



# A RELATIONSHIP OF SOCIO-PERSONAL AND JOB CHARACTERISTICS WITH JOB SATISFACTION OF VETERINARY SURGEONS (VSs) IN HARYANA, INDIA

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## Abstract

The present study was conducted in purposively selected four districts of Haryana State to assess the level of job satisfaction (Dependent Variable) among Veterinary Surgeons (VSs) and to find out the association with their socio-personal and job characteristics (Independent Variables). Total 120 Veterinary Surgeons having a minimum of 5 years of service experience were selected as a sample following multistage sampling method. The findings revealed that majority of veterinarians were male of young age group had short service experience with medium level of training received with medium level of source of information utilization while performing their duties. Among job characteristics, majority of the respondents had medium level of job involvement, job stress, span of control and role performance, whereas more than half of the veterinarians were posted within 20 Km radius of their residence. Regarding their job satisfaction, more than half (54.00%) of the respondents were moderately satisfied with their job. Regression analysis revealed that out of the eleven variables considered, only four variables namely training received, span of control, information seeking behaviour and job stress were found to be significant in explaining the level of job satisfaction of VSs. The coefficient of determination indicated that all eleven variables together explained 84.70 percent level of job satisfaction, which was found to be significant.

**Key words :** Correlation, job satisfaction, regression, State department of Animal Husbandry (SDAH), Veterinary Surgeons (VSs).

## Introduction

With respect to growth, livestock production is highly dynamic than any other agricultural subsector. By 2020 this subsector is predicted to produce more than half of the total agricultural output in terms of value in our country (Delgado *et al.*, 1999). The production potential of livestock depends primarily on the quality of nutrition, genetic up-gradation of breeds and upliftment of animal health status (Thornton, 2010). To meet these challenges, livestock sector is heavily influenced by the availability and quality of livestock services *viz.* livestock health-care, breeding and extension education services rendered through a system composed of government agencies along with organizations and individuals belonging to private sector (Kleeman, 1999). In India, livestock service delivery is generally in the domain of public sector and particularly

under the state government. For this, each state has a separate department of animal husbandry mandated for the livestock production, preservation, protection, formulation of policies and programmes for animal husbandry. Execution of these activities, in the field, lies exclusively with the veterinarians and the field staff working at the Government Veterinary Hospitals (GVHs) and dispensaries (GVDs). Thus, veterinarians are the important functionary in the department working at the grass-root level, whose effective participation and efficient performance determines the functioning of SDAH.

High productivity and performance of most organizations could not be realized without employee's support, commitment and satisfaction (Samad, 2006). In this context, job satisfaction is a critical factor which can be used to determine the efficiency and performance of the veterinarians, which in turn has a direct impact on

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the functioning of the department as a whole. Department can reach competitive levels of quality only when their employees are satisfied with their jobs (Franek and Vecera, 2008). Job satisfaction is the employees' feeling about job (Odom *et al.*, 1990) and person's affective reaction to the set of work and work environment (Cranny *et al.*, 1992). It is a multi-dimensional phenomenon which got assigned by many factors as the determinants of satisfaction /dissatisfaction with the job (Maity *et al.*, 2007). Job characteristics and demographic variables like gender, age, qualification, experience, span of control, job involvement and work stress should be considered to gain a thorough understanding of the factors that lead to job satisfaction and dissatisfaction (Scott *et al.*, 2005). These can act as an important predictor of work related behaviour (Mustapha *et al.*, 2013). Moreover, direct impact of job satisfaction on performance or productivity of employees, along with effects on employees' turnover, absenteeism and other organizational attitudes and behaviours is well established (Harrison *et al.*, 2006).

So, it was quintessential to measure job satisfaction and to assess different job characteristics and socio-personal variables which influence their job satisfaction among the veterinary surgeons (VSs) in order to increase their job productivity for organizational development.

### Materials and Methods

An *ex post facto* research was conducted in Haryana state. To get representative sample size for the study, one district from each of the four divisions (Hisar, Rohtak, Ambala and Gurgaon) was selected purposively. Simple random sampling technique was used to select 30 VSs having at least 5 years of service experience from each of the four selected districts (Hisar, Jhajjar, Kurukshetra and Mahendergarh, respectively). Thus, 120 VSs across the state were personally interviewed using a pretested schedule to get the first hand information on their job satisfaction, socio-personal variables and job characteristics. Total eleven independent variables grouped under two broad headings were considered for the study; socio-personal profile characteristics (age, gender, education, service, experience, training received and source of information) and job related variables (job involvement, job stress, span of control, role performance and distance of posting).

Job satisfaction was operationalised for the present study as the extent to which a person pleased or satisfies by the job content and environment of his work, and work condition. It was quantified by using a Job Satisfaction Scale (JSS) developed by Spector (1997), which consists of 36 statements expressing nine different aspects of job

satisfaction. Using self rating technique, schedule was administered to VSs on five-point continuum *i.e.* 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with scores of 5,4,3,2 and 1 and 1,2,3,4 and 5 for positive and negative statements, respectively. Applying cumulative square root frequency method on total score obtained, respondents were classified into three categories *viz.* 'Dissatisfied', 'Moderately Satisfied' and 'Dissatisfied'.

Further, socio-personal profile variables and job related variables were also categorized using cumulative square root frequency method. Based on their perceived responses descriptive statistics was used to interpret the information available from them. In addition to this, correlation and multiple linear regression analysis was employed to access different socio-personal and job characteristics variable which influence job satisfaction of veterinary surgeons.

## Results and Discussion

### Socio-Personal variables of Veterinary Surgeons

Profiling of the respondents from four districts of the state was carried out to get a clear-cut understanding about the respondents and their job satisfaction. In the present study, six profile variables were taken into consideration. A cursory look of the table 1 reveals that more than half (58.30%) of the respondents belonged to young age group (up to 35 years) as Department of Animal Husbandry and Dairying (DAH&D), Haryana has cleared their backlogs by recruiting new and young VSs in the recent years, with mainly (57.50%) qualified up to graduation level *i.e.* B.V.Sc. & AH, having mainly (57.50%) less service experience due to majority of the respondents recruited recently in the department at younger age. It is to be noted that in Haryana the basic animal husbandry services of the department was carried out mainly by male (89.00%), whereas very little number of female (11.00%) were present as the veterinarian in the state, despite most of the livestock rearing activities were carried by women.

Table 1 also reveals that more than half (55.00%) of VSs had received just 3 to 5 trainings in their service period while 31.00% of VSs had received less than 3 trainings in their carrier. Training improves their competency, skills and keeps them informed on the latest developments in the livestock sector. So, department should focus to increase the number of trainings for veterinary professionals. As far as source of information utilization regarding livestock sector is concerned, more than half of the respondents (51.00%) belonged to

**Table 1** : Socio-Personal variables of Veterinary Surgeons. (n= 120)

S. No.	Variables	Category	Frequency	Percentage
1.	Age	Young (up to 35 years)	70	58.30
		Middle (36-50 yrs)	39	32.50
		Old (above 50 yrs)	11	9.20
2.	Gender	Male	107	89.00
		Female	13	11.00
3.	Education	B.V.Sc. & AH	69	57.50
		M.V.Sc.	51	42.50
		Ph.D.	0	0.00
4.	Service Experience	Short (less than 8 years)	69	57.50
		Medium (8 to 20 years)	34	28.50
		High (more than 20 years)	17	14.00
5.	Training Received	Short (less than 3)	37	31.00
		Medium (3 to 7)	66	55.00
		High (more than 7)	17	14.00
6.	Source of Information Utilization	Low (less than 19)	23	19.00
		Medium (19 to 23)	61	51.00
		High (more than 23)	36	30.00

Figure in parentheses indicates category scores of respective variables.

medium level of source of information utilization followed by 30.00 per cent and 19.00 per cent who belonged to high and low level of source of information utilization, respectively. It was found that VSs were having fair contact with the technicians, experts and scientists at State Veterinary Universities and ICAR Research Institutes but still need to involve them in conferences, symposium and should be attached to project or on-going research programmes in said agencies, to increase and upgrade their knowledge in their areas of work.

#### Job characteristics of Veterinary Surgeons

The cursory look on table 2 reveals that more than half (55.00%) of the VSs were involved in their job with the characteristics of regular, punctual, willing and strict towards the delivery of livestock services to the rural populace. In addition, more than half (56.00%) of VSs perceived medium level of stress while performing their duties in the village. Moreover, around half (51.00%) of VSs were staying with their families near the place of posting (within 20 km area) as compared to 49 per cent of the respondents whose families were elsewhere (more than 20 Km area). Furthermore, majority (67.00%) of the respondents were in medium category of span of control *viz.* managing the subordinates, villages under their control, livestock population in their respective area and

handling number of cases per month, whereas 24.00 per cent and 9.00 per cent were in high and low level of span of control. According to self-rating, more than half (55.00%) of VSs were of average role performer in basic livestock services preferring mainly animal healthcare and breeding of animal.

#### Satisfaction of Veterinary Surgeons towards their Job

Job satisfaction is viewed to have a positive effect on the job performance of an employee, which is an ultimate goal of an organization. Therefore, job satisfaction among veterinary surgeons working at the grass-root level in the Department of Animal Husbandry and Dairying, Haryana was studied and found (Table 3) that more than half (54.00%) of the respondents were moderate satisfied with their job, while 19.00 per cent and 27.00 per cent of VSs were distributed in dissatisfied and highly satisfied category, respectively. Reason for such results was due to medium to high span of control and job stress; medium level of job involvement; short service experience; low to medium training exposure and different constraints faced by VSs like lack of adequate staff; arbitrary target fixation for artificial insemination by the department; their ideas and suggestions were not valued by the higher

**Table 2 :** Job characteristics of Veterinary Surgeons. (n=120)

S. No.	Variables	Category	Frequency	Percentage
1.	Job Involvement	Low (<40)	22	18.00
		Medium (40 to 45)	66	55.00
		High (>45)	32	27.00
2.	Job Stress	Low (less than 47)	29	20.00
		Medium (47 to 54)	67	56.00
		High (more than 54)	24	24.00
3.	Span of Control	Low (<11)	11	9.00
		Medium (11 to 30)	80	67.00
		High (>30)	29	24.00
4.	Role Performance	Low (less than 42)	14	12.00
		Medium (42 to 50)	66	55.00
		High (more than 50)	40	33.00
5.	Distance of Posting	Near the place of posting (within 20 Km radius)	61	51
		Elsewhere(more than 20 Km)	59	49

Figure in parentheses indicates category scores of respective variables

authorities; lack of research-extension dialogue between VSs and scientists and no control mechanisms to check the malpractices by quacks. Similar result was reported by Gautam *et al.* (2006), who reported that members of faculty of Sher-e-Kashmir University of Agricultural Sciences and Technology of Jammu were moderately satisfied with their job. Similarly, Nisha *et al.* (2012) found low to medium job satisfaction among majority of teachers in Madras Veterinary College. However, Agrawal and Agrawal (2014) and Singh *et al.* (2017) reported that veterinary officers of their respective areas were just satisfied and partially satisfied with their job, respectively.

#### **Relational analysis between Job Satisfaction and different Profile characteristics of VSs**

To identify different demographic and job characteristics of respondents influencing their job satisfaction, data were subjected to correlation analysis and observed that the job satisfaction of VSs had strong correlation with 10 out of 11 independent variables except education (table 4). Further, multiple linear regression analysis was performed to identify the variables which contribute significantly towards the variation in job satisfaction of the respondents.

Findings from table 4 indicates that the coefficient of determination ( $R^2$ ) with eleven independent variables turned out to be 0.847 with F value 54.395 which was

found to be highly significant ( $P < 0.01$ ). Thus, it indicated that 84.70% of the significant variation in the job satisfaction was explained by the independent variables covered under the study. It was found that only four variables namely training received, source of information utilization, span of control and job stress were found to be significant at 1%, 5%, 10% and 10% level of significance, respectively, whereas other six variables namely age, gender, distance of posting, service experience, role performance and job involvement of VSs had significant relationship with job satisfaction but not the good predictor of job satisfaction of veterinarians in Haryana (table 4). It is to be noted that, education had non-significant association with job satisfaction of VSs, as higher education hardly put any major effect in the performance of VSs as they were recruited on the basis of graduation *viz.* B.V.Sc. & AH. Moreover, higher degrees didn't fetch them increments in their salary and benefits in promotion, which all together leads to non-significant association of education with job satisfaction.

#### **Detailed explanation of dependent variables through correlation and multiple regression analysis**

From table 4, it is clearly depicted that there was a positive and significant correlation between the age and service experience with that of job satisfaction. According to Herzberg *et al.* (1957) there is high morale among

**Table 3 :** Job satisfaction of Veterinary Surgeons. (n=120)

Variable	Category (score)	Frequency	Percentage
Job satisfaction	Dissatisfied (less than 108)	32	27.00
	Moderately Satisfied (108-124)	65	54.00
	Highly Satisfied (more than 124)	23	19.00

Figure in parentheses indicates category scores of respective variables

**Table 4 :** Correlation and Multiple linear regression analysis of the independent variables with job satisfaction of V.Ss.

Variable No.	Independent variables	'r' value	'b' value	't' value	SE	'p' value
X <sub>1</sub>	Age	0.877***	.269	.662	.407	.509
X <sub>2</sub>	Education	0.540	.328	.344	.954	.731
X <sub>3</sub>	Gender	0.241***	-.473	-.300	1.575	.764
X <sub>4</sub>	Training received	0.864***	.850	1.896	.448	.061*
X <sub>5</sub>	Distance of posting	-0.255**	-.165	-.177	.934	.860
X <sub>6</sub>	Service Experience	0.820***	-.198	-.683	.290	.496
X <sub>7</sub>	Span of control	0.853***	.333	4.441	.075	.000***
X <sub>8</sub>	Information seeking behaviour	0.562***	.341	2.151	.158	.034**
X <sub>9</sub>	Job involvement	0.743***	.172	.867	.199	.388
X <sub>10</sub>	Job stress	-0.808***	-.316	-1.693	.187	.093*
X <sub>11</sub>	Role Performance	0.779***	.207	1.282	.161	.203
R <sup>2</sup> = 0.847 F = 54.395***						
Y = 78.677 + 0.269X <sub>1</sub> + 0.328X <sub>2</sub> - 0.473X <sub>3</sub> + 0.850X <sub>4</sub> - 0.165X <sub>5</sub> - 0.198X <sub>6</sub> + 0.333X <sub>7</sub> + 0.341X <sub>8</sub> + 0.172X <sub>9</sub> - 1.693X <sub>10</sub> + 1.282X <sub>11</sub>						

Dependent variable: Job Satisfaction; R<sup>2</sup>: Coefficient of determination; 'r' value: Correlation Coefficient; 'b' value: Regression Coefficient; SE: Standard error.

\*\*\*Significant at the 0.01 level of significance, \*\*Significant at the 0.05 level of significance; \*Significant at the 0.10 level of significance.

employee during the starting years of job which later on decreases throughout the workers' career. As, majority of respondents were in young to medium age group and with short to medium service experience thus having high morale towards job, which in turn leads to satisfaction among them. These results are partly in line with that of Singh *et al.* (2016), who reported that age has a non-significant association, whereas service experience has positive and significant association with the job satisfaction of veterinary officers of Punjab.

Education had non-significant association with the job satisfaction of V.Ss. Higher education (M.V.Sc & Ph.D.) might have provided good opportunity to gain knowledge and perform better than the others which create the feeling of satisfaction towards their job. But performance of individual not only depends on the level of formal education but also on the factors like practical orientation, integration of knowledge and skills *etc.* which can be better accrued by the professionals through training. Moreover, higher education did not fetch any increment and chances of promotion in the job of V.Ss

which clearly explain its non-significant relationship with the job satisfaction. McCan (2002), Scott *et al.* (2005) and Singh *et al.* (2016) also reported that there was no relationship between job satisfaction and educational level. But the findings differ from the results reported by Srivastava and Chabra (2012), who found a direct relationship between educational qualification and degree of job satisfaction.

Training received was found to be positively and significantly associated with the job satisfaction. Further, it was one of the important determinants of job satisfaction in the present model which determines the variation in the job satisfaction of the respondents significantly. It was concluded by the fact that most of the training programmes conducted for V.Ss were to meet the challenges faced by them in the field. It would seem natural at first instance that by increasing the number of training courses there will be increase in the efficiency of the performance of V.Ss which was accompanied by a corresponding increase in their job satisfaction.

Information seeking behaviour and its utilization of

respondents was found to be a significant predictor of job satisfaction ( $P < 0.05$ ). It might be due to the fact that the person who consult various sources of information got acquainted with new ideas, methods and techniques of approaching problems; collected practical knowledge and skills on various aspects of problems of job which developed confidence in the individual which in turn motivated him to do his best in his assigned work and got satisfied with the work done. Hence, significant relationship was observed between information seeking behaviour and job satisfaction of VSs.

However, satisfaction with the job has shown decreasing pattern with increase in span of control and job stress significantly. Reason for such relation is due to increased work load of VSs in terms of supervision, uncertain working situation, less time given by him/her to his family, conflicts with his subordinates while treatment, vaccination etc. which all together lead to low satisfaction towards their job.

The job involvement was positively and significantly correlated with the job satisfaction. List of various job activities related with animal health, breeding and extension mandated by department to veterinarians can't be done with high performance by the VSs unless until total involvement of an employee is required. Therefore it is natural to find out the significant relationship between job involvement and job satisfaction.

Distance of posting had a negative and significant correlation with the job satisfaction which was evident from the fact that posting far from the residence results in psychological stress and lack of comfort, which leads to dissatisfaction among VSs. This finding is in accordance with the findings of Maity (2007) and Singh et al. (2016) who also found that placement of family negatively affecting the job satisfaction of livestock development assistants and veterinary officers, respectively.

### Conclusion

Job satisfaction of VSs is a multi-dimensional phenomenon, governed by several factors which affect working of VSs, and it is very important to delineate influencing factors so that they can perform efficiently. From the study, it can be concluded that majority of VSs were partially satisfied with their job, which needs to be increased. The study also established that training received, span of control, information seeking behaviour and job stress were the important predictors that determined the job satisfaction of VSs. Administrators of the department need to pay more attention on elements of human resource development strategies especially by

increasing the number of advanced trainings with the collaboration of scientists of ICAR Research Institute and State Veterinary Universities, also varied information sources should be made available to them for gathering information related to their job which can increase their professional knowledge and competency. On the other hand department should clear their backlogs and arrange fresh recruitments of VSs at regular intervals so that more number of VSs available by the department for efficient delivery of its services which narrows down their span of control and also reduce work load among the field veterinarians to perform efficiently and feel more satisfied with their job.

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