www.ThePharmaJournal.com

# The Pharma Innovation



ISSN (E): 2277- 7695 ISSN (P): 2349-8242 NAAS Rating: 5.23 TPI 2022; SP-11(1): 1046-1051 © 2022 TPI

www.thepharmajournal.com Received: 07-11-2021 Accepted: 09-12-2021

#### Subhransu Mohan Nanda

Ph.D. Scholar, Department of Veterinary and Animal Husbandry Extension Education, Faculty of Veterinary and Animal Sciences, West Bengal University of Animal and Fishery Sciences, Kolkata, West Bengal, India

#### Arunasis Goswami

Professor, Department of Veterinary and Animal Husbandry Extension Education, Faculty of Veterinary and Animal Sciences, West Bengal University of Animal and Fishery Sciences, Kolkata, West Bengal, India

#### Sukanta Biswas

Associate Professor, Department of Veterinary and Animal Husbandry Extension Education, Faculty of Veterinary and Animal Sciences, West Bengal University of Animal and Fishery Sciences, Kolkata, West Bengal, India

#### Debasis Ganguli

Associate Professor, Ph.D. Scholar, Department of Veterinary and Animal Husbandry Extension Education, Faculty of Veterinary and Animal Sciences, West Bengal University of Animal and Fishery Sciences, Kolkata, West Bengal, India

#### Debasish Saha

Assistant Professor, Department of Veterinary and Animal Husbandry Extension Education, Faculty of Veterinary and Animal Sciences, West Bengal University of Animal and Fishery Sciences, Kolkata, West Bengal, India

#### Corresponding Author Debasish Saha

Assistant Professor, Department of Veterinary and Animal Husbandry Extension Education, Faculty of Veterinary and Animal Sciences, West Bengal University of Animal and Fishery Sciences, Kolkata, West Bengal, India

### Job satisfaction of veterinarians in relation with various socio-personal variables in Odisha and West Bengal states of India

#### Subhransu Mohan Nanda, Arunasis Goswami, Sukanta Biswas, Debasis Ganguli and Debasish Saha

#### **Abstract**

The present research was conducted in the month of June, 2021 in two coastal states of Eastern India namely Odisha and West Bengal. A total number of 110 respondents (76 from Odisha and 34 from West Bengal) were received and analyzed statistically. It was clearly evident from the study, that significant difference (p<0.01) existed between the field veterinarians basing on the cadre of their specific job. It was noticed that, the veterinarians of older age group (>50 years) were vary significantly in satisfaction level than the young (<35 years) and middle age (36-50 years) groups with respect to cadre of the job, work as per job chart, dignity outside the department, self-satisfaction, promotion avenues and perks and allowances. The satisfaction level of field veterinarian was slightly higher in West Bengal than Odisha.

Keywords: India, job satisfaction, socio-personal variables, veterinarians

#### Introduction

Job satisfaction may be defined as any combination of physiological, psychological and environmental circumstances that cause a person to truthfully say that he is satisfied with his job (Hoppock, 1935) <sup>[5]</sup>. Job satisfaction can also be defined as the extent to which a worker is satisfied with the rewards, he/she receives out of his/her job, particularly in terms of intrinsic motivation (Statt, 2004) <sup>[8]</sup>. Veterinarians are referred to the graduates who have a graduation degree of Bachelor of Veterinary Science and Animal Husbandry (B.V.Sc. & A.H.). The production potential of livestock depends mostly on the quality of nutrition, genetic upgradation of breeds and enhancing the health status (Thornton, 2010) <sup>[9]</sup>. The veterinarians play a major role in uplifting the socioeconomic status of rural farmers in Pan India by providing them with knowledge of advanced farming practices and by providing proper health care facilities to their domestic animals. Therefore, it is extremely essential for veterinarians to remain satisfied with the job they are involved in. This research takes an initiative to identify the factors that affect the level of satisfaction of the veterinarians with their specific job.

#### **Materials and Methods**

The present research was conducted in the month of June, 2021 in two coastal states of Eastern India namely Odisha and West Bengal. The data were collected using questionnaire method. The prepared questionnaire was sent to veterinarians with nativity of Odisha and West Bengal in different social media groups, individual contacts and through e-mails to avoid physical contact due to COVID-19 Pandemic situation in the Country. A total number of 110 responses (76 from Odisha and 34 from West Bengal) were received and analyzed using standard statistical tools. The independent variables considered were as-Age  $(X_1)$ , Qualification  $(X_2)$ , Specialization  $(X_3)$ , Nature of Job  $(X_4)$ , Location of posting  $(X_5)$ , job experience (in years)  $(X_6)$  and distance of workplace from home  $(X_7)$  etc. The dependent variable was the job satisfaction of the respondents  $(Y_1)$ , which was calculated from the questionnaire prepared and duly vetted by the experts. The responses were recorded in a 5 point continuum scale. The statistical tests used for this analysis were independent sample t test with unequal variance and F-test. To find the correlation between the independent and dependent variables, Pearson correlation coefficient was found out. The analysis of data was done using IBM SPSS 22.0.

#### **Results and Discussion**

#### Distribution of respondents in Odisha and West Bengal

The pattern of distribution of respondents in Odisha and West Bengal is mentioned in the Table 1. It shows the frequency and per cent of respondents for different states as per age, qualification, specialization, nature of job, location of posting, job experience (in years) and distance of work place from home. Majority of respondents (53.6%) are with MVSc degree. In recent years, there is recession of Government jobs in veterinary sector. Therefore, after graduating from a veterinary college, students tend to pursue MVSc degree in search of better avenues. Majority of the respondents (62.7%) were field veterinarians owing to the fact that a student entering into veterinary profession wants to do a job under the state government. Few veterinarians go for higher studies and get a chance to enter into academics, where the posts are very limited. The veterinarians serving in private sector was found to be 4.5 per cent of the total respondents. Out of them, 80 per cent were reported to work in poultry sector. This shows that the poultry sector is predominant over other sectors likedairy, piggery etc. among the private stakeholders.

### Independent sample t test (unequal variance) for field veterinarians of Odisha and West Bengal

The Table 2 shows the comparison (t-test) between the field veterinarians of the two states under study regarding the job satisfaction. It was clearly evident that significant difference existed between the field veterinarians basing on the cadre of their job. This may be due to the fact that when the research was conducted, in Odisha the entry level of field veterinarians was Group B, whereas in West Bengal, it is Group A, where they enjoy a reputed position in the society. The same reason may be attributed to the fact that the salary receives a significant difference in opinion from the veterinary officers of both the states.

The Significant differences are also observed in cases ofwork as per job chart, dignity inside and outside of the department, self-satisfaction, work pressure and perks received from the state government with lower estimates for field veterinarians of Odisha. The field veterinarians of Odisha complained that, they are overburdened with the data entry works apart from treatment and extension activities. Thus, lower estimates were observed in terms of satisfaction with respect to work pressure differing significantly with the field veterinarians of West Bengal.

### Effect of age on job satisfaction of veterinarians in Odisha and West Bengal

Table 3 explains the relationship of age with job satisfaction of veterinarians in the states under study. It was noticed that, the veterinarians of older age group (>50 years) vary significantly in satisfaction level than the young (<35 years) and middle age (36-50 years) groups with respect to- cadre of the job, work as per job chart, dignity outside the department, self-satisfaction, promotion avenues and perks and allowances. The senior veterinarians by virtue of their age and experience reach higher positions in their respective departments. Therefore, it is more likely for them to remain satisfied with the cadre of their job, which enables them to remain a respected person in the society. It is obvious that the senior veterinarians receive more perks and timely promotions compared to the young veterinarians.

It is evident from the table that the job satisfaction varies significantly between the young and old age group with no

significant difference with the middle age group with either of the two with respect to salary received, work pressure, attitude of paravets/other subordinate staffs, opportunities for higher studies and security of service, where higher estimates are of the older age groups signifying higher satisfaction level that the younger respondents. The younger veterinarians are the lowest paid individuals compared to their senior veterinarians. Being juniors, they are often over burdened with the professional responsibilities. The young age group veterinary respondents were significantly less satisfied than the older age groups with the opportunities for higher studies as the seniors were availing these opportunities often and the junior has to wait till his number comes in the list to go for Post-Graduation or Doctorate degree courses. It was concluded from a research conducted in Haryana that the respondents were not satisfied with the pay and remuneration received by the department (Goyal et al, 2018) [3, 4].

### Effect of location of posting on job satisfaction of veterinarians in Odisha & West Bengal

The respondents under study were widely distributed in rural, semi-urban and urban areas of the two states. The table below (Table 4) depicts the effect of location of posting on the job satisfaction of veterinarians in the states under study. The items which showed significant variables among all the three categories of veterinarians divided as per their location of posting were cadre of the job, work as per job chart, salary received, and dignity inside the department with higher estimates for veterinarians posted in urban areas. Generally, the veterinarians posted in urban areas are senior veterinarians as the urban localities include the district headquarters and few other developed cities in a district. These urban locations include the major headquarters of the departments. The academicians are mostly posted in urban localities by virtue of the location of the institution. Therefore, they tend to be more satisfied with the cadre. A veterinarian posted in rural localities often incur the problem of staff shortage and remain overburdened with the works paving the way to explain the reason for lower estimates in case of work as per the job chart. When they feel that they remain overburdened, it is likely that they do not remain highly satisfied with the salary that they receive. The urban veterinarians being posted in a learned locality tend to gain more respect outside of the department. Thus, the significantly higher estimates are obtained in their case. It was observed from the analysis that the urban veterinarians were significantly more satisfied than the other two groups with their promotions, perks and allowances, attitude of superior authorities, attitude of paravets/other subordinate staffs, opportunities for higher studies, freedom to take decisions at work place and security of service. The office atmosphere in urban localities tends to be more formal in urban areas. This paves the way towards better attitude of seniors and juniors towards each other in the offices and allows the officers to enjoy freedom to take decisions. The veterinarians posted in urban localities tend to have better relationship with the senior authorities of the department. Therefore, they receive better opportunities for higher studies.

## Kendall's tau-b correlation coefficients between the independent and dependent variables

Table-5 represents the Kendall's tau-b correlation coefficients between the independent and dependent variables (Kendall, 1938) <sup>[6]</sup>. The highest correlation coefficient was noticed for

job experience and age of the respondents. Location of posting and the nature of job were correlated positively with high correlation coefficient. This signifies that the veterinarians with similar job types were posted in similar type of location i.e. academicians being posted in urban areas and field veterinarians mostly in rural and semi urban areas. It was also observed that the job satisfaction and location of posting were positively correlated. Job satisfaction and nature of job variables were positively and significantly correlated. It is the dream of many veterinarians of Odisha to go for

academics due to the dignity and the better financial position. It was evident from a study conducted in Rajasthan that the major factors associated with high level of job satisfaction was hovering around stressful job work, adverse work conditions, inadequate promotional opportunities etc. (Agrawal and Agrawal, 2014) [2]. Another study conducted among Veterinary Surgeons of Haryana revealed that majority (54.00%) of the respondents was moderately satisfied with their job (Goyal *et al*, 2018) [3, 4].

Table 1: Distribution of respondents in Odisha and West Bengal

Independent Variables			Odisha	West Bengal	Total
		<35 years		5 (14.7)	49 (44.5)
Age	36-50 years		26 (34.2)	23 (67.6)	49 (44.5)
•	>50 years		6 (7.9)	6 (17.6)	12 (10.9)
	BVSc& AH		17 (22.4)	8 (23.5)	25 (22.7)
Qualification	MVSc		47 (81.8)	12 (35.3)	59 (53.6)
		PhD		14 (41.2)	26 (23.6)
	N	No specialization		8 (23.5)	25 (22.7)
		Extension	8 (10.5)	7 (20.6)	15 (13.6)
Specialization		Clinical	16 (21.1)	4 (11.8)	20 (18.2)
		Paraclinical		8 (23.5)	26 (23.6)
		Husbandry	17 (22.4)	7 (20.6)	24 (21.8)
	Field Veterinarian		55 (72.4)	14 (41.2)	69 (62.7)
	Private job	Poultry	3 (100) 3 (3.9)	1 (50) 2	4 (80) 5 (4.5)
		Medicine Company	0 3 (3.9)	1 (50) (5.9)	1 (20)
	Academician		11 (14.5)	10 (29.4)	21 (19.1)
Nature of job	Scientist		1 (1.3)	2 (5.9)	3 (2.7)
	Civil Service		1 (1.3)	0 (0.0)	1 (0.9)
	Bank		1 (1.3)	0 (0.0)	1 (0.9)
	Administra	ation in Veterinary sector	3 (3.9)	6 (17.6)	9 (8.2)
		Armed Forces	1 (1.3) 43 (56.6)	0 (0.0)	1 (0.9)
		Rural		9 (26.5)	52 (47.3)
Location of posting	Semi urban		14 (18.4)	7 (20.6)	21 (19.1)
		Urban		18 (52.9)	37 (33.6)
	<10 years		50 (65.8)	9 (26.5)	59 (53.6)
Job experience in years	10-20 years		16 (21.1)	15 (44.1)	31 (28.2)
	>20 years		10 (13.2)	10 (29.4)	20 (18.2)
		<20 kms	30 (39.5)	17 (50.0)	47 (42.7)
Distance of workplace from home	20-50 kms		17 (22.4)	7 (20.6)	24 (21.8)
	>50 kms		29 (38.2)	10 (29.4)	39 (35.5)

<sup>\*</sup>Numbers in the parenthesis indicate percentage

Table 2: Independent sample t test (unequal variance) for field veterinarians of Odisha and West Bengal

S. No.	Items	State	Mean±SE	t-value	
1	Cadre of the job	Odisha	2.64±0.14	4.507**	
1	Cadre of the job	West Bengal	3.78±0.21	4.507	
2	2 Washan and ish short	Odisha	2.42±0.14	3.618**	
2	Work as per job chart	West Bengal	3.64±0.31	3.018**	
3	C-1	Odisha	2.60±0.14	2.508*	
3	Salary received	West Bengal	3.57±0.36	2.308**	
4	Dignity incide the department	Odisha	2.58±0.16	2.440*	
4	Dignity inside the department	West Bengal	3.43±0.31	2.440**	
5	The second second	Odisha	2.45±0.15	2 125**	
3	Dignity outside the department	West Bengal	3.43±0.27	3.135**	
_	C-164:	Odisha	2.87±0.15	2.040**	
6	Self-satisfaction	West Bengal	3.43±0.27	2.840**	
7	Wl	Odisha	2.51±0.16	5 (20**	
/	Work pressure	West Bengal	4.00±0.21	5.630**	
8	D	Odisha	2.13±0.13	0.257	
8	Promotion avenues	West Bengal	2.00±0.33	0.357	
9	Perks and allowances	Odisha	1.76±0.11	3.041**	
9		West Bengal	2.78±0.32	3.041	
10	A 44 44 - 1	Odisha	2.85±0.14	1 665	
10	Attitude of superior authorities	West Bengal	3.50±0.36	1.665	

1.1	Attitude of negovete/ether subscudingte staffs	Odisha	3.36±0.14	0.201	
11	Attitude of paravets/other subordinate staffs	West Bengal	3.43±0.37		
12	Oppositivation for higher studies	Odisha	2.33±0.14	0.254	
12	Opportunities for higher studies	West Bengal	2.43±0.37	0.254	
12	Encodern to take decisions at small place	Odisha	2.71±0.15	1 902	
13	Freedom to take decisions at work place	West Bengal	3.36±0.31	1.893	
1.4	Gi	Odisha	3.24±0.20	1.360	
14	Security of service	West Bengal	3.78±0.35		

<sup>\*</sup>the means are significant at p<0.05; \*\*the means are significant at p<0.01

Table 3: Effect of age on job satisfaction of veterinarians in Odisha and West Bengal

Sl. No.	Items	Age	Mean ±SE	f-value
		<35 years	3.04a±0.18	
1		35-50 years	3.63°a±0.17	5.500 data
	Cadre of the job	>50 years	4.42 <sup>b</sup> ±0.15	7.702**
		OVERALL	3.45±0.12	1
		<35 years	2.82 <sup>a</sup> ±0.18	
		35-50 years	3.35°a±0.18	1
2	Work as per job chart	>50 years	4.25 <sup>b</sup> ±0.22	6.898**
		OVERALL	3.21±0.12	1
		<35 years	2.96 <sup>a</sup> ±0.17	
		35-50 years	3.45 <sup>ab</sup> ±0.19	1
3	Salary received			4.976*
		>50 years	4.12 <sup>b</sup> ±0.30	-
		OVERALL	3.31±0.12	
		<35 years	2.86a±0.21	4
4	Dignity inside the department	35-50 years	3.55ab±0.16	6.968**
	8 7	>50 years	4.25 <sup>b</sup> ±0.30	
		OVERALL	3.32±0.13	
		<35 years	2.80°±0.18	
5	Dignity outside the department	35-50 years	3.18 <sup>a</sup> ±0.19	4.354*
3	Dignity outside the department	>50 years	4.00 <sup>b</sup> ±0.37	4.554
		OVERALL	3.10±0.13	
		<35 years	3.12a±0.17	
		35-50 years	3.65a±0.16	0.020**
6	Self-satisfaction	>50 years	4.58 <sup>b</sup> ±0.15	9.038**
		OVERALL	3.52±0.11	1
		<35 years	2.86a±0.19	
		35-50 years	3.43 <sup>ab</sup> ±0.18	
7	Work pressure	>50 years	4.00b±0.37	4.819*
		OVERALL	3.24±0.13	
		<35 years	2.41a±0.16	5.170**
		35-50 years	2.71°±0.10	
8	Promotion avenues			
		>50 years	3.75 <sup>b</sup> ±0.43	_
		OVERALL	2.69±0.13	
	Perks and allowances	<35 years	2.16a±0.15	4
9		35-50 years	2.63a±0.19	6.702*
		>50 years	3.58 <sup>b</sup> ±0.47	] 0.702
		OVERALL	2.53±0.12	
	Auto de Compaña de Autorio	<35 years	3.00±0.18	
10		35-50 years	3.55±0.17	2.876
10	Attitude of superior authorities	>50 years	3.67±0.39	2.870
		OVERALL	3.32±0.12	
		<35 years	3.45°a±0.14	
		35-50 years	3.77 <sup>ab</sup> ±0.14	2.025
11	Attitude of paravets/other subordinate staffs	>50 years	4.17 <sup>b</sup> ±0.27	3.025
		OVERALL	3.67±0.09	
		<35 years	2.73°±0.19	
12		35-50 years	2.88ab±0.20	†
	Opportunities for higher studies	•		1.742
		>50 years	3.58 <sup>b</sup> ±0.50	1
	Freedom to take decisions at work place	OVERALL	2.89±0.13	+
		<35 years	3.18±0.18	-
13		35-50 years	3.08±0.17	1.419
-	r	>50 years	3.75±0.37	4
		OVERALL	3.20±0.12	1
14		<35 years	3.41a±0.21	1
	Security of service	35-50 years	$3.77^{ab}\pm0.18$	3.253*
		>50 years	4.50b±0.34	

	OVERALI	2 (0 . 0 12	
	I OVERALL	3.69+0.13	

<sup>\*</sup>The means are significant at p<0.05; \*\*The means are significant at p<0.01 Means with different superscripts across rows of a vary significantly for an item

Table 4: Effect of location of posting on job satisfaction of veterinarians in Odisha & West Bengal

Sl. No.	Items	Location of posting	Mean ±SE	f-value
1 Cadre of the job		Rural	2.65°a±0.15	
	Calar afabatab	Semi-urban	$3.62^{b}\pm0.17$	41.720**
	Cadre of the job	Urban	$4.49^{\circ}\pm0.13$	41.739**
		OVERALL	3.45±0.12	
		Rural	2.44a±0.16	
2		Semi-urban	3.43 <sup>b</sup> ±0.21	20.250**
2	Work as per job chart	Urban	4.16°±0.17	28.358**
		OVERALL	3.21±0.12	
		Rural	2.60°a±0.17	
2	C-1 J	Semi-urban	3.52 <sup>b</sup> ±0.22	22 171**
3	Salary received	Urban	4.19°±0.16	23.171**
		OVERALL	3.31±0.12	1
		Rural	2.46°±0.16	
4	B: :: : : : : : : : : : : : : : : : : :	Semi-urban	3.71 <sup>b</sup> ±0.24	22 421**
4	Dignity inside the department	Urban	4.30°±0.16	32.421**
		OVERALL	3.32±0.13	
		Rural	2.48 <sup>a</sup> ±0.15	
_	<b>5</b>	Semi-urban	2.86°a±0.26	22.25.4444
5	Dignity outside the department	Urban	4.11 <sup>b</sup> ±0.18	23.274**
		OVERALL	3.10±0.13	1
		Rural	2.73°±0.14	
_		Semi-urban	3.95 <sup>b</sup> ±0.17	
6	Self-satisfaction	Urban	4.37 <sup>b</sup> ±0.13	37.841**
		OVERALL	3.52±0.11	1
		Rural	2.58a±0.18	
		Semi-urban	3.52 <sup>b</sup> ±0.23	
7	Work pressure	Urban	4.00 <sup>b</sup> ±0.17	16.836**
		OVERALL	3.24±0.13	1
		Rural	1.98°±0.13	
		Semi-urban	2.48a±0.25	
8	Promotion avenues	Urban	3.81 <sup>b</sup> ±0.19	31.780**
		OVERALL	2.69±0.13	1
		Rural	1.94 <sup>a</sup> ±0.13	
		Semi-urban	2.28a±0.20	
9	Perks and allowances	Urban	3.49 <sup>b</sup> ±0.22	21.778**
		OVERALL	2.53±0.12	1
		Rural	2.81°±0.15	
		Semi-urban	3.29a±0.26	1
10	Attitude of superior authorities	Urban	4.05 <sup>b</sup> ±0.20	12.465**
		OVERALL	3.32±0.12	1
	Attitude of paravets/other subordinate staffs	Rural	3.40°±0.14	
		Semi-urban	3.38°±0.14	1
11		Urban	4.22 <sup>b</sup> ±0.12	9.403**
	  -	OVERALL	3.67±0.09	1
		Rural	2.25°±0.15	
	<del> </del>	Semi-urban	2.62°±0.13	1
12	Opportunities for higher studies	Urban	3.94 <sup>b</sup> ±0.22	21.898**
		OVERALL	2.89±0.13	1
	Freedom to take decisions at work place	Rural	2.75°±0.16	
13		Semi-urban	3.14 <sup>a</sup> ±0.20	1
		Urban	3.86 <sup>b</sup> ±0.20	10.253**
		OVERALL	3.20±0.12	1
		Rural	3.15 <sup>a</sup> ±0.21	
		Semi-urban	$3.76^{a}\pm0.27$	+
14	Security of service	Urban	4.40 <sup>b</sup> ±0.15	1.0246**
	-	OVERALL	3.69±0.13	1
	ns are significant at n<0.05: **The means are sign		J.U7±U.13	

<sup>\*</sup>The means are significant at p<0.05; \*\*The means are significant at p<0.01 Means with different superscripts across rows of a vary significantly for an item

Distance of Job Nature Location Job Home state Qualification Specialization experience workplace Age of job of posting satisfaction (in years) from home 0.284\*\* Nature of job 0.373\*\* 0.324\*\* Age 0.324\*\* 0.157 0.181\* Qualification 0.499\*\* 0.118 -0.171\* Specialization -0.041 0.287\*\* 0.350\*\* 0.632\*\* 0.366\*\* Location of posting 0.154 Job experience (in years) 0.335\*\* 0.245\*\* 0.794\*\* 0.021 -0.237\*\* 0.212\* Distance of workplace from -0.205\* -0.104 -0.300\*\* -0.037 -0.437\*\* -0.040 -0.096 home 0.364\*\* 0.451\*\* 0.257\*\* 0.270\*\* -0.173\* Job satisfaction 0.060 0.558\*\* -0.361\*\*

Table 5: Kendall's tau-b correlation coefficients between the independent and dependent variables

#### Conclusion

The findings of the study conclude that, the field veterinarians of West Bengal were more satisfied with their job than of the state of Odisha. The productivity of an individual increases with the level of satisfaction with the job. Therefore, the cited significant factors may be considered by the veterinarians and they may orient themselves accordingly to remain satisfied through providing best professional service and lead a healthy and cheerful life for effective socio-economic development of the states as well as the Country.

#### **Conflict of interest**

The authors declare that there is no conflict of interest.

#### References

- 1. "Student" William Sealy Gosset. "The probable error of a mean" (PDF). Biometrika. 1908;6(1):1-25. Doi:10.1093/biomet/6.1.1.
- 2. Agrawal V, Agrawal VK. Job satisfaction of Veterinary Officers in Rajasthan: An Empirical Study. Asia-Pacific Journal of Management Research and Innovation. 2014;10(2):157-166
- 3. Goyal J, Singh K, Singh PK. Job satisfaction among veterinary surgeons of department of animal husbandry and dairying (Dah & D), Haryana, Journal of Pharmacognosy and Phytochemistry. 2018;7(2):1399-1402.
- 4. Goyal J, Singh K, Singh PK, Singh SK. A relationship of socio-personal and job characteristics with job satisfaction of Veterinary Surgeons (VSs) in Haryana, India. Plant Archives. 2018;18 Special Issue (ICAAAS-2018):39-45.
- 5. Hoppock R. Job Satisfaction, Harper and Brothers, New York, 1935, 47.
- Kendall M. A New Measure of Rank Correlation". Biometrika. 1938;30(1–2):81-89. Doi:10.1093/biomet/30.1-2.81
- SPSS (Statistical Procedures for Social Sciences). SPSS User's guide version 22.0. SPSS Institute Inc., Cary NC. 2019.
- 8. Statt D. The Routledge Dictionary of Business Management, Third edition, Routledge Publishing, Detroit, 2004, 78.
- 9. Thornton PK. Livestock production: recent trends, future prospects. Philosophical Transactions of the Royal Society B: Biological Sciences. 2010;365(1554):2853-2867. http://doi.org/10.1098/rstb.2010.0134

<sup>\*</sup>p<0.0 \*\*p<0.01