

Work Motivation among Field Veterinary Professionals of the State Department of Animal Husbandry (SDAH)

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ABSTRACT

The study has assessed the motivational status amongst field veterinary professionals working in State Department of Animal Husbandry, Haryana, by selecting 168 field functionaries from 4 randomly selected districts, one each from four administrative divisions of the state. A comparison of overall motivation score (mean score) revealed that officers had highest level (47.62), followed by assistant (44.22) and surgeons (43.86). Based on their individual scores, the service providers were categorized into three different levels of motivation and it was found that majority of the field functionaries i.e. 62.50% of officers had high motivation level, 61.25% surgeons and 57.50% assistants had medium level of motivation. The mean scores for all the five factors as well as their respective ranks were also found out and it was deduced that "relationship" assumed first rank for surgeons and assistants, whereas "control" assumed greatest significance for officers. Based upon the mean scores, "reward" assumed last rank among all the three categories. Kruskal-Wallis test was applied to test if the different categories of veterinary personnel varied with respect to five factors of motivation and it was found that their orientation towards the various motivational components differed significantly only with respect to control ($P < 0.05$).

Keywords: Kruskal-Wallis, SDAH, Veterinary Professionals, Work Motivation

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INTRODUCTION

Work motivation is the individual's degree of willingness to exert and maintain an effort towards attaining organizational goals [1]. Further, it is an internal process in which an individual receives certain stimulus from the environment (rewards, feedback and directives prevailed in the organization) and also got influenced with certain internal attributes (desires and needs). It is obvious that each organization has its definite goals to achieve but employees also have important needs and objectives [6]. Through the function of motivation, organisation can help people to see that they can satisfy their own needs and utilise their potential while contributing to the aims of an organization. Motivation is the key to successful achievement of personal and/or organizational goals. This is also a fact that one cannot directly motivate others; however, working environment still can be created wherein people themselves feel motivated [5]. Administrators are becoming aware of employees' motivation and its importance in performances of overall organizational system. Since, livestock services delivery by the State Department of Animal Husbandry (SDAH) is a labour intensive, wherein quality of services is ultimately linked to productivity, skills, motivation, and satisfaction of the livestock service providers or veterinary professionals. It

is important that the administrators should be aware of professionals' motivational status and its importance in performances of livestock service delivery system. Under increased demand by farmers' community for effective livestock service delivery, it has become a challenge for SDAH administrators to motivate field level functionaries and at the same time fulfill the expectations of the livestock owners. In this scenario, motivation can play an important role for successful achievement of personal and/or organizational goals. Availability of resources and skills of field veterinary professionals are important for livestock service delivery. The administrators should acknowledge that these factors are not enough for them to work at the expected level of performance, which can be influenced by their willingness to work regularly, work diligently and be flexible and willing to carry out the necessary tasks. A number of studies have been conducted in order to explore factors of motivation in health sector and more so at international platform. Studies on this subject remain scanty in the livestock service delivery sector, where shortage of manpower, lack of equipment, supplies and poor management structures and work overload are prevalent. Keeping this back ground, a cross-sectional study was undertaken to determine motivation of the field veterinary personnel/professionals of the *Department of Animal Husbandry and Dairying, Haryana* and explore different motivational factors amongst SDAH field level functionaries while delivering livestock services at Government Veterinary Hospitals (GVH) and Government Veterinary Dispensaries (GVD) across the state.

MATERIALS AND METHODS

Department of Animal Husbandry and Dairying, Haryana is a public agency mandated by the state government for livestock service delivery. The state has robust infrastructure pertaining to livestock service delivery with the share (7.44%) of India's government veterinary hospitals/polyclinics/dispensaries/aid-centres located in the state [2]). Department delivers basic livestock service *viz.*, livestock health services, breeding/production services and extension education services are delivered by its field level veterinary professionals, which consists of Senior Administrative Officers (SAOs) at district level, Veterinary Surgeons (VSs) at cluster of villages level and Veterinary Livestock Development Assistants (VLDAs) at village level.

A total of 168 field livestock service providers *viz.*, SAOs, VSs and VLDAs to the tune of 8, 80 and 80, respectively as a respondent were screened randomly from four randomly selected district (Hisar, Karnal, Kurukshetra and Mahendergarh) from the four administrative divisions (Hisar, Rohtak, Ambala and Gurugram) of the state. The primary data was collected personally by interviewing the respondent using a well structured and pre-tested instrument. Instrument consisted of two parts namely, Part-A (personal profile of respondent) and Part-B (components of motivation). For operational purpose, motivational questionnaire as used by Jaiswal *et al.* [5] was utilized in the present study. Motivation was measured as the degree of perception of respondents towards identified five motivation components like Drive, Control, Challenge, Relationship, and Rewards. Internal consistency of the scales was assessed by Cronbach's alpha and found to be good 0.81 for the actual scale opted for the present study. Each component was represented by three dimensions; accordingly a closed-ended statement represented each of these dimensions. The responses were assessed on a Likert based scale, namely strongly agree, agree, disagree, and strongly disagree with corresponding score weightage of 4, 3, 2, and 1, respectively. To assess the level of motivation, the respondents were grouped into three classes namely, low (33-40), medium (41-47) and high (48-54) based on the equal intervals between minimum achieved score and maximum achieved score of the respondents. Further, Kruskal-Wallis test was applied to test association between the different level of respondents for overall work motivation and to assess variation with respect to the five factors of motivation. Data management was done using Microsoft Excel sheet and statistical package [4] (SPSS, ver. 20).

RESULTS AND DISCUSSION

Socio-personal profile of respondents is presented in Table 1. The average age of SAOs, VSs, and VLDAs was 53.75 (± 3.28), 41.91 (± 7.31) and 40.66 (± 7.33) years, respectively. The sex ratio was extremely skewed in favor of males at all the levels, SAOs (100:0), VSs (92.50:7.50) and VLDAs (100:0). Two-third of the SAOs (75.0%) were postgraduates, 90 % of

VSs had B.V.Sc & AH qualification, while cent percent of the assistants had education of at least diploma. The average years of service experience for SAOs, VSs and VLDA was 25.6 (± 3.11), 16.32 (± 6.71) and 17.0 (± 5.52) years, respectively. The veterinary professionals in each category differ significantly in above parameters.

Table 1: Socio-personal characteristics of the respondents

Particulars	SDAH Personnel			Test Statistic Value
	SAOs (n=8)	VSs (n=80)	VLDA (n=80)	
Age (Years)				
Young (<35)	0 (0)	23 (28.75)	30 (37.50)	F value = 12.13**
Middle (35-50)	2 (25.00)	39 (48.75)	35 (43.75)	
Old (>50)	6 (75.00)	18 (22.50)	15 (18.75)	
Mean \pm SD	53.75 \pm 3.28	41.91 \pm 7.31	40.66 \pm 7.33	
Gender				
Male	8 (100.0)	74 (92.5)	80 (100)	x ² value = 144.85**
Female	0 (0)	6 (7.5)	0 (0)	
Education status				
VLDA Diploma	0 (0)	0 (0)	80 (100.0)	x ² value = 47.57**
Graduates (B.V.Sc & AH)	2 (25.00)	72 (90.0)	0 (0)	
Postgraduates (M.V.Sc)	6 (75.00)	8 (10.0)	0 (0)	
Ph.D.	0 (0)	0 (0)	0 (0)	
Service experience (Years)				
Low (5-13)	0 (0)	22 (27.50)	24 (30.00)	F value = 8.60**
Medium (14-21)	1 (12.50)	38 (47.50)	37 (46.25)	
High (22-29)	7 (87.50)	20 (25.00)	19 (23.75)	
Mean \pm SD	25.62 \pm 3.11	16.32 \pm 6.71	17.00 \pm 5.52	

Figures in the parenthesis indicate percentage; **p < 0.01

A comparison of overall motivation (mean score) revealed officers had the highest level (47.62), followed by surgeons (44.23) and assistants (43.86). Further, there is a significant difference between the veterinary professionals due to the variation in age, gender ratio, education status, position in the organization hierarchy and service experience.

Table 2: Distribution of respondents based on work motivation

Categories	SDAH Personnel				Test Statistic#
	SAOs (n = 8)	VSs (n = 80)	VLDA (n = 80)	Pooled (N = 168)	
Low (33-40)	0 (0)	9 (11.25)	14 (17.50)	23 (13.69)	4.68*
Medium (41-47)	3 (37.50)	49 (61.25)	46 (57.50)	98 (58.33)	
High (48-54)	5 (62.50)	22 (27.50)	20 (25.00)	47 (27.98)	
Mean \pm SD	47.62 \pm 4.66	44.23 \pm 4.11	43.86 \pm 4.14	44.22 \pm 4.20	

Figures in the parenthesis indicate percentage; *p < 0.05; #Calculated by Kruskal-Wallis (H) test

Based on their individual scores, the livestock services providers were categorized into three different levels of motivation. A perusal of (Table 2) reflects that more than fifty per cent (58.33%) of the respondents had medium level of motivation regarding livestock service

delivery. Also a similar trend can be observed for surgeons and assistants with majority (61.25% and 57.50%) had medium level of motivation, whereas majority (62.50%) of the officers had high level of motivation for delivery of livestock services.

The mean scores for all the five components with their respective ranks are presented in (Table 3). It is deduced that “relationship” assumed first rank for surgeons (3.06) and assistants (3.01). This finding is based on their endorsement towards teamwork, keeping good relationship with seniors and subordinates and with the rural client *viz.*, livestock owners made them motivated. For officers, “control” (3.42) assumed greatest significance followed by “relationship” (3.33). The endorsement by the officers to power (responsibility of work), recognition (competencies recognized by department headquarters) and status (importance given by juniors and livestock owners in the field) made them motivated towards the livestock service delivery. Further, control assumed to be second most significant motivator for grass-root level functionaries *viz.*, surgeons (2.96) and assistants (2.95) which might be due to recognition and appreciation of the work carried out by them by the rural clients and superiors. For all level of respondents (3.13, 2.94 and 2.91), “drive” assumed third rank by giving support to achievement, competition, fear of failure in motivating them for livestock service delivery.

Table 3: Ranking of motivation components based on mean score

Components of Motivation	SDAH Personnel			Kruskal-Wallis Test (P-value)
	SDOs (n=8)	VSs (n=80)	VLDAs (n=80)	
Drive (achievement, competition, fear of failure)	3.13 (0.74) [III]	2.94 (0.86) [III]	2.91 (0.86) [III]	1.09 (0.580)
Control (power, recognition, status)	3.42 (0.65) [I]	2.96 (0.83) [II]	2.95 (0.83) [II]	8.50* (0.014)
Challenge (flexibility, progression, pressure)	3.08 (0.93) [IV]	2.92 (0.86) [IV]	2.90 (0.87) [IV]	2.44 (0.294)
Relationship (teammates, seniors, farmers)	3.33 (0.70) [II]	3.06 (0.75) [I]	3.01 (0.78) [I]	3.24 (0.197)
Rewards (remuneration, autonomy, growth)	2.92 (0.58) [V]	2.86 (0.89) [V]	2.84 (0.85) [V]	0.10 (0.952)

Figure in round parentheses are standard deviation and in square parentheses indicates rank; * denote significance at 5 per cent

Veterinary professionals (SAOs, VSs and VLDAs) also responded homogenously with respect to “rewards” (2.92, 2.86 and 2.84, respectively) and “challenge” (3.08, 2.92 and 2.90, respectively) as the least priority motivation component for them, which might be due to the lack of promotion opportunities, poor flexibility, less intellectual gratification, pressure to achieve arbitrary targets, work overload and low remuneration as compared to the corresponding veterinary professionals of Punjab for the similar work, Reward promotes motivation [3] and instills sense of satisfaction among employees towards attainment of goals of an organization. It is also observed from (Table 3) that they differed significantly only with respect to control ($P < 0.05$), which was due to their position in the organization hierarchy, nature of work assigned and variation in the recognition earned from the livestock owners.

CONCLUSION

In conclusion, motivation of veterinary professionals was found to be medium in category with a significant difference in their response for motivation regarding livestock service delivery. Professionals in unison responded that the rewards in terms of remuneration, autonomy, growth in the work they do and challenge in terms of flexibility, progression, pressure of livestock service delivery in the field were the major factors that impacted their

motivation towards the effective livestock service delivery. Further, control in terms of power, recognition and status is important motivation factor that can significantly improve work output and productivity of the professionals. It is therefore recommended that achievements and work by SDAH field veterinary professionals should be recognized by the department through the parity in remuneration with other states, giving flexibility in their work by lowering the targets, creating opportunities for promotion and creating avenues for brain storming sessions, counseling workshops, or reorientation training may possibly aid in enhancing their motivation.

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