.

Limitations of the study and scope for further research

The major limitation of this study is that it concentrates only on Veterinary Surgeons working in the Animal Husbandry Department of Kerala. The study does not cover Veterinary Graduates working in the other avenues in the state. There are Veterinary Graduates working in the Co-operative Milk Marketing Federation, Kerala Livestock Development Board, Kerala Agricultural University, Dairy Development Department, Insurance Companies, Banks etc. They were purposely excluded from the study as their job and working conditions vary widely from one another. In the Animal Husbandry Department itself the Veterinary Surgeons only are selected and the other categories such as Assistant Doctors, Livestock Inspectors etc. are not considered for the study eventhough they are doing a similar type of job. Further researches can be undertaken by taking samples from different avenues of job and their characteristics can be compared. Also studies can be undertaken to compare the characteristics of employees belonging to different cadres in the same organisation or department.

Rigidity and hierarchy exist in all Government Departments and Animal Husbandry Department is not an

exception. Being a Government employee the Veterinary Surgeons enjoy less flexibility in their work and to deal with things to get more success in their jobs. Inherent rigidities in the organisation create delay in activities and the conclusions of this study must be viewed from this frame-work.

Summary

SUMMARY

The present study had the following objectives.

1. To study the level of job performance of Veterinary Personnel in carrying out their official functions.
2. To study the degree of job satisfaction of Veterinary personnel in carrying out their official functions.
3. To identify the constraint factors if any, pertaining to the job satisfaction.
4. To assess the problems and solutions related to the job performance of Veterinary personnel as perceived by them.

The study was conducted among the Veterinary Surgeons in the Animal Husbandry Department of Kerala. Stratified random sampling technique was adopted for sample selection with districts as the strata. Mailed questionnaire method with a pre-tested schedule was used for data collection. Data were collected from 131 respondents.

Job performance was measured by self rating technique by the respondents. Job satisfaction was measured using the method developed by Laharia (1978). Simple percentage

analysis, correlation and multiple regression analysis were the statistical methods used in the study.

In general the respondents belonged to the medium categories with regard to their socio-personal and psychological characteristics and situational factors. Length of service was short for majority of the respondents. Only very few respondents had post-graduation. Regarding technical competence fifty per cent each were in the low and high technical competence group. Most of them had high level of training. Communication ability was of the medium level for majority of them. Social participation and mass media utilisation were of the medium level.

Self esteem and level of aspirations were of the medium level for most of them. Organizational commitment, achievement motivation, scientific orientation and self reliance were of the medium level for the majority. Convenience in posting, organizational climate, personal importance, independence in work and job autonomy were moderate for most of them. Majority had medium level of work load.

Job performance as Veterinary Doctor majority were in the medium and high performance group. As Cattle

Improvement Officer also majority were in the medium and high performance category. As supervisor majority were in the medium performance group.

Job satisfaction was of the medium level for majority of the respondents. Self esteem, organizational commitment and organizational climate were positively and significantly (at 1 per cent level) correlated with job satisfaction. Communication ability, job autonomy and personal importance were positively and significantly (at 5 per cent level) correlated with job satisfaction. Positive, but non-significant correlation was observed between job satisfaction and post-graduation, technical competence, mass media utilisation, level of aspiration I, level of aspiration II, scientific orientation, self reliance and convenience in posting. Negative and non-significant correlation was found between job satisfaction and length of service, training received, social participation, achievement motivation, work load and independence in work.

Job performance as Veterinary Doctor was positively and significantly correlated with job satisfaction. Job performance as Cattle Improvement Officer and Supervisor had positive but non-significant correlation with job satisfaction.

The less number of post-graduates among the respondents was due to the fact that the respondents are getting employment immediately after graduation. Since all the respondents are graduates the technical competence score was high. Eventhough most of them had more trainings, it was negatively correlated with job satisfaction. Good communication ability should be there for satisfying the animal owners. Social participation of the respondents has to be increased so as to develop rapport among the public. Mass media utilisation especially veterinary publications will improve the knowledge of the respondents.

Self esteem is important for all jobs as it enhance performance. High level of aspirations also improve performance in the job. Low level of achievement motivation will negatively affect performance. Scientific orientation lead to adoption of new scientific practices and lead to more effective job performance. Self reliance add to self confidence and better performance. Convenience in posting add to job satisfaction. Good organisational climate is the primary requisite for optimum performance of the employees. Increased work load reduce the efficiency of work done. Personal importance and independence in work also contribute to job satisfaction.

As Veterinary Doctor the respondents were treating the animals for various ailments. In this great majority of them belonged to the medium and high performance group. There was a non-singificant relationship between job performance and job satisfaction as Cattle Improvement Officer and Supervisor.

Regarding problems faced in administration lack of adequate funds, delay in sanction for purchase of essential items and lack of supervision and guidance by superiors were considered as more serious ones. Under technical problems more serious were inadequate and untimely supply of medicines, lack of equipments and instruments and inadequate facilities for examination of clinical materials. Treatment by non-qualified persons and lack of transportation facilities were considered as serious problems in the category of nature of work. In planning and execution of work difficulty in arranging loan to farmers and difficulty in supervising repayment of loan were considered as serious problems.

Providing adequate funds on a scientific estimation and necessary guidance and supervision from the supervisors were the important suggestions in the area of administration.

Timely supply of essential medicines and equipments and facilities for examination of clinical materials were the important ones in the category of technical problems. In the area of nature of work providing proper transportation facilities and measures to check treatment by non-qualified persons were obtained. Providing detailed information of the livestock population in the area and planning schemes at the lower level were the important suggestions in the planning and execution of work.

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* Originals not seen

Appendices

APPENDIX

KERALA AGRICULTURAL UNIVERSITY

Dr. P.S.PUSHKARAN
Professor & Head

Department of Extension,
College of Veterinary & Animal
Sciences, Mannuthy, Thrissur.

Dear Doctor,

Dr. S. Jayachandran, M.V.Sc. Student of this department has taken up a study entitled **Job Performance and Job satisfaction of Veterinary Personnel in Kerala** as part of his Post-graduate Research Programme, under my guidance. 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 express your opinion on the various items included in the questionnaire enclosed herewith. Your free and unbiased responses are of great value for the successful completion of this research programme. The researcher's letter and directions for recording your responses and returning the questionnaire may be found overleaf.

Expecting your good will and wholehearted co-operation.

With regards,

Yours sincerely,

(P.S. Pushkaran)

To

KERALA AGRICULTURAL UNIVERSITY

Dr. S. Jayachandran,
M.V.Sc. Scholar

Department of Extension,
College of Veterinary & Animal
Sciences, Mannuthy, Thrissur.

Dear Doctor,

I have taken up a study involving the Veterinary Surgeons in the Animal Husbandry Departments, Kerala as part of my M.V.Sc. Programme. I am happy to have you as one of the respondents for my study. Your valued reactions are vital for the successful completion of my research work. The questionnaire is enclosed herewith, duly filled in and returned could be great help to me.

I request your wholehearted co-operation in this regard.

Yours faithfully,

Date: 7.12.1991

Dr.S. JAYACHANDRAN

DIRECTIONS

1. Please read through the items carefully
2. Record your first reaction to each item.
3. Though some of the statements may seem apparently meaningless or irrelevant they have been included with specific purpose.
4. Do not leave out any item. Without complete information the research will remain inconclusive.
5. THE COMPLETED QUESTIONNAIRES MAY BE MAILED BACK IN THE ADDRESSED, STAMPED ENVELOPE ENCLOSED HEREWITH, AT THE EARLIEST.

*The information provided by you will be kept strictly confidential

*It will be used only for research purposes.

*The success of my research programme depends entirely on your good will and co-operation.

QUESTIONNAIRE

I. Official address

II. Length of service in the Post

III. Post-graduation Yes No

If yes, area of specialisation

IV. Please tick the one appropriate to you among the alternatives to each

Sl. No. More competent Competent Less competent

1. Treatment of diseases of large animals
 2. Treatment of diseases of small animals
 3. Attending minor surgical cases
 4. Attending major surgicals
 5. Retention of placenta cases
 6. Attending dystocia
 7. Conduct of extension activities
(cattle shows, seminars ...)
 8. Pregnancy diagnosis
 9. Treatment of infertility cases
 10. Post-mortem examination and diagnosis
-

V. Training undergone, if any. Name of training, Period

VI. Given below are a few statements. Please give your response to each statement by a tick mark in the appropriate column.

Sl. No.	Statements	Always	Often	Occasionally	Seldom	Never
1.	talk well and communicate effectively in meetings					
2.	Fail to gather and pass on sufficient information and clarifications					
3.	Win the confidence of local leaders through effective explanations and clarifications					
4.	Encourage others to raise questions and clarify					
5.	Illustrate points by examples in discussions					
6.	Fail to communicate effectively with higher ups and appraise them					
7.	Listen patiently to what others say.					

VII. Give appropriate answers to the following questions

- a. Are you a member/office bearer in any organisation : Yes No.
If yes, name the organisation(s)
- b. How often do you attend the meetings of the above organisation Regularly Occassionally

VIII. Please indicate your response in the appropriate column by giving a tick mark

Sl. No.	Statements	Daily	Two or more times a week	Once a week	Once a fortnight	Never
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1. Reads Newspaper
2. Listen to Radio
3. Listen to rural radio programme
4. Views T V
5. Reads magazines and other literature on veterinary science

IX. Indicate your response to the following statements by putting a tick mark against your choice.

Sl. No.	Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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1. My job provides opportunities to get recognition from others
2. My job help me to attain status, respect and prestige as a person
3. I am enjoying full freedom and independence in my work.
4. The experience of my job created in me a feeling of self confidence

5. My job does not provide opportunities for self expression
6. My job help me to utilise my abilities fully
7. My job does not provide opportunities/to develop additional capabilities/skills
8. All the achievements in my life are from my job

X. Picture of the ladder is given. The top of the ladder represents the best possible life for you, the bottom worst possible life and the middle neutral. After reading the following questions carefully, please select a number from the ladder and write it in the space provided.

- a) Where on the ladder you stood at 5 years back. Step No. ...
- b) Where do you think you are now Step No.
- c) Where do you expect to be after 5 years. Step No.

XI. How committed are you to your organization? Please indicate your opinion about the following statements by ticking the most appropriate alternative.

Sl. No.	Statements	Agree	Some what agree	Disagree
---------	------------	-------	-----------------	----------

1. I am willing to put a great deal of effort to help my department 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 department's values are very similar
 6. I am proud to tell others that I am part of the department
 7. I could as well be working for a different organisation as the type of work is similar
 8. The department really inspires the very best of me in the way of job performance.
 9. It would take only 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 is not much to be gained by sticking on 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.
-

XII. The statements given below reflect in varying degrees a very important aspect of human behaviour. Please indicate your reaction to the statements by ticking the appropriate alternative.

- a) Success brings relief and further determination and just pleasant feeling.

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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- b) How true it is to say that your efforts are directed towards a goal

Quite unlikely	Not very true	Not sure	Fairly true	Quite true
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- c) How often do you seek opportunity to excel?

Hardly ever	Seldom	About half the time	Frequently	Nearly always
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- d) Would you hesitate to undertake something that might lead to your failing?

Hardly ever	Seldom	About half the time	Frequently	Nearly always
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- e) How many situations do you avoid in which you may be exposed to evaluation?

Most	Many	Some	Few	Very few
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- f) In how many spheres do you think you will succeed in doing as well as you can?

Most	Many	Some	Few	Very few
------	------	------	-----	----------

XIII. Give your choice to the following statements by tick in the appropriate column provided against each statement.

Sl. No.	Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1.	Scientific animal husbandry practices give the best results					
2.	Improved animal husbandry practices give better results to a farmer than old methods.					
3.	Even a farmer with lots of experience should use new methods of animal husbandry.					
4.	Though it takes time for a farmer to learn new methods in animal husbandry it is worth the efforts.					
5.	A good farmer will experiment on with new ideas in animal husbandry.					
6.	Traditional methods of animal husbandry have to be changed in order to raise the level of living of farmers.					
7.	Scientific animal husbandry practices have their own drawbacks.					

XIV. How much of your future you feel depends on yourself?
 Out of 100 would you say 100, 75, 50, 25 or nothing.

XV. How convenient is your place of posting? Please tick mark the one most appropriate to you.

Very convenient

Convenient

Moderately convenient

Less convenient

Not at all convenient

XVI. What is your impression about the climate prevalent in your organisation? Please indicate your opinion about the items given below by ticking the most appropriate alternative to each

Sl. No.	Statement	Agree	Some what agree	Disagree
1.	In the department, there are many rules policies and practices to which you have to conform rather than being able to work as you fit.			
2.	You can make decisions and solve problems without checking with supervisors at each step.			
3.	The organisation sets challenging goals itself, communicates this goal commitment to its members and emphasises on quality performance and outstanding production.			
4.	The organisation recognises and rewards for good work of members rather than ignoring, criticising or publicising when something goes wrong.			
5.	Things are well organised and goals are clearly defined in the department rather than being disorderly, or confused.			

6. Friendliness, interpersonal trust and mutual support are very much prevalent in the organisation.

7. As needs for leadership arise, members feel free to take leadership roles and are rewarded of or successful leadership.

XVII. What is your opinion about your workload? Given below are four statements. Please indicate your opinion by ticking the most appropriate to you from among the alternatives given for each statement.

Stro- ngly agree	Agree	Unde- cided	dis- agree	Stro- ngly dis- agree
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- a) I feel busy or rushed
- b) I feel pressured
- c) I feel the amount of work I did interfered with how well it got done
- d) I feel that the number of requests, complaints or problems dealt with was more than expected.

XVIII. How much autonomy do you have on your job; how much are you left on your own to do your work? Please tick mark the most appropriate to you.

- a) Very little; I have no 'say' about scheduling my work, the work and the procedures are all laid out for me in detail.

- b) Moderate autonomy; I make some of the decisions about my work, but many of them are made for me
- c) Very much; I have almost all of the 'say' about the scheduling of my work; I alone decide what procedures will be used.

XIX. How 'important are you to your organisation and its work. Please tick mark the one most appropriate to you from among the alternatives given below.

- a) I feel certain that the work I do, contribute in an important way to the mission and aims of the organisation.
- b) In the organisation I am encouraged to feel that my work relates to and is of some importance to the larger aims of the organisation.
- c) It is often hard for me to feel that the work I do make any real contribution to the goals of the organisation.

XX. To what extent do you do a 'whole' piece of work (as opposed to doing a part of a job which is finished by some other officer?

Please tick mark the one appropriate to you from the alternatives given below.

- a) I do one small part of a job; there are many others who do other parts of the job; I may not see the final result.
- b) I do a moderate size 'chunk' of the work; there are others involved too, but my contribution is clear.
- c) I do an entire piece of work; I do the job from start to finish, and what is done is clearly 'mine'.

XXI. Below are given certain items to appraise your own assessment about your performance as a veterinary surgeon. Five columns with numbers 5, 4, 3, 2 and 1 are given against each item. Number 5, indicates best performance and number 1 indicates least performance, with 4, 3 and 2 in between them. You are requested to give your response to each by giving a tick mark in the appropriate column.

5	4	3	2	1
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A. As Veterinary Doctor

1. Treatment of animals
2. Vaccination against contagious diseases
3. Preparation of monthly reports
4. Preparation of Animal Disease Surveillance report.
5. Arranging for examination of clinical materials
6. Reporting the disease out-break among animals
7. Correspondence of with superiors
8. Issue of Health and value certificate
9. Post-mortem examination and certification for death claim of insured animals.
10. Attending conferences
11. Issue of antirabies vaccination certificate
12. Collection and remittance of A.I. charges, Treatment charges

B. As Cattle Improvement Officer

13. Extension activities

- a. Educating farmers about scientific management practices
- b. Conduct of Seminars
- c. Conduct of cattle shows

14. Artificial insemination and follow up

15. Pregnancy diagnosis

16. Implementation of Government Schemes

- a. Selection of beneficiaries
- b. Selection and purchase of animals
- c. Supervision and maintenance of animals

17. Maintenance of various registers

C. As Supervisor

18. Supervision and control of subordinates

19. Drawing and disbursing salary of subordinates

XXII. How satisfied are you on the various aspects of your job? Please tick mark the most appropriate alternative to the items given below.

Very Satis- Parti- Dissa- Very
much fied ally tisfi- much
satis- satis- ed dis-
fied fied satisfied

1. Your present salary

2. Job security

3. Praise and recognition for good work
4. Physical facilities
5. Residential facilities
6. Opportunity to work with team spirit
7. Help, guidance and encouragement from supervisors
8. Opportunity for self development
9. Promotion policy of the department
10. Freedom to pursue original ideas
11. Freedom for flexibility of work
12. Status and prestige as a person in the department
13. Type of work done by you
14. Scope to prove your merit and excellence

XXIII. To what level do you feel the following problems? Please give your response by giving a tick mark in the appropriate column and also your suggestions to overcome them in the space provided.

More serious	Serious	Less serious
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A. Administrative problems

1. Lack of adequate funds
2. Delay in sanction for purchase of essential items

3. Non Co-operation from subordinates
4. Lack of proper supervision and guidance by superior
5. Ineffective communication from higher authorities

B. Technical problems

1. Inadequate and untimely supply of medicines
2. Lack of essential equipments and instruments
3. Lack of interest on the part of animal owners in treatment
4. Non availability of medicines in the market
5. Non availability of extension aids for extension activities
6. Supply of poor quality semen for AI
7. Inadequate facilities for examination of clinical materials.
8. Inadequate and untimely supply of vaccines.

C. Nature of work

1. Too much of clerical work.
2. Difficulty in follow-up of treated cases
3. Lack of adequate number of staff
4. Treatment by non-qualified persons
5. Lack of transportation facilities.

D. Planning and execution of work

1. Lack of co-operation from local people
2. Difficulty in arranging loan to farmers for dairying
3. Difficulty in supervising loan repayment by farmers
4. Lack of information about livestock population in the area.

Please furnish your suggestions to overcome the problems faced in the performance of your job in the following aspects.

1. Administrative problems.
2. Technical problems
3. Problems associated with nature of work
4. Planning and execution of work.

JOB PERFORMANCE AND JOB SATISFACTION OF VETERINARY PERSONNEL IN KERALA

By

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ABSTRACT OF A THESIS

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ABSTRACT

The objectives of the study were to assess the level of job satisfaction of Veterinary personnel in carrying out their official functions, to study the level of job satisfaction of the veterinary personnel, to identify the constraint factors pertaining to their job and to assess the problems and solutions related to the job performance as perceived by them.

The study was conducted among the Veterinary Surgeons in the Animal Husbandry Department of Kerala. The data were collected through mailed questionnaire method using a pre-tested schedule. Variables were measured using appropriate scales and suitable statistical tools were used for analysing the data.

In general for most of the socio-personal and psychological characteristics and organizational factors the respondents belonged to the medium category.

Job performance as Veterinary Doctor and as Cattle Improvement Officer, majority were in the medium and high performance group. As Supervisor majority were in the medium performance group.

Majority of the respondents had medium level of job satisfaction. Self esteem, organizational commitment and organizational climate were positively and significantly correlated with job satisfaction. Communication ability, job autonomy and personal importance were positively and significantly (at 5% level) correlated with job satisfaction. Other variables had non-significant relationship with job satisfaction.

Job performance as Veterinary Doctor was positively and significantly correlated with job satisfaction. As Cattle Improvement Officer and Supervisor job performance had positive but non-significant correlation with job satisfaction.

Lack of adequate funds and delay in sanction for purchase of essential items were the most important administrative problems. Inadequate supply of medicines and lack of equipments were the important technical problems. Treatment by non-qualified persons and lack of facilities for examination of clinical materials were the important problems faced in the area of nature of work. Difficulty in arranging loan to farmers and supervising repayment of loan were the problems faced in planning and execution of work.

Suggestions such as providing adequate funds, timely supply of essential medicines, measure to check practice by non-qualified persons etc. may be considered by the Superior Officers which will help in improving job performance of the Veterinary Surgeons.