

**A STUDY ON ORGANIZATIONAL CLIMATE PERCEPTION BY
VETERINARY OFFICERS(VOs) AND VETERINARY LIVESTOCK
INSPECTORS(VLIs) OF THE DEPARTMENT OF ANIMAL HUSBANDRY
AND VETERINARY SERVICE, KARNATAKA**

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ABSTRACT

This study was conducted to assess the organizational climate perception by Veterinary Officers (VOs) and Veterinary Livestock Inspectors (VLIs) of the Department of Animal Husbandry and Veterinary Service (AH & VS) in Belgaum district of North Karnataka during 2005 / 06.

Majority of VOs (55.00%) and 45.00 percent of VLIs perceived the organizational climate as favourable. Whereas, the most favourable perception was observed with only 34.00 percent VOs and 15.00 percent VLIs. On the contrary, less favourable perception was noticed with relatively high percentage of VLIs (40.00%) compared to VOs (11.00%). Further, it was observed that there was significant difference between mean values of the organizational climate perception of VOs (106.6) and VLIs (96.25). Age, job experience, job involvement and job satisfaction had positive and significant association with organizational climate perception by both VOs and VLIs whereas, job stress had negative and significant relationship with organizational climate perception. The variables such as information seeking behaviour, perceived work load and availability of facilities and resources had shown non significant relationship in case of VOs whereas, experience, training and perceived work load had a non-significant relationship with the level of organizational climate perception of VLIs. Provide adequate facilities, Implement an appropriate promotion scheme, increase the salary and salary increments were major suggestions expressed by VOs and VLIs to improve the organizational climate of the department.

Key Words: *organizational climate perception, Veterinary Officers*

INTRODUCTION

An organization is the planned coordination of the activities of employees for the achievement of common goal through division of labour and functions through a hierarchy of authority and responsibility. Organizational climate is an important aspect of the each organization. Further, organizational climate is the shared perception of employees who work and live in the

organization regarding the organizational procedures, policies and practices. Taylor and Bowers (1970) defined organizational climate as perceived traits of organizational stimuli which becomes group property through interpersonal interaction and which modifies overall behaviour within the organization. Prasad (2000) revealed that organizational climate serves as the guideline for dealing with people and has a major influence on

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motivation and productivity of individuals as well as total work group.

Karnataka state Department of AH & VS plays a prominent role in developing the livestock sector in the state. The Veterinary Livestock Assistant (VLA) is the field level functionary to assist the Veterinary Livestock Inspectors (VLI) to carry out the various departmental activities and programmes. All VLAs are supervised by the VLIs. VLIs are the next level of the department and their main functions are to help the Veterinary Officers (VOs) to carry out the programmes relating to animal health coverage, vaccination, artificial insemination and other relevant programmes of the department. The VOs are head of Veterinary Dispensary (VD) and assisted by one VLI and two VAs. The Deputy Director of AH & VS is the district level officer who supervises the Assistant Directors, VOs and VLIs. Commissionerrate of AH & VS is the head of the Department.

Better job performance of field level personnel *viz.*, VOs, VLIs and VAs of the department is the most important aspect of achieving the goals of the department. Therefore, it is necessary to understand the perceived organizational climate of the field level officers to increase their job performance and ultimately job satisfaction. Keeping view of this, the present investigation was planned to study the organizational climate perception of the VOs and VLIs of Department of AH & VS with the following specific objectives.

1. To study the organizational climate perception of VOs and VLIs.
2. To ascertain the personal and job related characteristics of VOs and VLIs influencing the

perception of organizational climate.

3. To suggest appropriate measures to improve the organizational climate of Department of AH & VS.

RESEARCH METHODOLOGY

The ex-post facto research design was employed for the study. Belgaum district of North Karnataka (India) was selected purposively as study area since this district has immense potential to develop the animal husbandry sector. The VOs and VLIs were selected in proportion to their number in the field. Thirty-five VOs and sixty-five VLIs were selected to form a sample of 100. Organizational climate perception was measured by using the scale developed by Sontakki (1995) which consisted of 28 items representing seven dimensions *viz.*, communication, decision making, programme planning, programme implementation, supervision and guidance, organizational structure and personnel management. An interview schedule was developed by considering the objectives of the study.

Data collection was done through personal interview method with the help of interview schedule. The collected data were analyzed by using frequency and percentage, Chi Square, t test, simple correlation coefficient.

RESULT AND DISCUSSION

The results presented in Table 01 revealed that nearly fifty percent of respondents perceived the organizational climate of Department of AH & VS as favourable and another 22.00 percent of them perceived it as most favourable. It brings home the fact that near majority of field level

functionaries viz., VOs and VLIs were satisfied and another 22.00 percent were highly satisfied with organizational climate of Department of AH & VS. Majority of the personnel indicated the existence of congenial atmosphere with regard to communication, decision-making, programme planning, programme implementation, supervision and guidance, organizational structure and personnel management prevailing in Karnataka state Department of AH & VS. Chi square also indicated a significant difference between the categories of organizational climate perception of VOs and VLIs.

It is also important to note that considerable percentage (30.00%) of VOs and VLIs perceived organizational climate of the Department of Animal Husbandry and Veterinary as less favourable. Absence of promotions opportunities, lack of recognition in the form of award and

rewards and inadequate facilities were the most probable reasons for perceiving organizational climate as less favourable by them.

Further analysis revealed that majority of VOs (55.00%) perceived the organizational climate as favourable as compared to VLIs (45.00%). There was a significant difference between means of organizational climate perception of VOs and VLIs. The reasons for this significant difference between VOs and VLIs are attributed to the facts that VOs are having right to take decisions and shoulder responsibilities, differential educational background and salary gap between VOs and VLIs. There is no authority for VLIs to take decisions regarding programme planning and implementing, recommending the medicines, conducting the artificial insemination programmes and breeding programmes even though they have experience.

Table 01: Organizational climate perception of VOs and VLIs

Categories	VOs		VLIs		Total	
	No.	Per cent	No.	Per cent	No.	Per cent
Less favourable	4	11.00	26	40.00	30	30.00
Favourable	19	55.00	29	45.00	48	48.00
Most favourable	12	34.00	10	15.00	22	22.00
Total	35	100.00	65	100.00	100	100.00
X ²			10.3**			

* Significant at 5.00% level.

** Significant at 1.00% level.

Table 02: Personal and job related characteristics of VOs and VLIs

(N = 100)

Category	VOs (n=35)		VLIs (n=65)	
	No.	Percentage	No.	Percentage
1. Age				
Young	12	34.00	10	15.00
Middle	19	54.00	48	74.00
Old	4	12.00	7	11.00
2. Education				
SSLC	0	0.00	9	14.00
PUC	0	0.00	4	6.00
Diploma	0	0.00	46	71.00
B.Sc.	0	0.00	6	9.00
B. VSc.	18	51.00	0	0.00
M. VSc.	17	49.00	0	0.00
3. Job experience				
Low	8	23.00	10	15.00
Medium	18	51.00	41	63.00
High	9	26.00	14	22.00
4. Perceived workload				
Low	0	0.00	12	18.00
Medium	28	80.0	42	65.00
High	7	20.00	11	11.00
5. Job involvement				
Low	5	14.00	13	20.00
Medium	21	60.00	42	65.00
High	9	26.00	10	15.00
6. Job stress				
Low	0	0.00	10	15.00
Medium	31	89.00	42	65.00
High	4	11.00	13	20.00
7. Job satisfaction				
Low	6	17.0	12	18.0
Medium	22	63.00	40	62.00
High	7	20.00	13	20.00

Personal and job related characteristics of VOs and VLIs

The findings in the Table 02 reveal that majority of VOs (54.00%) and VLIs (74.00%) were from middle age category. In respect of education of the respondents, it was found that 51.00 percent of VOs were B. Sc (Veterinary Science) degree holders followed by 41.00 percent of VOs were M. Sc (Veterinary Science) degree holders. This is because VOs post are filled through direct recruitment considering the B. Sc degree as the minimum qualification. On the other hand, majority of VLIs (71.00%) were one-year diploma holders. VLIs post is filled considering either one-year diploma as the minimum qualification or through promotion of the experienced Veterinary Livestock Assistants (VLAs). Few VLIs were educated up to Bachelor's degree.

In case of job experience, majority of VOs (51.00%) and VLIs (63.00%) were in medium job experience category. This provides the picture of stability with regard to experience of the field level functionaries.

It could be observed from Table 02 that majority of VOs and VLIs (58.00% and 70.00%, respectively) had not received any training in their entire working period due to lack of training opportunities.

With regard to Information seeking behaviour of the respondents, findings were impressive. Majority of VOs (80.00%) were regularly reading the newspapers, viewing the television compared to VLIs. Listening to radio and reading the magazines and journals were observed in higher percent of VOs compared to VLIs. This trend is due to the fact that they were getting

timely information from these sources. Further, VOs education level had influenced directly or indirectly on their information seeking behaviour of the respondents.

Table 02 also revealed that high majority of VOs (80.00%) and VLIs (65.00%) perceived their workload as medium. It implies that the perception of workload by the VOs was medium to heavy. This is due to more responsibilities on the shoulders of VOs and multiple tasks they have to perform. In addition, the reason may be that the assignment of many roles by the superiors which are unable to be performed by VLIs.

In case of job involvement of the respondents, 65.00 percent of VLIs were noticed in medium job involvement category as compared to VOs (60.00%). Further, 26.00 percent of VOs were noticed in high category as compared to VLIs (15.00%).

Eighty nine percent of VOs were in medium job stress category as compared to VLIs (65.00%). The responsibilities of VOs made them to be little more stressful when compared to VLIs. Nearly an equal percent of both VOs (63.00%) and VLIs (62.00%) were in medium job satisfaction category. Seventeen percent of VOs and 18.00 percent of VLIs were noticed in low satisfaction of job. In general, job satisfaction depends upon the extent to which an individual derives personal and socio-psychological benefits from his job.

Majority of VOs and VLIs were satisfied with regard to the office facilities, arrangement and maintenance, availability of

stationeries and availability of clerical and labour at work place. But majority of respondents were not satisfied with the availability of conveyance facilities, chemicals and medicines. This shows that the respondents are struggling with some facilities to carry out their routine activities.

Age, job experience, job involvement and job satisfaction had positive and significant relationship with organizational climate perception of both VOs and VLIs and these were contributed for more favourable organizational climate perception. Further, job stress had showed negative significant relationship with

organizational climate perception. The incidence of negative significant relationship of the respondents was due to the fact that VOs and VLIs being in the responsible position of answering to higher officials naturally who experienced more job stress had less favourable perception of organizational climate. The variables such as information seeking behaviour and perceived workload had shown non significant relationship in case of VOs whereas, education, training and perceived workload had a non significant relationship with the level of organizational climate perception of VLIs, (Table 03).

Table 03: Relationship of personal and job related variables of VOs and VLIs with organizational climate perception

SI. No.	Independent variables	Correlation of coefficients	
		VOs	VLIs
1.	Age	0.570**	-0.484**
2.	Education	0.355*	0.164 ^{NS}
3.	Job experience	0.536**	-0.328**
4.	Training	0.349*	0.158 ^{NS}
5.	Information seeking behaviour	0.265 ^{NS}	0.457**
6.	Perceived workload	-0.189 ^{NS}	0.093 ^{NS}
7.	Job involvement	0.773**	0.681**
8.	Job stress	-0.478**	-0.625**
9.	Job satisfaction	0.496**	0.704**
10.	Facilities and resources	0.082 ^{NS}	0.329**

* Significant at 5.00% level

** Significant at 1.00% level

Table 04: Suggestions to improve the organizational climate

SI No.	Suggestions	VOs (n = 35)		VLIs (n = 65)	
		Frequency	Per cent	Frequency	Per cent
1.	Provide adequate facilities	32	91.40	60	92.30
2.	Implement the appropriate promotion scheme	25	71.40	55	84.60
3.	Increase the salary and salary increments	18	51.40	60	92.30
4.	Fill the vacant post	18	51.40	45	69.20
5.	Provide the appropriate trainings to upgrade the knowledge and skill	14	40.00	30	46.10
6.	Consider the subordinate suggestions while developing and implementing the programmes.	10	28.50	52	80.00

Suggestions of VOs and VLIs for improving the organizational climate of department of AH & VS

Provide adequate facilities were the major suggestion given by both VOs and VLIs. The efficiency of the field functionaries mainly depends on their access to various facilities like physical, financial and conveyances facilities. These are prerequisites for any extension worker. Sincere efforts should be made to provide adequate facilities to VOs and VLIs to perform better. Another major suggestion given by VOs and VLIs was implementation of appropriate promotion scheme which serves as a great motivator of job performance. Suitable modifications are essential in the present promotion policy. Promotion based on experience and special achievements should be given due consideration.

Increase the salary and salary increments were the other suggestion given by respondents. Especially VLIs

felt that they are paid less and suggested for increase in salary and salary increments. Further, suggestions viz. fill the vacant posts, provide appropriate training to update the knowledge and skills and consideration for subordinates' suggestions while developing and implementing the programmes were suggested by the respondent to improve the organizational climate of the department.

CONCLUSION

In general, the level of organization climate of VOs was most favourable. However, considerable percentage of VLIs and VOs perceived the organization climate as less favourable. Therefore, there is a need to improve organization climate perception of not only VLIs but also of VOs by providing adequate facilities at work place, introducing appropriate policy and recognizing good work.

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