

STUDY ON JOB SATISFACTION LEVEL OF VETERINARY OFFICERS OF PUNJAB STATE

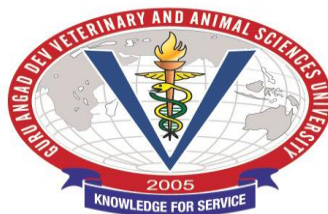
Thesis

**Submitted to the Guru Angad Dev Veterinary and Animal Sciences University
in partial fulfillment of the requirements for the degree of**

**MASTER OF VETERINARY SCIENCE
in
VETERINARY AND ANIMAL HUSBANDRY EXTENSION EDUCATION
(Minor Subject: Veterinary Gynaecology and Obstetrics)**

By

**Arunbeer Singh
(L-2013-V-15-M)**



**Department of Veterinary and Animal Husbandry Extension Education
College of Veterinary Science
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CERTIFICATE- I

This is to certify that the thesis entitled “**Study on job satisfaction level of Veterinary Officers of Punjab state**” submitted for the degree of **M.V.Sc**, in the subject of **Veterinary and Animal Husbandry Extension Education** (Minor subject: **Veterinary Gynaecology and Obstetrics**) of the Guru Angad Dev Veterinary and Animal Sciences University, Ludhiana is a bonafide research work carried out by **Arunbeer Singh** (L-2013-V-15-M) under my supervision and that no part of this thesis has been submitted to any other degree.

The assistance and help received during the course of investigation have been fully acknowledged.

(Dr. J S Bhatti)
Major Adviser
Professor-cum-Head
Department of Veterinary and
Animal Husbandry Extension
Education,
College of Veterinary Science,
GADVASU, Ludhiana- 141004

CERTIFICATE- II

This is to certify that the thesis entitled “**Study on job satisfaction level of Veterinary Officers of Punjab state**” submitted by **Arunbeer Singh** (L-2013-V-15-M) to the Guru Angad Dev Veterinary and Animal Sciences University, Ludhiana, in partial fulfillment of the requirements of the degree of **M.V.Sc.**, in the subject of **Veterinary and Animal Husbandry Extension Education** (Minor subject: **Veterinary Gynaecology and Obstetrics**) has been approved by the Student’s Advisory Committee after an oral examination on the same, in collaboration with an external examiner.

(Dr. J S Bhatti)
Major Adviser

(Dr. Khajan Singh)
External Examiner
Principal Scientist and Head
Division of Dairy Extension
NDRI, Karnal

(Dr. J S Bhatti)
Head of the Department

(Dr. Simrat Sagar Singh)
Dean, Postgraduate Studies

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Whosoever realizes His Command, Never speaks in ego."*

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Place: Ludhiana

(Arunbeer Singh)

Date:

Title of the Thesis : Study on job satisfaction level of Veterinary Officers of Punjab state

Name of the student and Admission No. : Arunbeer Singh
L-2013-V-15-M

Major Subject : Veterinary and Animal Husbandry Extension Education

Minor Subject : Veterinary Gynaecology and Obstetrics

Name and Designation of the Major Adviser : Dr. J S Bhatti
Professor-cum-Head

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ABSTRACT

The State Departments of Animal Husbandry are the parent organizations responsible for formulation and execution of various development programmes regarding livestock rearing in the state. The current study was carried out to measure job satisfaction level of the Veterinary Officers working under the Department of Animal Husbandry in Punjab to understand their commitment towards job and to gain an insight into the factors which influence job satisfaction. Majority of the veterinarians (65.15%) working under the Department of Animal Husbandry in Punjab recorded a mean job satisfaction score of 3.36 (on a scale of 1-5). 6.28% of the respondents obtained a mean score of 2.35 indicating low satisfaction with the various aspects of job. A higher mean score (4.22) was obtained by about 29% respondents. The mean job satisfaction score for the respondents was 3.49. Out of the 16 job facets pre-selected for the study, the veterinarians recorded a relatively high score (>4) for two job facets i.e. salary and job security. A relatively low score (<3) was recorded for opportunity for promotion and opportunity for higher studies while working. It was concluded that the VOs in Punjab are only partially satisfied with their jobs. The veterinarians are satisfied with their current pay and job security but they are dissatisfied with the opportunities for higher studies and promotion in the job. An analysis of socio-personal characteristics revealed that job satisfaction has a positive and significant relationship with experience and a negative significant relationship with distance of posting. It was also found that job satisfaction has a positive association with motivator as well as hygiene factors.

Key words: Job satisfaction, level, Veterinary Officers, Punjab

Signature of Major Adviser

Signature of the student

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LIST OF ABBREVIATIONS

%	:	Percent
<	:	Less than
>	:	Greater than
±	:	Plus or minus
∑	:	Summation
e.g.	:	exempli gratia
etc.	:	et cetera
GADVASU	:	Guru Angad Dev Veterinary and Animal Sciences University
GDP	:	Gross Domestic Product
i.e.	:	<i>id est</i>
JFS	:	Job Facet Score
JS	:	Job Satisfaction
NDDB	:	National Dairy Development Board
SDAH	:	State Department of Animal Husbandry
SHRM	:	Society for Human Resource Management
SPSS	:	Statistical Package for the Social Sciences
VO	:	Veterinary Officer

CHAPTER – I

INTRODUCTION

The importance of agriculture sector in Indian economy is well established. Agriculture sector contributes around 13% to the (GDP) Gross Domestic Product (Annual Report, Department of Agriculture and Cooperation 2013-14). It is estimated that agricultural activities engage over half of India's population. Livestock sector forms an important aspect of our agricultural system. Agriculture and livestock rearing are eternally linked for ensuring food security for the human population and providing livelihood opportunities. Under the aegis of the Ministry of Agriculture (Government of India), the Department of Animal Husbandry, Dairying and Fisheries is responsible for all the matters associated with livestock production, conservation, protection, health care and breed improvement in the country. It is also responsible for various issues concerning the Delhi Milk Scheme and the National Dairy Development Board (NDDB). The department guides the state governments for the formulation of policies and programmes regarding animal husbandry, fisheries and dairy development.

Each state has a Department of Animal Husbandry for catering to the needs of livestock production. In Punjab, the Department of Animal Husbandry is responsible for livestock production, preservation, protection and formulation of policies and programmes for animal husbandry. The mission is to increase production through livestock improvement, create self-employment opportunities and improve the living standards and nutrition status of the people. The total population of livestock in Punjab is 81.17 lakh (75.87 lakh bovines) and poultry population is 1.67 crore. The department is making constant efforts to reach out to livestock owners for the development of various livestock species and to alleviate rural poverty by generation of self-employment through animal husbandry and increased production of animal products.

The department supports an infrastructure of 1367 Veterinary Hospitals, 1485 Dispensaries and 19 Veterinary Polyclinics in the state with the aim of providing healthcare services for the animals, emergency services and proper implementation of programmes and schemes at various levels (Department of Animal Husbandry, Punjab, 2015). Each Civil Veterinary Hospital is placed under the charge of a

Veterinary Officer (VO) who is responsible for all the departmental activities falling under his jurisdiction. The duties of a VO, as described by the department include diagnosis and treatment of various cases in Veterinary Hospital, recording of cases, ante mortem and post mortem examination. He is also responsible for ensuring the maintenance of hospital records and conducting visits to the dispensaries. VO also looks after extension work regarding various aspects of animal husbandry activities and implementation of beneficiary schemes for the livestock owners. The field staff appointed at the Veterinary Hospitals and Dispensaries is given the additional duty of organising awareness campaigns regarding livestock health and breeding activities.

The success of the Animal Husbandry department depends on the effective participation and efficient performance of the Veterinary Officers to a great extent. This is because the achievement of the goals of an organization and its strategy partly depends on its employees (Samad 2006). Veterinary Officers are at the centre of implementation of beneficiary schemes for livestock owners and development programmes for various aspects of livestock rearing as designed by the Department of Animal Husbandry. VO forms an important link between the department and the target population for executing various development schemes in the state. Organizations cannot reach competitive levels of quality if their employees are dissatisfied with their jobs (Franek *et al* 2008). Therefore, job satisfaction is a critical factor which can be used to determine the efficiency and performance of the Veterinary Officers, which in turn has a direct impact on the functioning of the department as a whole.

Job satisfaction is often defined in terms of attitude. It is considered as an attitude of an individual about the job. This attitude is a resultant of an employee's perception about the job (Ivancevich *et al* 1990). Job satisfaction is associated with many important behaviours and outcomes for employees that have implications for organizational and personal well-being (Spector 1997). It is important to study job satisfaction as it is considered as an important factor in improving the performance and competitiveness of organizations and the need to study job satisfaction has emerged as one of the most important aspects of Human Resource Management in private organizations. Organizations desire their employees to be fulfilled and become more fruitful and efficient. Therefore research is being conducted about different sizes

of job like work, supervision, salary, up gradation, co-workers and the demographic impacts on the overall satisfaction of the workers (Shah *et al* 2004). It can be used as an important predictor of work related behaviour (Mustapha *et al* 2013). The study is also gaining importance in agricultural universities worldwide and some research has also been dedicated in this direction in India.

Job satisfaction can be gauged as the overall emotional satisfaction an individual holds for his job and with particular aspects of his job. The traditional view of approaching job satisfaction is to look at all the feelings of an individual about his job. However, Herzberg (1957) reported that satisfaction and dissatisfaction are two separate and often unrelated phenomena. According to this theory, intrinsic factors (or ‘motivators’) relate with job satisfaction. These factors include achievement, recognition, work and responsibility. The other set of factors which were responsible for job dissatisfaction were named as extrinsic or ‘hygiene’ factors. These include company policy, administration, supervision, salary, interpersonal relations and working conditions.

Keeping all the above factors in mind, the present study was planned with the following objectives:

1. To study the level of job satisfaction of Veterinary Officers in Punjab.
2. To find out the association between selected socio-personal characteristics of Veterinary Officers and their job satisfaction.
3. To study the various factors affecting job satisfaction of Veterinary Officers.

CHAPTER – II

REVIEW OF LITERATURE

Any research is planned and executed on the basis of how much work has already been done or accomplished in a particular sphere and related areas of significance at a particular time. A review of literature is meant to identify past and contemporary work in the field of investigation and to set the current research project within a conceptual and theoretical context. Consistent with the objectives of study, the available literature having a direct or indirect bearing on the present investigation has been reviewed under the following heads:

- 2.1 Job Satisfaction
 - 2.1.1 Definitions
 - 2.1.2 Herzberg's two-factor theory
 - 2.1.3 Measuring job satisfaction
- 2.2 Socio-personal factors affecting job satisfaction
- 2.3 Factors affecting overall job satisfaction
- 2.4 Motivator factors
- 2.5 Hygiene factors
- 2.6 Consequences of job satisfaction

2.1 Job Satisfaction

2.1.1 Definitions

Studies on job satisfaction became popular after Hoppock's study on skilled workers in 1935. Hoppock was the one to coin the term 'job satisfaction'. Job satisfaction has been studied and defined in different ways by various researchers.

Job satisfaction may be summarized as a combination of feelings, beliefs and attitudes that people have about their job and the various aspects of job which vary between positive and negative attitude and feelings.

Some of the definitions for job satisfaction have been presented in Table 2.1.

Table 2.1: Definitions

Job satisfaction represents a combination of positive or negative feelings of the workers towards their job.	Gruneberg (1976)
Job satisfaction relates to all the feelings an individual has about his job.	Davis and Nestrom (1985)
The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes are an indication of job dissatisfaction	Armstrong (2006)
Job satisfaction is a collection of feelings and beliefs that people have about their job. The level of degree of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Attitudes can vary from overall attitude towards work to attitudes about various aspects of the job such as the kind of work, fellow workers and salary	George and Jones (2008)
Satisfaction in work/job to a large extent is the perceived relationship between one's expectations and what one obtains. It is also related with the amount of importance and value an employee attributes to it	Azash <i>et al</i> (2011)

2.1.2 Herzberg's two-factor theory

Literature has often cited Maslow's (1943) hierarchical needs theory to explain worker motivation based on five levels of need. Maslow conceptualised that motivation depends on the fulfilment of five needs of a human being. These needs have been stated as psychological needs at the bottom of the pyramid followed by safety, belonging, esteem and self-actualization. Maslow assumed that the needs at the bottom of the pyramid are more important than those at the top. These needs must be fulfilled first before other needs can act as motivators.

Alternatively Fredrick Herzberg (1957) proposed the ‘Hygiene-motivation’ theory to explain job satisfaction. Frederick Herzberg (1957) conducted a survey on 200 accountants and engineers about job satisfaction. The study was aimed at finding the factors responsible for dissatisfaction with job among these employees at a given point of time. Simultaneously he wanted to determine the factors responsible for satisfaction with job. Herzberg reported that employees become dissatisfied when they perceive work related factors (hygiene factors), namely working conditions, supervision, salary, job security and status as inadequate. However better working conditions and salary will not always guarantee satisfaction among workers. Instead there is a second set of factors called ‘motivator factors’, which contribute to job satisfaction. These factors include achievement, responsibility, recognition, advancement, and growth.

Herzberg’s theory has been widely used for research purpose. Pattanayak (2005) reported that hygiene factors are important to prevent job dissatisfaction among the employees. But these factors may not contribute to job satisfaction. Similar results have been reported by Mukherjee (2009). He further elaborated that motivation factors can easily contribute to a higher job satisfaction level. Azash *et al* (2011) investigated the hypothesis of Herzberg’s two factor theory in a study on employees of selected public and private sector bank employees. It was concluded that job satisfaction is determined by both motivator and hygiene factors.

For better understanding of job satisfaction, it would be helpful to differentiate it from employee morale. As described by Locke (1976), job satisfaction differs from employee morale in two respects. Firstly, job satisfaction refers to the relationship between an individual and his job situation, whereas employee morale studies how an employee relates to a common purpose in an organization. Secondly, job satisfaction analyses past and present, whereas morale relates to the feelings in the future.

Spector (1997) has highlighted the reasons behind increasing concern for job satisfaction. The first is the humanitarian perspective as job satisfaction can be considered to be an indicator of psychological well-being. The second is the utilitarian value which defines the relationship between job satisfaction of employees and organizational functioning. A satisfied, happy and hardworking employee is a huge asset for an organization. Ramayah *et al* (2001) reported that in Malaysia, managers

are becoming increasingly aware about job satisfaction due to two reasons. First, they believe that they are morally responsible to provide satisfying work environment for the employees. Secondly, they believed that workers who are satisfied with their jobs will be able to make a positive contribution to the company. This supports the notion that job satisfaction is an important factor which can have a direct impact on the performance of the company.

Sousa-Poza and Sousa-Poza (2000) reported that job satisfaction depends on a balance between work-role inputs such as education, working time and effort, and work-role outputs- wages, fringe benefits, status, working conditions and intrinsic aspects of job. Further, job satisfaction has been studied from the intrinsic-extrinsic perspective by Rose (2001). Intrinsic sources of satisfaction such as the ability to use initiative, relations with supervisors, or the work performed depend on the individual characteristics of the person. Extrinsic sources are situational and depend on the environment. These factors are financial and other material rewards or advantages associated with a job and include pay, promotion and job security.

Spears (2004) used two types of variables in her study ‘Job satisfaction in non-profit organizations: The factors that influence employee job satisfaction at goodwill industries of greater grand rapids’. The researcher defined “hard” variables as being concrete which can be measured (including salary and benefits) and “soft” variables as less measureable and more relational (including relationships and communication). The researcher reported that soft variables affected job satisfaction more than hard variables.

Various studies point to the fact that the employees’ perception of quality of life has a positive correlation with job satisfaction. Employees who are dissatisfied with their job may avoid their workplace or change it (Nielsen *et al* 2008). With the increase of technological advances and changes, there is a need for organizations to address employee satisfaction, organizational commitment and work itself. The success, survival and competing power of organizations depend on the commitment of their members, supporting their individual developments and ensuring their participation (Aydogdu *et al* 2011). Similarly Singh *et al* (2013) observed that employee job satisfaction helps to address the challenge of maintaining productivity of the organization by keeping the workforce constantly engaged and motivated.

Mishra (2013) reported that job satisfaction is concerned with specific factors such as supervision, steadiness of employment, wages, conditions of work, social relation of the job, prompt settlement of grievances, fair treatment of employer and other similar items. It is also influenced by different socio-economic and personal factors such as age, gender, incentives, working environment, education, duration of work etc. Therefore satisfaction is one of the most important and significant variables in work organizations (Sarwar *et al* 2013).

2.1.3 Measuring job satisfaction

Job satisfaction can be measured with questionnaires or through interviews. Although interviews are used in some cases, most research is done with questionnaires. This is because interviews are expensive and time consuming to conduct. Furthermore, it is easy to quantify and standardize questionnaire responses (Spector 1997).

2.2 Socio-personal factors affecting job satisfaction

Job satisfaction can be considered as a single entity or a bunch of factors about various aspects of job. The general approach is used to measure the general attitude, whereas the factor based approach is used to identify particular facets of the job which cause satisfaction or dissatisfaction (Spector 1997). A leading stream of research relating to job satisfaction is dedicated towards demographic impacts on the employees' attitude. These personal and contextual variables significantly affect the performance level of the workforce (Sokoya 2000). Thus job satisfaction is the affective orientation of an employee for his job (Price 2001).

According to Shah *et al* (2004) demographics affect worker attitudes in terms of productivity and commitment on one hand and degrees of absenteeism and turnover intention on the other. Job satisfaction is a multi-dimensional phenomenon where it is not so easy to assign one factor as the sole determinant of satisfaction / dissatisfaction with the job (Maity *et al* 2007). Similar findings have been reported by Sharma and Jyoti (2009). It was found that demographic factors have an effect on job satisfaction along with intrinsic and extrinsic factors in university teachers of Jammu.

The socio-personal/demographic factors that have been included in the study have been discussed under the following headings:

2.2.1 Gender

Gender deals with physiological and biological characteristics that define men and women. Mabokoje (2009) studied job satisfaction among secondary school teachers in Ijebu North Education zone of Ogun state, Nigeria, based on nine dimensions of pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. There were no differences in any of the dimensions of job satisfaction as well as the overall job satisfaction of the teachers. Similar results were reported by Gilman *et al* (2012) in a survey on agricultural educators in Georgia. Male and female agriculture teachers were generally satisfied with their jobs. There was no significant difference in terms of overall job satisfaction scores among male and female teachers.

Sabharwal *et al* (2009) reported that female faculty members in science and engineering in the United States had lower satisfaction levels as compared to their male colleagues. However this relationship seemed to vanish when other factors were taken into consideration, such as demography, institutional and career related factors.

According to Rajareegamand (2013) there is no significant gender difference of job satisfaction level in teachers of engineering college in Pondicherry.

2.2.2 Age

Various studies have presented contrasting results regarding the relationship of age with job satisfaction. Bernal *et al* (1998) reported that the relationship between age and job satisfaction is linear positive, although the association is weak.

Linz (2003) reported that older workers have a higher job satisfaction, show greater commitment to the organization and stay more loyal.

According to Sarker *et al* (2003) there is no significant association between employee age and overall job satisfaction. But tenure has an effect on job satisfaction level and there is also a significant relationship between tenure and facets of job satisfaction (pay, fringe benefits, and job).

Scott *et al* (2005) conducted a study to determine the demographic factors that were related to the level of job satisfaction of extension agents and concluded that age

was not related with any of the job satisfaction constructs for extension agents employed by the extension service in Mississippi.

2.2.3 Work experience

Din *et al* (2010) studied impacts of demographic variables on job satisfaction of the academicians in public and private universities of NWFP in Pakistan to identify their influence on the job satisfaction and reported that junior teachers are less satisfied with their jobs as compared to senior teachers. The researcher further elaborates that new comers have far more expectations from their jobs. Thus it can be concluded that experience has an effect on satisfaction level. However length of experience could not be associated with job satisfaction.

Ferguson *et al* (2012) conducted a study on teachers in northern Ontario. Years of teaching experience was a significant and positive predictor of job satisfaction.

On the contrary Kardam *et al* (2012) found that the linkage of job satisfaction with experience and education is small.

2.2.4 Marital status

Scott *et al* (2005) reported that there was no relationship between marital status and the job satisfaction constructs among extension agents employed by the extension service in Mississippi.

The effect of gender and marital status was also explored by Azim *et al* (2013) in a study on 28 financial and non-financial organizations in Bangladesh. It was concluded that the level of job satisfaction of employees did not differ between 'male' and 'female' or 'married' and 'unmarried'. No statistically significant evidence was observed indicating any difference in the level of job satisfaction. The employees were moderately satisfied irrespective of gender and marital status.

Saner and Eyupoglu (2013) reported that married academics in north Cyprus had a higher job satisfaction. Both, the overall job satisfaction and extrinsic satisfaction varied with marital status.

2.2.5 Qualification

McCann (2002) reported that Directors of Classified Personnel in Merit System school districts were generally, intrinsically and extrinsically satisfied with

their jobs. There was no significant relationship between any of the job satisfaction measurements and gender, age, degree attainment, experience and salary levels.

Scott *et al* (2005) found no relation between education and job satisfaction constructs for extension agents.

Srivastava *et al* (2012) conducted a study on teacher educators to determine if gender or educational qualification influenced job satisfaction. They concluded that qualification has a significant direct relationship with job satisfaction.

Ghosh (2013) reported that among primary school teachers in Dakshin Dinajpur district of West Bengal, undergraduate teachers were more satisfied with their job as compared to graduate teachers.

2.3 Factors affecting overall job satisfaction

The overall job satisfaction depends on what one expects and what he/she receives. An employee will remain satisfied with fewer amenities, provided he or she expects less. Dissatisfaction results when an employee receives less as compared to what he or she expects. Overall job satisfaction describes a person's overall affective reaction to the set of work and work related factors. It involves workers' feelings towards different dimensions of the work and work environment (Cranny *et al* 1992).

According to Mishra (2013) in a narrow sense, job satisfaction means attitudes related to the job. It is concerned which specific factors which include salary, supervision, steadiness of employment, conditions of work, social relation of the job, prompt settlement of fair treatment of employer and other similar items.

2.3.1 Co-workers

Organization is a social institution. It involves a group of people who work together. An atmosphere of good social and working relations tends to have a positive effect on performance and job satisfaction (Ellickson *et al* 2001).

Harmer *et al* (2005) concluded that overall job satisfaction has a positive correlation with quality of co-workers and direct supervisor relationships

Hiroyuki *et al* (2007) reported that workers' satisfaction is closely linked to their relationships with co-workers and supervisors.

Bateman (2009) found a similar relationship in a study to determine employee perceptions of co-worker support and its effect on job satisfaction, work stress and

intention to quit. In a sample of ninety-eight retail employees, it was found that co-worker support has a significant relationship with job satisfaction.

Kalisch *et al* (2010) reported that nursing teams on acute care patient care units expressed greater satisfaction with job when they perceived staffing as adequate and level of teamwork was high.

2.3.2 Workplace culture

Tsigilis *et al* (2006) reported that poor working conditions affect job satisfaction negatively. Medina (2012) explored the relationship between job satisfaction and employee turnover intention in context of organisational culture and concluded that job satisfaction is inversely related to turnover intention and this relationship is moderated by satisfaction with workplace culture.

Tiwari and co-workers (2011) conducted a study on extension functionaries of State Department of Animal Husbandry (SDAH) and reported that 75% of the respondents were not satisfied with the infrastructure facilities.

Mehr *et al* (2012) concluded that organizational culture affects employees directly and indirectly. Organizational culture influences the productivity of an organization, effectiveness, performance, job satisfaction, commitment, innovativeness, leadership and decision making.

Qasim *et al* (2012) concluded that in order to gain competitive advantage and adapt to the dramatically changing environment, it is important for an organization to achieve management efficiency by increasing employee satisfaction. Among four factors analysed in the study, namely work environment, remuneration, promotion and fairness of treatment, the most important factor affecting job satisfaction was found out to be work environment.

2.3.3 Autonomy

Naqvi *et al* (2013) reported that increase in job autonomy results in an increased level of job satisfaction and organizational commitment and organizational culture moderates this relationship. Job autonomy improves job satisfaction and organizational commitment because employees feel they are trusted by their organization for tasks. This improves commitment and results in a higher level of intrinsic motivation and job satisfaction.

Job autonomy is concerned with liberty and choice related with a job and resources or means to achieve tasks. A survey on 600 US employees by Society for Human Resource Management (SHRM) in 2013 revealed that forty-seven percent employees considered autonomy and independence were very important contributors to job satisfaction.

2.3.4 Workload

Roelen *et al* (2008) reported that overall job satisfaction has a positive correlation with specific satisfaction with task variety, colleagues, working conditions, autonomy, career perspectives and workload.

Rehman *et al* (2012) reported that employee satisfaction and workload have a positive correlation. Mustapha *et al* (2013) conducted a study on academicians in public universities in Malaysia to determine the influence of faculty workload on job satisfaction and reported that daily workload influences job satisfaction inversely. Employees are more satisfied when they are given lesser workload. High job satisfaction among employees is likely to boost loyalty towards the organization. Excessive job demands can lead to job dissatisfaction, stress and burnout, all of which can influence retention.

2.3.5 Stress

Ferguson *et al* (2012) conducted a study on teachers to determine the predictors of anxiety, depression and job satisfaction and reported that negative occupational stress may lead to depression and anxiety among teachers. Stress and depression had a significant and negative impact on job satisfaction. It was concluded that dealing with issues such as student behaviour, workload and employment conditions may reduce stress and depression and anxiety among teachers. This, in turn, coupled with support for new teachers may help to increase job satisfaction.

2.3.6 Self-esteem

Westaway (1996) conducted a study aimed to investigate job satisfaction and self-esteem in South African nurses. It was reported that the nurses had a high level of self-esteem and self-esteem affects job satisfaction directly and indirectly. Judge *et al* (2001) found a positive correlation between job satisfaction and self-esteem.

Self-esteem represents the overall value that one places on oneself as a person. It reflects a person's overall evaluation or appraisal of his or her own worth. It

encompasses beliefs and emotions such as triumph, despair, pride and shame. Self-esteem and optimism is positively correlated with job satisfaction of teachers. It was also found that self-esteem is positively and significantly correlated with promotion and nature of work (Ahmed 2012).

2.3.7 Job security

Chaudhury *et al* (2004) observed that opportunity for self-development ranked highest among the factors contributing towards job satisfaction in Medical Officers, followed by job security. The two most important factors responsible for dissatisfaction were- poor utilization of skills and poor promotional prospects.

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability that they will lose their job in the near future (Sageer *et al* 2012).

2.3.8 Prestige

Riordan (1991) found that prestige had a high positive correlation with job satisfaction in community based nurses. Autonomy, social interaction and organizational requirements had a moderate positive correlation.

Studies have pointed to the fact that job satisfaction increases with the prestige or social standings associated with the occupation (Smith 2007).

2.3.9 Freedom of expression-

Chirdan (2009) conducted a study on perceptions of working conditions amongst health workers and reported that along with salaries, presence of conflict at work, managerial support for staff and availability of tools, freedom of expression is an important factor in motivating employees.

2.3.10 Opportunity to participate in professional seminars and conferences-

Bosley (2004) explored the relationship between professional development activities and job satisfaction among college adjunct faculty. It was found that adjuncts who attended professional development activities had a slightly higher job satisfaction as compared to those who did not attend such activities.

2.3.11 Opportunity for promotion

Fair promotion policies and practices provide opportunities for personal growth, more responsibilities and increased social status. Fair promotion is the

recognition of an employee which increases satisfaction and enhances organizational commitment (Naval *et al* 2004).

According to Gautam *et al* (2006) advancement in promotion acts as a strong motivating factor in a job

Promotion can be reciprocated as a significant achievement in life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of job satisfaction to the employee (Sageer *et al* 2012).

2.3.12 Opportunity for feedback

Malik *et al* (2010) reported that workers are more inclined towards jobs that offer them opportunity to employ their proficiency and aptitude and offer a diversity of tasks, autonomy and response on how well they are doing.

2.4 Motivator factors

Azash *et al* (2011) conducted a study on selected public and private sector banks in Kapada district in Andhra Pradesh and found that the important motivational factors perceived by the public sector bank employees are achievement, advancement, interpersonal relations, working conditions, policy and personal life.

2.4.1 Opportunity for achievement

Achievement is concerned with accomplishment of endeavours including instances wherein success or failure was incurred.

Chirdan (2009) reported that although salary is an important factor affecting worker motivation, there are other factors which play a role in motivating workers. These factors include presence of conflict at work, freedom of expression, managerial support for staff welfare, managerial support for staff career development, availability of tools and consumables at work place and progression towards personal professional goals.

Beekhan (2012) concluded that a positive relationship exists between the dimensions of achievement motivation and job satisfaction. This is in agreement with Briones *et al* (2010) that personal achievement has a positive and a significant relation with teachers' job satisfaction.

Olorunsola (2013) conducted a study on predictive components of job satisfaction on administrative staff in South West Nigeria Universities and reported that of the various components of job satisfaction including supervision, achievement, salary, working conditions, recognition and work itself, achievement was the best predictor of job satisfaction.

2.4.2 Responsibility

It covers satisfaction derived from being given control of personal work or new job responsibilities. Tausif (2012) reported that job satisfaction is positively related with intrinsic rewards, which include task autonomy, task significance, task involvement and recognition. Responsibility and autonomy and involvement in decision making process and recognition will enhance employee satisfaction.

2.4.3 Rewards and Recognition

Recognition deals with acts of notice, praise or blame on the part of a superior, colleague or client and general public. Sarwar *et al* (2013) reported that relations at work place and rewards have a positive and significant effect on job satisfaction.

2.4.4 Opportunity for initiative

Gamboa *et al* (2009) concluded that intrinsic, extrinsic and social job satisfaction can be cumulatively predicted by employability and personal initiative.

A study on the teaching faculty of Madras Veterinary College revealed low level of satisfaction with the benefits, rewards and chances of promotion for their work (Nisha *et al* 2012).

2.4.5 Work itself

This aspect covers the actual job performance which defines job satisfaction. Work itself may be a source of job satisfaction. Castillo *et al* (2004) conducted a study on faculty members in Ohio University and concluded that the factor “work itself” was the most motivating factor for faculty.

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge most people will experience pleasure and satisfaction (Naval *et al* 2004)

Boumans et al (2011) conducted a study on workers of a multinational organization and reported that older employees seem in need of intrinsic challenging and fulfilling jobs to a greater extent to remain motivated. For younger employees, offering more career opportunities increases motivation. Similar results have been presented by other researchers (Saleem *et al* 2010; Ayub 2011).

2.5 Hygiene factors

2.5.1 Salary

Pay is one of the primary factors which is linked with satisfaction of employees in an organization, be it private, public, small, medium or large. Salary covers the events where compensation plays a major role. According to Koh *et al* (2000), the use of financial inducements has featured prominently on the agenda of human resource researchers as well as practitioners.

Fair pay system is closely linked with job satisfaction (Naval *et al* 2004). In a study on public and private sector bank employees, Shrivastava *et al* (2009) reported that private sector bank employees expressed more satisfaction with the pay and benefits as compared to the employees of public sector banks. Further, 80% of private bank employees expressed good pay and benefits as great satisfiers, whereas 75% public sector employees regarded low pay as one of the main factors causing dissatisfaction.

A study on the factors affecting employee job satisfaction of pharmaceutical sector in Bangladesh revealed that work conditions, fairness, promotion and pay are key factors affecting job satisfaction of employees (Parvin *et al* 2011)

2.5.2 Organizational clarity

Al-Zubi (2010) found a positive association between organizational justice and job satisfaction among employees of electrical industrial companies in Jordan.

Ratnayake *et al* (2014) found that veterinary officers in Andhra Pradesh were least satisfied with motivation, decision making, goal setting and job stress components of the organizational climate. Work motivation and job satisfaction were positively linked with organizational climate.

2.5.3 Supervisory support

Koh *et al* (2000) reported that supervision is an important factor in payment and reward system. Effectual supervision is the basic criteria in such systems for worker performance and job satisfaction.

It is concerned with the function of leading, co-ordinating and directing the work of others to accomplish certain goals within an organization. Supervision is concerned with the supervisor's willingness to teach subordinates or willingness or unwillingness to delegate authority. A group having a democratic style is more satisfied than a group with autocratic leadership (Naval *et al* 2004).

Spears (2004) conducted her study on employees at goodwill industries of Greater Grand Rapids and found that the top two factors that influenced job satisfaction were reported to be relationships with direct supervisors and with co-workers.

According to Jain *et al* (2012) among other factors, management style and culture is an important influence on job satisfaction. A good working relationship with the supervisor is important since employees need his/her professional input, constructive criticism and general understanding at every stage of job (Sageer *et al* 2012)

2.5.4 Job security and advancement

Advancement relates to an actual change in job status. In a study on private and public sector banks in India, Jain *et al* (2012) reported that employees of private banks perceive that their jobs are not secure. In the face of adverse factors such as the market situation, existence of competitor and government policies, performance of the employees suffers. This leads to insecurity, which ultimately causes reduced overall job satisfaction.

2.6 Consequences

During the course of discussion, it has emerged that job satisfaction is an important aspect related with workers. A worker satisfied with his job is better adjusted to his job, his home and the society (Yadav *et al* 2013). Job satisfaction has been studied by many researchers measuring employee commitment level, absenteeism and organizational turnover (Shah *et al* 2004). Job satisfaction may have

positive as well as negative implications for an organization. It may influence various aspects of work including efficiency, productivity, absenteeism, turnover rates and intention to quit the job (Tsigilis *et al* 2006).

2.6.1 Involvement and Commitment

Yang (2010) reported that job satisfaction significantly contributes to greater affective and continuance commitment and lower employee turnover intention.

Shah *et al* (2012) studied the impact of job satisfaction on organizational commitment and concluded that a satisfied employee is more committed to the organization and hence unlikely to switch job and works hard for the organization.

Akpan *et al* (2013) reported that job security and job satisfaction had a significant effect on organizational commitment of university teachers. Job satisfaction was found to be a more potent predictor of organizational commitment as compared to job security.

2.6.2 Absenteeism and Turnover

Tett and Meyer (1993) defined turnover intentions as conscious wilfulness to seek for other alternatives in other organization. Shah *et al* (2004) reported that organizations desire that their employees are satisfied to become more productive efficient and committed. Job dissatisfaction leads to burnout which ultimately leads to turnover.

Samad *et al* (2006) found that demographic variables, job characteristics and job satisfaction had a significant contribution and negative effect on turnover intentions. It was further reported that turnover intentions were affected by job satisfaction and job characteristics, the effect of job satisfaction overshadowing job characteristics.

Choudhury *et al* (2011) reported that turnover intention has a negative relationship with job satisfaction and pay satisfaction.

2.6.3 Performance

Job satisfaction represents sense of achievement and success on the job (Kaliski 2007). Satisfied personnel are regarded as committed workers and commitment is an indication of output and effectual operations of an organization (Robbins *et al* 2005).

Mishra *et al* (2011) observed that age, experience, job stress, organizational commitment and job satisfaction have a huge influence on job performance. Whereas age, experience and job stress were negatively correlated with job performance, organizational commitment and job satisfaction had positive effect.

Khan *et al* (2012) studied various facets of job satisfaction including pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of the work to determine a relation between job satisfaction and job performance. It was concluded that job satisfaction acts as a mediator between the determinants of job satisfaction and job performance. Hence to improve job performance, it is important to consider all the determinants of job satisfaction and not just single factor.

2.6.4 Health

Faragher *et al* (2005) reported that job satisfaction level is an important factor influencing the health of workers. A strong relationship exists between job satisfaction and mental and physical health. Because of work's central role in many people's lives, satisfaction with one's job is an important component in general well-being. Work occupies a greater part of the worker's day, is one's main source of social status, defines who a person is and affects both physical and mental health (Smith 2007).

CHAPTER – III

MATERIALS AND METHODS

Research is a systematic, controlled, empirical and critical investigation of hypothetical statements on supposed relationships among phenomena. It is a systematic process of solving problems by using scientific methods and a system of interconnecting phases and steps. Therefore research methodology is an important chapter to guide the researcher in a proper direction.

This chapter has been devoted to explain various methods, procedures, tools and statistical tests followed in the study. The chapter has been organised under the following heads:

- 3.1 Location of the study
- 3.2 Selection of study variables
- 3.3 Construction of research instrument
- 3.4 Selection of Veterinary Officers
- 3.5 Collection of data
- 3.6 Statistical analysis of data

3.1 Location of the study

The study was conducted at Veterinary Hospital, GADVASU (Ludhiana).

3.2 Selection of study variables

The selection of study variables was based on the objectives which covered: a) The level of job satisfaction of Veterinary Officers b) Association of socio-personal characters with job satisfaction c) Factors affecting job satisfaction of Veterinary Officers and also keeping in view the theoretical relevance. Thus keeping all the facts in mind, the following variables were included in the study.

3.2.1 Independent Variables

The independent variables selected for the study comprised (A) socio-personal characters and (B) job factors.

(A) Socio-personal characters

- 1. Age
- 2. Gender

3. Qualification
4. Job experience
5. Background
6. Marital status
7. Distance of place of posting

(B) Job factors

Based on Herzberg's 'Motivation-Hygiene' theory, the following set of intrinsic and extrinsic job factors have been selected for this study:

(a) Motivator Factors

1. Opportunity for achievement
2. Opportunity for initiative
3. Recognition and rewards
4. Sense of responsibility
5. Work itself

(b) Hygiene factors

1. Adequacy of salary
2. Extent of organizational clarity
3. Job security and advancement
4. Social status attached to the job
5. Supervisory support

3.2.2 Operationalization of Independent Variables

(A) Socio-personal characters

1. **Age:** It referred to the chronological age of the respondent at the time of data collection.
2. **Gender:** Gender was used to define whether the respondent was male or female.
3. **Qualification:** It was used to refer to the highest academic degree possessed by the respondent.
4. **Job experience:** Experience referred to the years spent in the current job by the respondents.

5. **Background:** It meant if the respondent was residing in a rural area or urban.
6. **Marital status:** It was used to denote if the respondent was married/ unmarried/ divorcee/ widow.
7. **Distance of place of posting:** It meant the distance travelled by the VO from his residence to his work place.

(B) Job factors

In order to measure different job factors, the statements were selected from available literature. Five point scales were constructed to obtain information regarding these job factors. A list of various job factors is as follows:

(a) Motivator factors

1. Opportunity for achievement

It referred to the perceived intrinsic satisfaction on the part of the respondent in terms of his/her success on the job with regards to day-to-day assignments, completion of departmental obligations/targets and solving related problems.

2. Opportunity for initiative

It referred to the respondents' judgement with regard to available freedom for comment on departmental decisions and actions and making suggestions to the superiors without any loss of trust or confidence.

3. Recognition and rewards

It is based on the respondents' self-rating on items covering his/her perceptions regarding the positive reinforcements (e.g. cash, awards, certificates of merit, letters of appreciation) from the superiors in lieu of his/her success in the performance of his/her moral duties and which have a motivational influence on him/her.

4. Sense of responsibility

It referred to the extent of completing the assigned work without any supervision.

5. Work itself

It referred to the extent to which the respondent perceived the actual doing of the job tasks (such as preparation of subject hand-outs, reports, supervision etc.) as a source of good/bad feelings.

(b) Hygiene factors

1. Adequacy of salary

It referred to a respondent's perception regarding the sufficiency of salary earned from the job, commensurate with job responsibilities and leading self-defined comfortable life.

2. Extent of organizational clarity

It was the extent to which the respondents feel about the department's policies, programs, goals and procedures.

3. Job security and advancement

It was defined as the respondent's perception about availability of permanent home and steady employment with almost no possibility of losing it under normal circumstances and perceived scope for promotion in the professional rank or status mainly on the basis of length of service or on the basis of annual confidential reports.

4. Social status attached to the job

It referred to the overall standing of the respondent in the society as per his/her own perception.

5. Supervisory support

It is defined as the total score obtained by a respondent on facts like supervision and criticism of their work by the supervisor, willingness to listen to their suggestions, readiness of supervisors to help and submission of the same to the higher authorities.

Table 3.1: Motivator factors and their indicators

Main category	Job factors	Number of indicators
Motivator factors	Opportunity for achievement	5
	Opportunity for initiative	8
	Recognition and rewards	8
	Sense of responsibility	4
	Work itself	8

Table 3.2: Hygiene factors and their indicators

Main category	Job factors	Number of indicators
Hygiene factors	Adequacy of	
	(a) salary	4
	(b) fringe benefits	7
	Extent of organizational clarity	8
	Job security and advancement	6
	Social status attached to the job	5
Supervisory support	9	

3.2.3 Dependent variables

The dependent variable under consideration is job satisfaction.

3.2.4 Operationalization of dependent variable

A) Job satisfaction

Job satisfaction was operationalised as the cumulative score obtained by the respondent in relation to selected facets of the job. This measure was similar to the one suggested by Wanous and Lawler (1972) as follows:

Facets

$$JS = (\sum JFS)$$

Where,

JS= Job Satisfaction

JFS= Job Facet Scores

\sum = Summation

The scale was used with some modifications of a few statements.

The responses were categorized as very much satisfied, satisfied, partially satisfied, dissatisfied and very much dissatisfied. The scoring was done as follows:

Table 3.3: Job facet scores

S. No.	Category of responses	Scores
1	Very Much Satisfied	5
2	Satisfied	4
3	Partially Satisfied	3
4	Dissatisfied	2
5	Very Much Dissatisfied	1

3.3 Construction of research instrument

A questionnaire (APPENDIX- I) was designed for the purpose of collecting data from the respondents. The items in the questionnaire were compiled using literature and in consultation with subject matter specialists and concerned teacher. The questionnaire comprised of four parts:

- a) Socio-personal factors
- b) Factors related with overall job satisfaction
- c) Motivator factors
- d) Hygiene factors

3.3.1 Improvement of scale through experts

A meeting of the members of advisory committee and experts from the department was called to present the objectives of the study and discuss the questionnaire, specifically the scale with a purpose to skip out the unwanted statements. The opinion of the experts was also sought for improving the quality of questionnaire in terms of its validity. On the basis of discussions with the experts, the draft scales were finalized for their pre-testing.

3.3.2 Pre-testing of questionnaire

The questionnaire draft was administered to 20 veterinary officers as per easy accessibility of the researcher. After repeated reminders, 15 filled questionnaires were received. On the basis of information obtained through pre-testing, necessary modifications were made in the body of questionnaire so as to make it more convenient and easy for the respondents.

3.4 Selection of Veterinary Officers

Veterinary Officers from all over Punjab visit GADVASU to participate in various training programs/ seminars/ workshops. The questionnaire (APPENDIX- I) was distributed to all the Veterinary Officers during each training/seminar/workshop. Completely filled questionnaires were collected.

3.5 Collection of data

The data was collected from the trainees by using distributed questionnaire approach during the training programs/ workshops/ seminars held during 2014-15.

3.6 Statistical analysis of data

The data was analysed using appropriate software tools (SPSS 16.0).

Table 3.4: Statistical analysis of data

S. No.	Objective	Statistical treatment
1.	Overall job satisfaction	Mean, Standard Error
2.	Association between socio-personal characteristics and job satisfaction	Correlation, Chi square test
3.	Factors affecting job satisfaction	Correlation

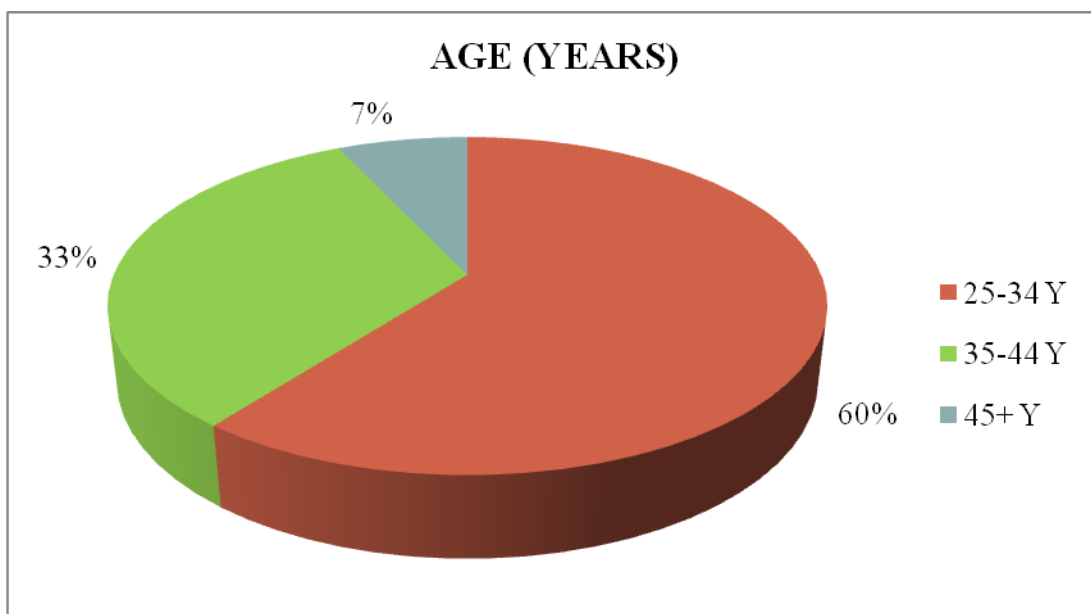


Fig. 4.1: Age wise distribution of respondents

Table 4.1: Socio-personal characteristics of the respondents

S. No.	Category	Number	Frequency
1	Age (years)		
	25-34	106	60.5%
	35-44	57	32.5%
	45 and above	12	7%
2	Experience (years)		
	1-10	148	84.5%
	11-20	20	11%
	21 and above	07	4.5%
3	Distance of place of posting (km)		
	1-25	119	68%
	25-50	43	24.5%
	50 and above	13	7.5%
4	Gender		
	Male	139	79%
	Female	36	21%
5	Qualification		
	BVSc	118	67%
	MVSc	57	33%
6	Marital status		
	Married	158	90%
	Unmarried	17	10%
7	Background		
	Urban	112	64%
	Rural	63	36%

4.1.2 Experience

On the basis of the working experience of the respondents, they were categorised under three groups as 1-10, 11-20 and >21 years, with 148 (84.5%) respondents in the first category and 20 (11%) in the second and 7 (4.5%) in the third category.

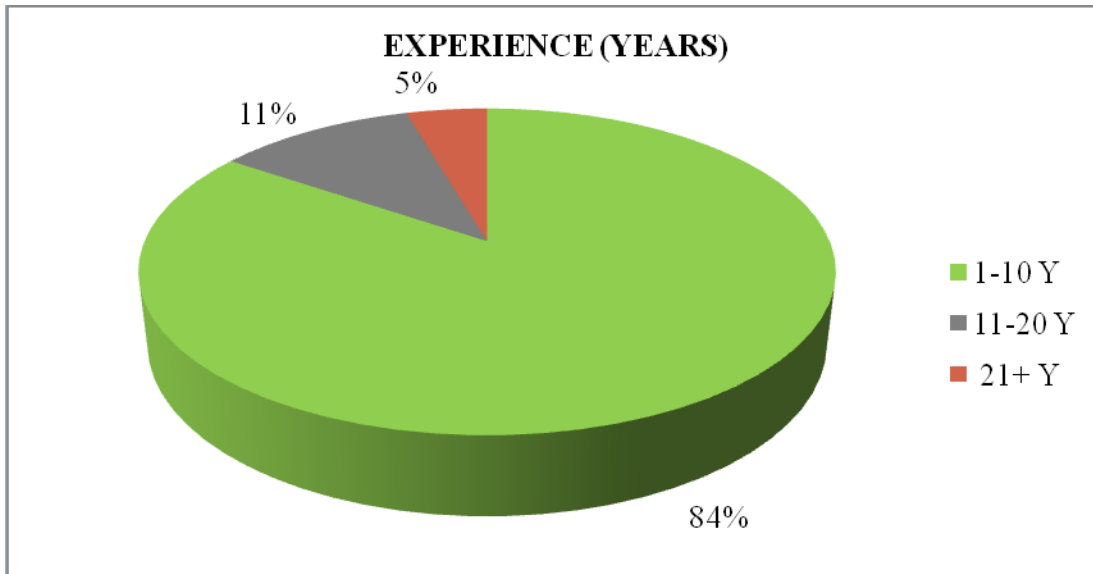


Fig. 4.2: Distribution of respondents according to work experience

4.1.3 Distance of place of posting

The distance of posting of the respondents from their residence was categorized as 1-25, 26-50 and >51 kilometre with 119 (68%), 43 (24.5%) and 13 (7.5%) respondents respectively.

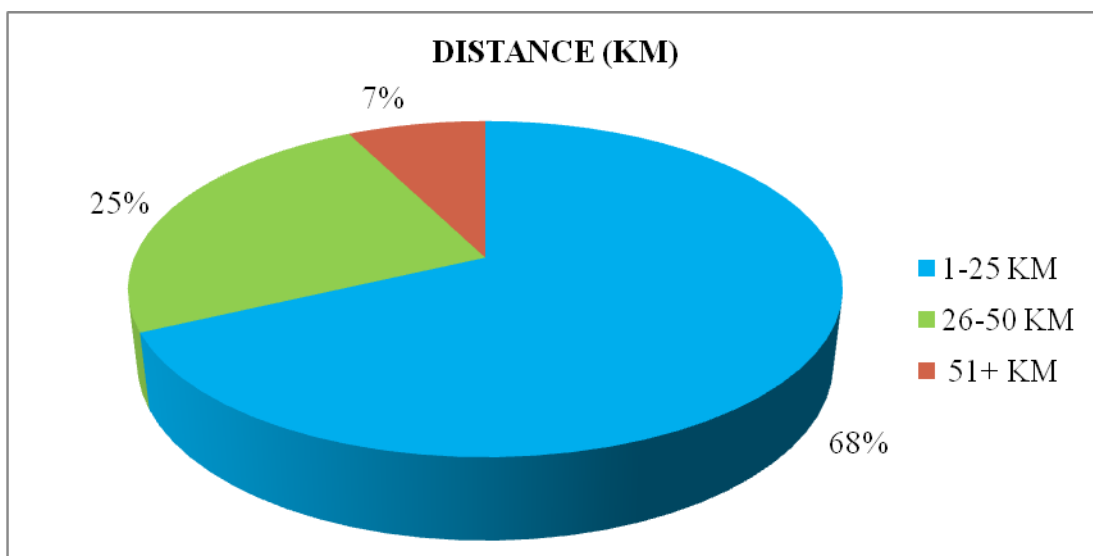


Fig. 4.3 Distribution of respondents according to distance of place of posting

4.1.4 Gender

The study covered a total of 139 (79%) male respondents and 36 (21%) female respondents.

4.1.5 Marital status

As regards to marital status, 90% of the respondents were married and 10% were unmarried. There were no divorcees or widow/widowers.

4.1.6 Background

It can be observed from the table that 64% of the respondents hailed from urban background while 36% were based in the rural area.

4.1.7 Qualification

The table shows that 67% of the respondents were BVSc degree holders and 33% had Master's degree in Veterinary Science.

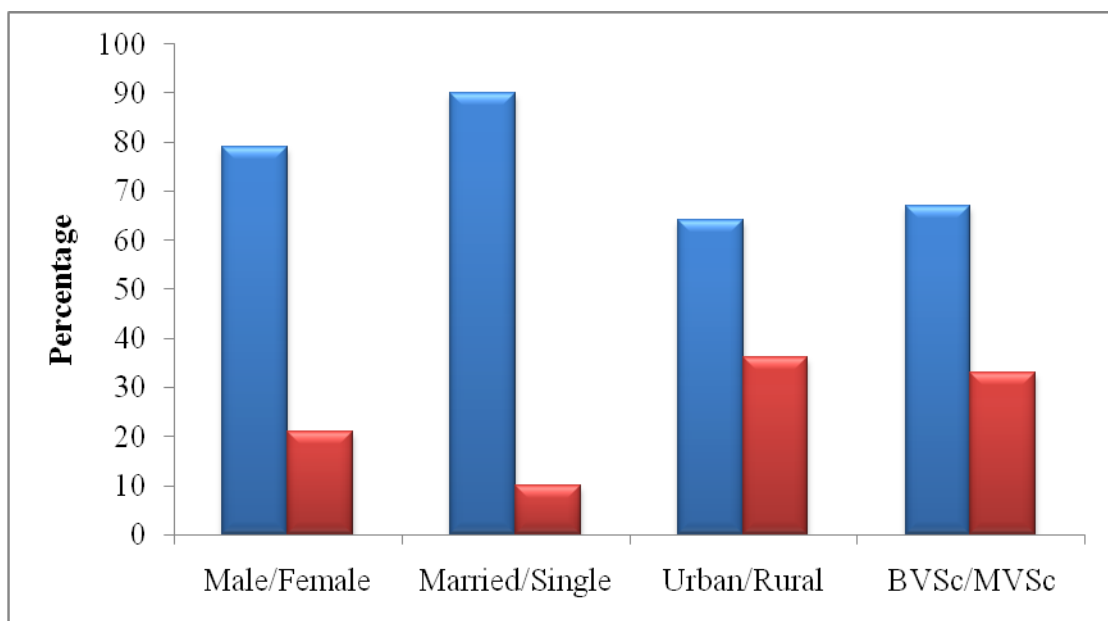


Fig. 4.4: Distribution of respondents according to gender, marital status, background and qualification

4.2 Level of job satisfaction of Veterinary Officers of Punjab

Unhappy employees can have a negative effect on the productivity of the organization they work for (Spears 2004). Thus job satisfaction not only influences individual performance, it also has a huge impact over organizational performance.

Job satisfaction is a complex concept. Different people may perceive it in a different manner (Mullins 2005).

Jain *et al* (2012) reported that only a satisfied employee can work with commitment and project a positive image of the organization. Employee job satisfaction is the fulfilment, gratification and enjoyment that come from work. It is not just the money or fringe benefits, but the feelings employees receive from work itself (Asegid *et al* 2014). Employee job satisfaction and dissatisfaction can impact the overall performance of an organization in several ways.

Table 4.2: Categorization of respondents based on job facet score

S. No.	Category	Total job facet score	Per cent of respondents	Mean score
1	Satisfied	60 and above	28.57%	4.03
2	Partially satisfied	43-60	65.15%	3.36
3	Dissatisfied	26-43	6.28%	2.35
	Mean job satisfaction score			3.49

The respondents were grouped on the basis of total job facet score which was obtained by adding the score for the 16 determinants selected for the study. Responses were measured as highly disagree, disagree, partially agree, agree and highly agree using a scale of 1-5 with the maximum possible score being 80 and the minimum being 16. The maximum score obtained was 77 and the minimum 26. On the basis of total job facet score the respondents were categorized as satisfied (60 and above), partially satisfied (43-60) and dissatisfied (26-43). A mean score for each category was also calculated to arrive at the overall job satisfaction level. It is revealed in table 4.2 that the percentage of respondents who were dissatisfied (mean score= 2.35) with their job was around 6%. About 65% of the respondents were partially satisfied (mean score= 3.36) with their jobs. 28.57% of the respondents were satisfied (mean score= 4.03). The mean job score for job satisfaction was 3.49 on a scale of 1-5 which leads to the conclusion that the Veterinary Officers in Punjab are partially satisfied with their jobs, but there is an inclination towards satisfaction. Gautam *et al* (2006)

reported that members of faculty of Sher-e-Kashmir University of Agricultural Sciences and Technology of Jammu were moderately satisfied with their job. Nisha *et al* (2013) found that the majority of teachers in Madras Veterinary College had low to medium job satisfaction level. However, Agrawal (2014) reported that Veterinary Officers in Rajasthan were 'just satisfied' with their job.

4.3 Contribution of determinants of job satisfaction

The overall job satisfaction was calculated on the basis of 16 determinants which were pre-selected using literature and in consultation with specialists. The mean score for all the 16 determinants has been presented in table 4.3.

Salary and the feeling of job security are the two most important factors from among the determinants of job satisfaction. The veterinary officers felt satisfied about these factors with a mean score of 4.10 and 4.04 respectively. Parallel to this study Chaudhury *et al* (2004) observed that job security was one of the two most important job attributes which were satisfactory from the point of view of job in medical officers. Similar to the results of the current study, job security ranked second on the factors which the medical officers perceived as most satisfactory.

The mean score was medium for certain attributes of the job such as self-esteem (3.84), prestige of job inside the institution (3.78), opportunity to do challenging work (3.66), freedom on the job (3.64), amount of respect and fair treatment within the department (3.62), prestige of the job outside the institution (3.61), feeling of accomplishment (3.60), opportunity to participate in professional seminars and conferences (3.53), work load (3.44), opportunity to participate in decision making (3.32), opportunity for independent thoughts (3.31) and an opportunity for professional growth (3.24).

VOs expressed dissatisfaction with the opportunity for promotion (2.93) and opportunity for higher studies (2.16) while working. The results are in agreement with the findings of Bosley (2004) who also reported a slightly higher job satisfaction among adjuncts who attended professional development activities as compared to those who did not attend such activities. The results are also consistent with the findings of Sageer *et al* (2012) that the opportunity for promotion determines the degree of job satisfaction to the employee.

Table 4.3: Mean values for the selected determinants of job satisfaction

S. No.	Determinant	Mean \pm SE	Rank
1	Salary	4.10 \pm 0.050	1
2	Feeling of job security	4.04 \pm 0.058	2
3	Self-esteem	3.84 \pm 0.064	3
4	Prestige of job inside the institution	3.78 \pm 0.068	4
5	Opportunity to do challenging work	3.66 \pm 0.065	5
6	Freedom on the job	3.64 \pm 0.064	6
7	Amount of respect and fair treatment	3.62 \pm 0.060	7
8	Prestige of job outside the institution	3.61 \pm 0.067	8
9	Feeling of accomplishment	3.60 \pm 0.053	9
10	Opportunity to participate in professional seminars and conferences	3.53 \pm 0.065	10
11	Work load	3.44 \pm 0.070	11
12	Opportunity to participate in decision making	3.32 \pm 0.062	12
13	Opportunity for independent thoughts	3.31 \pm 0.075	13
14	An opportunity for professional growth	3.24 \pm 0.071	14
15	Opportunity for promotion	2.93 \pm 0.070	15
16	Opportunity for higher studies while working.	2.16 \pm 0.077	16

4.4 Relationship of socio-personal and job related factors with overall job satisfaction

Demographic variables, for example gender, marital status, age, qualification, annual income and experience should be considered to gain a thorough understanding of the factors that lead to job satisfaction and dissatisfaction (Scott *et al* 2005).

The socio-personal factors selected for the study included age, gender, background, marital status, qualification, distance of place of posting and experience on the job.

Table 4.4 presents the association of job satisfaction with gender, marital status, qualification and background. The association between each of the above mentioned factors and job satisfaction is positive but insignificant. Parallel to these findings, many research workers have also reported that job satisfaction did not vary significantly with marital status (Scott *et al* 2005) and gender (Franek *et al* 2008, Gilman *et al* 2012 and Rajareegamand 2013). McCan (2002) and Scott *et al* (2005) also reported that there was no relationship between job satisfaction and educational level. But the findings differ from the results reported by Srivastava *et al* (2012) who found a direct relationship between educational qualification and degree of job satisfaction.

Table 4.4: Relationship of socio-personal characters (gender, marital status, qualification and background) with job satisfaction

S. No.	Factor	Chi square value
1	Gender	0.361
2	Qualification	0.083
3	Marital status	0.209
4	Background	0.791

The relationship between age, experience and distance of place of posting has been presented in table 4.5. Analysis of the data revealed that job satisfaction had a positive but insignificant association with age. However, experience on the job had a positive and significant association ($r = 0.167^*$). The findings were similar to the study conducted by Ferguson *et al* (2010). It was reported that years of teaching experience could be used as a significant and positive predictor of job satisfaction.

Distance of posting had a significant negative association with job satisfaction ($r = -0.193^*$). It was conclusive of the fact that the respondents preferred to work close to their home. Satisfaction with the job tends to decrease with increase in distance. In a similar study on livestock development assistants in West Bengal, Maity *et al* (2007) reported that distance of place of posting from home had a negative but non-significant relationship with job satisfaction. Shaikh *et al* (2012) reported that female primary school teachers in Pakistan were dissatisfied with their posting in remote areas.

Table 4.5: Relationship of socio-personal characters (age, experience & distance of posting) with job satisfaction

S. No.	Factor	'r' value
1	Age	0.145
2	Experience	0.167*
3	Distance	-0.193*

* Values are significant at 5% level.

4.5 Factors affecting job satisfaction of Veterinary Officers

The two factor theory by Herzberg (1975) postulates that job satisfaction is affected by two sets of factors, namely Hygiene factors and Motivator factors. When employees consider hygiene factors as inadequate, they tend to feel dissatisfied with their job. Dissatisfaction can be removed by addressing the hygiene factors but it does not guarantee satisfaction towards the job. Instead, satisfaction can be improved by improving the motivator factors which are intrinsic to the job. A comparison of the hygiene and motivator factors follows

Table 4.6: Relationship of motivator and hygiene factors with overall job satisfaction

	Hygiene factors	Motivator factors
Overall job satisfaction n= 175	$r = 0.450^{**}$	$r = 0.566^{**}$

** Values are significant at 1% level.

Table 4.6 represents the correlation of hygiene and motivator factors with overall job satisfaction. A comparison of the mean scores showed that motivator factors had a high and significant correlation with job satisfaction ($r = 0.566^{**}$). The

correlation of hygiene factors was comparatively low but significant ($r = 0.450^{**}$). The results are well supported by Pattanayak (2005), Mukherjee (2009) and Azash *et al* (2011) who also reported that both hygiene and motivator factors are important for job satisfaction. Thus it can be safely assumed that improving upon the intrinsic factors can quickly result in improved satisfaction in the job. However the extrinsic factors related with the job cannot be ignored. Their association with the overall job satisfaction means that these factors must be simultaneously maintained by the management to maintain a positive attitude of the employees within an organization. If the employees perceive hygiene factors as insufficient, it is likely to result in dissatisfaction with their jobs.

Since hygiene factors have scored a significant correlation with overall job satisfaction, it becomes imperative to study the indicators of hygiene factors with respect to job satisfaction.

Table 4.7 shows the correlation of each of the hygiene factors with job satisfaction. It is evident from the data demonstrated in the table that each of the indicators has a significant correlation with job satisfaction.

Table 4.7: Relationship of hygiene factors with job satisfaction

S. No.	Hygiene factors	'r' value
1	Salary and fringe benefits	0.364**
2	Organizational clarity	0.424**
3	Job security and advancement	0.406**
4	Social status attached to job	0.294**
5	Supervisory support	0.479**

** Values are significant at 1% level.

The most noticeable fact that comes to light is that the respondents are more concerned about supervisory support ($r = 0.479^{**}$) and organizational clarity ($r = 0.424^{**}$) than any of the other factors. Job security ($r = 0.406^{**}$) is the other important factor. Parallel to these findings, research workers have reported that job satisfaction has a positive relationship with supervision (Koh *et al* 2000 and Spears

2004), organizational clarity (Al Zubi 2010, Ratnayake *et al* 2014) and job security (Jain *et al* 2012). It is followed by salary ($r = 0.364^{**}$) and social status ($r = 0.294^{**}$) attached to the job. Parallel to this study, Naval and Srivastava (2004) and Parvin and Kabir (2011) reported that salary has a positive and significant effect on job satisfaction.

The data conclusively revealed that to prevent job dissatisfaction, it is important for the administration to develop better working relationship with the field officers of the department.

Table 4.8: Relationship of motivator factors with job satisfaction

S. No.	Motivator factors	'r' value
1	Opportunity for achievement	0.240**
2	Opportunity for initiative	0.404**
3	Recognition and rewards	0.432**
4	Sense of responsibility	0.485**
5	Work itself	0.288**

** Values are significant at 1% level.

Table 4.8 shows the correlation of job satisfaction with each of the motivator factors. The motivator factors also show a positive and significant correlation with job satisfaction. Sense of responsibility attached with the job ($r = 0.485^{**}$) is the most important of the motivator factors. The findings are in agreement with Tausif (2012) who also reported that job satisfaction is positively correlated with sense of responsibility.. Recognition of the work by the superiors ($r = 0.432^{**}$) is the second most important factor associated with improving the satisfaction level followed by opportunity to take initiative ($r = 0.404^{**}$). Parallel to these findings, other research workers have also reported that job satisfaction is associated with recognition (Sarwar *et al* 2013) and initiative (Gamboa *et al* 2009) and Nisha *et al* 2012). Work ($r = 0.288^{**}$) and achievement ($r = 0.240^{**}$) have a relatively low association with job satisfaction. Castillo *et al* (2004) also reported a positive association between job satisfaction and work. Briones *et al* (2010) reported a positive association between job satisfaction and personal achievement.

CHAPTER – V

SUMMARY

Livestock sector is an important component of the Indian economy with an annual contribution of around 4% to the GDP. It is important from the point of view of providing employment and income to a huge population, especially in the rural areas. The state governments are mainly responsible for the provision of animal husbandry and veterinary services to the farmers. The State Departments of Animal Husbandry recruit Veterinary Officers at the Civil Veterinary Hospitals, Dispensaries and Veterinary Polyclinics to provide health care and extension services. The success of these services provided by the department depends on the efficiency of the Veterinary Officers who work in direct contact with the ultimate beneficiaries at the field level. The participation of the employees of an organization depends on their motivation level and job satisfaction. Therefore it is important to analyse the job satisfaction level of Veterinary Officers to gain an insight into the challenges being faced by the VOs, and to understand the various factors which affect the level of job satisfaction. With this aim, the present study was designed with the following objectives:

1. To study the level of job satisfaction of Veterinary Officers in Punjab.
2. To find out the association between selected socio-personal characteristics of Veterinary Officers and their job satisfaction.
3. To study the various factors affecting job satisfaction of Veterinary Officers.

The study was carried out at Guru Angad Dev Veterinary and Animal Sciences University. A structured questionnaire was prepared to collect the responses from the Veterinary Officers attending training programs/ workshops/ seminars at GADVASU.

Information was collected regarding socio-personal factors (age, experience, distance of place of posting, gender, marital status, qualification and background) and job related factors (hygiene factors and motivator factors). Job satisfaction was operationalized as, $JS = \frac{\sum JFS}{\sum}$ where JS= Job Satisfaction, JFS= Job Facet Scores and \sum = Summation.

The study revealed that the age of respondents ranged from 25 to >45 years. The respondents were categorized as 25-34 (60.5%), 35-44 (32.5%) and >45 years old (7%). On the basis of the working experience of the respondents, they were categorised under three groups as 1-10 (84.5%), 11-20 (11%) and >21 years (4.5%). The range of distance of posting of the respondents from their residence was 1 to >50 kilometres. The categories for the respondents were selected as 1-25 (68%), 26-50 (24.5%) and >51 kilometre (7.5%). The study covered a total of 139 (79%) male respondents and 36 (21%) female respondents. As regards to marital status, 90% of the respondents were married and 10% were unmarried. There was no divorcee or widow/widower. 64% of the respondents hailed from urban background while 36% were based in the rural area. Of the 175 respondents, 67% were BVSc degree holders and 33% had Master's degree in Veterinary Science.

The respondents were grouped on the basis of total job facet score which was obtained by adding the score for the 16 determinants selected for the study. Responses were measured as highly disagree, disagree, partially agree, agree and highly agree using a scale of 1-5 with the maximum possible score being 80 and the minimum being 16. The maximum score obtained was 77 and the minimum 26. On the basis of total job facet score the respondents were categorized as satisfied (60 and above), partially satisfied (43-60) and dissatisfied (26-43). A mean score for each category was also calculated to arrive at the overall job satisfaction level. It was revealed that the percentage of respondents who were dissatisfied (mean score= 2.35) with their job was around 6%. About 65 % of the respondents were partially satisfied (mean score= 3.36) with their jobs. 28.57% of the respondents were satisfied (mean score= 4.03). The mean job satisfaction score for the respondents was 3.49 on a scale of 1-5 which leads to the conclusion that the Veterinary Officers in Punjab are partially satisfied with their jobs but there is an inclination towards satisfaction.

An analysis of the determinants of job satisfaction selected for the study revealed that the veterinary officers were satisfied with salary and job security with a mean job satisfaction score of 4.10 and 4.04 respectively. The mean score was medium for certain attributes of the job such as self-esteem (3.84), prestige of job

inside the institution (3.78), opportunity to do challenging work (3.66), freedom on the job (3.64), amount of respect and fair treatment within the department (3.62), prestige of the job outside the institution (3.61), feeling of accomplishment (3.60), opportunity to participate in professional seminars and conferences (3.53), work load (3.44), opportunity to participate in decision making (3.32), opportunity for independent thoughts (3.31) and an opportunity for professional growth (3.24). The respondents obtained a relatively low score for opportunity for promotion (2.93) and opportunity for promotion (2.16).

Experience had a positive and significant association with job satisfaction. The association between job satisfaction and distance of place of posting was negative and significant. The association between age, gender, marital status, background and qualification is positive but insignificant.

A comparison of the hygiene and motivator factors responsible for motivation revealed that hygiene factors ($r= 0.450^{**}$) as well as motivator factors ($r= 0.566^{**}$) had a positive and significant association with job satisfaction. It can be concluded that motivator factors can improve satisfaction level with the job to a greater extent than hygiene factors. However, hygiene factors have a tendency to cause job dissatisfaction if they are perceived as deficient.

A further probe into the individual factors revealed that from among the hygiene factors, supervisory support ($r= 0.479^{**}$) and clarity of the policies of the organization ($r= 0.424^{**}$) are the most important factors for preventing job dissatisfaction of the Veterinary Officers followed by job security and advancement ($r= 0.406^{**}$). The association was relatively low but significant for salary and benefits ($r= 0.364^{**}$) and social status attached with the job ($r= 0.294^{**}$). Sense of responsibility associated with the job is the most important motivator factor for causing job satisfaction ($r= 0.485^{**}$). It is followed by recognition and rewards ($r= 0.432^{**}$) and opportunity to take initiative ($r=0.404^{**}$). Work ($r= 0.288^{**}$) and opportunity for achievement ($r= 0.240^{**}$) have a relatively low but significant association.

CONCLUSIONS

- The Veterinary Officers in Punjab are partially satisfied with their jobs. The veterinarians are particularly dissatisfied with certain aspects of the job such as opportunity for higher studies and opportunity for promotion. Hence there is a need to look into these facets to improve the satisfaction level of the veterinarians.
- Job satisfaction has a positive and significant association with experience. The relationship between job satisfaction and distance of place of posting is negative and significant. Thus the level of job satisfaction improves with experience on the job but increase in distance of posting is associated with decreased job satisfaction.
- Job satisfaction has a positive and significant association with motivator as well as hygiene factors. The association is however more for motivator factors. Hence job satisfaction level can improve if motivator factors (internal factors of the job) are maintained by the organization (DAHD). However the role of hygiene factors cannot be overlooked. If the veterinarians are dissatisfied with these extrinsic factors related with the job, the overall satisfaction level with the job may decrease.
- The most important motivator factor associated with job satisfaction is sense of responsibility followed by recognition and rewards, opportunity for initiative, work itself and opportunity for achievement.
- From among the hygiene factors, supervisory support is the most important factor associated with job satisfaction followed by organizational clarity, job security, salary and social status attached with the job.

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APPENDIX – I

QUESTIONNAIRE

**STUDY ON JOB SATISFACTION LEVEL OF VETERINARY OFFICERS OF
PUNJAB STATE**

1.	NAME	
2.	AGE	
3.	SEX	
4.	BACKGROUND (Rural/Urban)	
5.	MARITAL STATUS	
6.	QUALIFICATION	
7.	PLACE OF POSTING (District)	
8.	DISTANCE OF PLACE OF POSTING	
9.	EXPERIENCE ON THE JOB	

Job Satisfaction: A list of statements concerning your job satisfaction has been given below. Against each statement, there are 5 columns- **1-Very much satisfied, 2-Satisfied, 3-Partially satisfied, 4-dissatisfied, 5-Very much dissatisfied.** Please tick in the right column.

S. NO.	Statement	VMS	S	PS	Ds	VMDs
1	Self-esteem/ Respect					
2	Prestige of job inside the institution					
3	Salary					
4	Opportunity for independent thoughts					
5	Feeling of job security					
6	Opportunity for promotion					
7	Prestige of job outside the institution					
8	Opportunity to do challenging work					
9	Freedom on the job					
10	Opportunity for promotion					
11	Amount of respect and fair treatment					
12	Feeling of accomplishment					
13	Opportunity to participate in decision making					
14	Work load					
15	Opportunity to participate in professional seminars and conferences					
16	Opportunity for higher studies while working					

II. Scale to measure relative contribution of selected motivator and hygiene factors to respondent's job satisfaction

A. MOTIVATOR FACTORS

Please place a tick in the appropriate column against each item as per your perception

1. Opportunity for achievement

S. No.	Opportunity for achievement	VMS	S	PS	Ds	VMDs
	I feel in my job, I have been able to-					
1	complete the tasks successfully as assigned to me by my superior					
2	find appropriate solutions for the day to day problems connected with my job					
3	achieve important physical targets fixed by the department					
4	attain a desired level of co-operation with other departments					
5	acquire better work skill and technical knowledge than in the past					

2. Opportunity for initiative

S. No.	Opportunity for initiative	VMS	S	PS	Ds	VMDs
	I feel my job provides me with opportunities to utilize my ability for-					
1	analysis of training needs of farmers					
2	arriving at appropriate training schedule					
3	executing the training program					
4	evaluating the training program					
5	improving training program					
6	teaching of innovations					
7	preparing presentations					
8	using appropriate teaching methods					

3. Recognition and rewards

S. No.	Recognition and rewards	VMS	S	PS	Ds	VMDs
	I feel in my job there is/are					
1	verbal encouragement from my superior					
2	an appreciation from the clients					
3	an expectation that my work shall be taken note of by my superiors					
4	an acceptance of good ideas by my superiors					
5	grant of advance increments					
6	an elevation in rank/status					
7	certificate of appreciation from the superiors					
8	favorable entries in the confidential report					

4. Sense of responsibility

S. No.	Sense of responsibility	VMS	S	PS	Ds	VMDs
	I feel that I-					
1	am dependent upon to work without supervision					
2	am responsible to complete my work with my own efforts					
3	have less power as compared to the responsibility and assigned physical targets					
4	am given additional responsibilities without extra remuneration or formal promotion					

5. Work itself

S. No.	Work itself	VMS	S	PS	Ds	VMDs
	I feel that the job of a veterinarian-					
1	is productive					
2	gives a sense of accomplishment					
3	has the ability to generate new ideas					
4	provides opportunity for trying new approaches/methods in diagnosis and treatment					
5	offers challenges and initiatives					
6	has an element of variety					
7	inherits responsibility and authority					
8	has balance between office and field work					

B. HYGIENE FACTORS

1. Adequacy of salary

S. No.	Adequacy of salary	VMS	S	PS	Ds	VMDs
a)	In my view, the salary for my job-					
1	enables me to lead a comfortable life					
2	is in accordance with the responsibility of my job					
3	is comparable with similar job elsewhere					
4	definitely needs a considerable raise					
b)	In my view my job provides me enough fringe benefits such as-					
1	sick leave and vacations					
2	loan and provident fund					
3	medical facilities					
4	housing facilities					
5	retirement provisions, i.e. monetary payments and other facilities at and after retirement					
6	travelling and daily allowances					
7	transport facility					

2. Extent of organizational clarity

S. No.	Extent of organizational clarity	VMS	S	PS	Ds	VMDs
	I feel that that the administrative setup and policies of the department cater to-					
1	a reasonable promotion policy for employees					
2	a reasonable degree of internal and external co-ordination					
3	a reasonable reward and penalty system					
4	an emphasis on the participation of trainers in the decision making and planning					
5	negligible favourism					
6	an objective and justifiable recruitment and selection policy					
7	an efficient work appraisal system					
8	decentralization of authority, sharing of responsibility and accountability					

3. Job security and advancement

S. No.	Job security and advancement	VMS	S	PS	Ds	VMDs
	My job provides me					
1	economic security					
2	emotional security					
3	job security					
4	absence of political influence for promotion					
5	promotion on the basis of ability and performance					
6	increased responsibility					

4. Social status attached to the job

S. No.	Social status attached to the job	VMS	S	PS	Ds	VMDs
	I feel that the job of the veterinarian is such that					
1	people consider it as a well-paid job					
2	people consider it as a respectable job					
3	a veterinarian carries an equal prestige enjoyed by an officer of similar rank in other departments					
4	people often come voluntarily to a trainer to seek advice/help					
5	it is considered as an essential part of national development					

5. Supervisory support

S. No.	Supervisory support	VMS	S	PS	Ds	VMDs
	My immediate officer					
1	gives clear cut work instruction					
2	insists that everything be done in his way					
3	brings out best in the people under him					
4	is willing to make changes by applying suggestions made by others involved in training					
5	explains the reasons for rejection/acceptance of others' ideas					
6	acts without consulting people under him					
7	accurately judges the performance of people working under him					
8	appreciates for achieving the target					
9	helps in solving the problems of subordinates					

VITA

Name of the student : Arunbeer Singh
Father's name : Amritpal Singh
Mother's name : Rajbinder Kaur
Nationality : Indian
Date of birth : 12-08-1988
Permanent home address : #778, St. No. 10, Abohar Road,
Sri Muktsar Sahib- 152026, Punjab, India

EDUCATIONAL QUALIFICATION

Bachelor's degree : B.V.Sc. & A.H.
University : Guru Angad Dev Veterinary and Animal
Sciences University, Ludhiana, Punjab
Year of Award : 2013
OCPA : 7.24/10.00
Master's degree : M.V.Sc.
OCPA : 8.27/10.00
**Awards/Distinctions/
Fellowship/Scholarships** : Qualified AICE-SRF (PGS)- 2015 in
Agricultural Extension (Overall rank -122)