

To Study the Managerial Ability of Veterinary Officers

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ABSTRACT

Every enterprise basically is interested in increasing productivity. The animal husbandry being an enterprise is not an exception to this. The veterinary officers as the manager of the animal husbandry department/ enterprise are expected to bring about maximum profit with available resources. How the VOs fulfils this expectation is the test of their managerial ability. The progress, prosperity and success of animal husbandry enterprise mainly depend on the managerial role played by the VOs. In broader sense, management means use of people, money, equipment, materials and methods. In other words, the task of management means fitting together man, material and money. The Veterinary Officers are important link in the hierarchy of different workers in the organization. They are the backbone to implement the different programmes as they work as a bridge between the Livestock Inspectors (LIs), cattle owners and higher authorities. Thus, the success of Animal Husbandry Department depends upon the managerial ability of VOs. The livestock enterprise plays an important role specifically in the rural economy. It provides a stable and well- distributed income throughout the year (Jakhar-1992). Today animal husbandry enterprise is becoming more complex and complicated and therefore management is a key to face these problems. There is an urgent need to develop sustainable livestock production system under mixed farming. Broadly speaking the management consists of major functions such as planning, organizing, directing, communicating, controlling, human relation, leading, supervising, coordinating and decision- making. Number of studies have indicated the various functions of managements, but so far very few studies have made an attempt to study managerial ability in a systematic and scientific way at operational level. Therefore, in present research paper attempt has been made to measure the managerial ability of veterinary officers. The study was undertaken to find out the managerial ability of veterinary officers (VOs) in performing their job. The data were collected from 100 VOs who were working under panchayat in Saurashtra region of Gujarat State. The findings of the study showed that majority of respondents (57.00 per cent) were observed in medium managerial ability category, while 23.00 per cent respondents fall under the category of high managerial ability. The remaining 20.00 per cent respondents possessed low managerial ability. Thus, the managerial ability of the respondents was predominantly medium.

Keywords: Managerial ability, enterprise

INTRODUCTION

Indian agricultural sector is vast and has continued to be the backbone of our economy. Agriculture is the basis of village life in India. It supports 65-67 per cent of the country's population, which contributes 30-35 per cent of GDP and generates about 20 per cent of export earnings (Mehta, 1998).

It provides employment for approximately 62 per cent of the work force (Singh, 2000). In India, keeping milch animals has been never a separate occupation from agriculture. Thus, its rural economy is closely tied up with cattle.

India now ranks first in the world in terms of milk production, but due to increasing population the per capita

milk availability achieved is not more than 237 gram, also milk production per cattle is very poor i.e., 800-900 kg/lactation which is much less than the World's average of 4000-7000 kg in European countries, 7000 kg. in U.S.A., 4000 kg. in Australia and 9000 kg. in Israel. However, the low productivity of livestock is a matter of great concerns, which is mainly due to the poor management as well as poor fodder and feed resources.

Every enterprise basically is interested in increasing productivity. The animal husbandry being an enterprise is not an exception to this. The veterinary officers as the manager of the animal husbandry department/ enterprise are expected to bring about maximum profit with available resources. How the VOs fulfil this expectation is the test of their managerial ability. The progress, prosperity and success of animal husbandry enterprise mainly depend on the managerial role played by the VOs.

In broader sense, management means use of people, money, equipment, materials and methods. In other words, the task of management means fitting together man, material and money. The Veterinary Officers are important link in the hierarchy of different workers in the organization. They are the backbone to implement the different programmes as they work as a bridge between the Livestock Inspectors (LIs), cattle owners and higher authorities. Thus, the success of Animal Husbandry Department depends upon the managerial ability of VOs.

The livestock enterprise plays an important role specifically in the rural economy. It provides a stable and well-distributed income throughout the year (Jakhar-1992). Today animal husbandry enterprise is becoming more complex and complicated and therefore management is a key to face these problems. There is an urgent need to develop sustainable livestock production system under mixed farming.

The term 'management' stems from the word 'manage' which is derived from French word 'manage' meaning 'house keeping'. In Latin literature, the term 'management' is viewed to be derived from the word 'manus' which means 'hand' and it originally was referred almost exclusively to the handling and training of horses.

Thus, a manager is an organizer and a converter- he converts resources into products. This is just as true for our dairy farm as for our biggest industries. The managers of motor company convert labour, steel, rubber, and plastics into falcons. We convert labour, soil, fertility, hay, silage and other inputs into milk. These transformations do not occur

by happenstance. They are the result of a purposeful and premeditated force called management, a process we shall examine more closely.

Broadly speaking the management consists of major functions such as planning, organizing, directing, communicating, controlling, human relation, leading, supervising, coordinating and decision- making. Numbers of studies have indicated the various functions of managements, but so far very few studies have made an attempt to study managerial ability in a systematic and scientific way at operational level. Therefore, in present research paper attempt has been made to measure the managerial ability of veterinary officers.

The study was undertaken to find out the managerial ability of veterinary officers (VOs) in performing their job. The data were collected from 100 VOs who were working under panchayat in Saurashtra region of Gujarat State. The study therefore undertaken with following objectives.

OBJECTIVES

- 1 To measure the managerial ability of Veterinary Officers.
- 2 To explore the relational analysis of dependent and selected independent variables of Veterinary Officers.

METHODOLOGY

The study was conducted in Saurashtra region of Gujarat State during May to August 2005. The Saurashtra region is consists of seven districts viz; Amreli, Bhavnagar, Jamnagar, Junagadh, Porbandar, Rajkot and Surendranagar. Total 171 veterinary dispensary centres are in operation at taluka as well as at village level in the region. At the time of study 100 VOs posts were filled up. Thus, 100 Veterinary Officers as such were selected as respondents for the study. Data was collected with help of structured interview schedule. For measuring the managerial ability of Veterinary Officer of VD centres, the scale developed for the purpose was applied to selected VOs of VD centres on a three- point continuum with categories viz. 'Always', 'Sometimes' and 'Never'. The scores assigned to these categories were 2,1 and 0 respectively. The formula used for calculating the managerial ability index (MAI) is as under :

$$MAI = \frac{\sum (\text{Score obtained for indicator} \times \text{Scale value of indicator})}{\sum (\text{Maximum score of indicators} \times \text{Scale value of indicator})} \times 100$$

Managerial ability index of each Veterinary Officer was calculated. The final managerial ability index of Veterinary Officers was determined by averaging the index

from respective Veterinary Officers. Then, the Veterinary Officers were classified in to three categories based on the basis of Mean and Standard deviation.

RESULTS AND DISCUSSION

Managerial Ability of Veterinary Officers

In order to measure the managerial ability of Veterinary Officers of veterinary dispensary centre, the scale that constructed was applied to the each Veterinary Officer. The complete response was received from each Veterinary Officer and the managerial ability index was calculated. The final managerial ability index was determined by averaging the index of all Veterinary Officers and they were categorized into three categories as low, medium and high managerial ability based on standard deviation and mean. The classification of respondents based on their managerial ability index is present in Table 1.

Table 1 : Distribution of respondents according to their managerial ability n= 100

Sr. No.	Category	Fre-quency	Percent-age
1	Low MA (below 68.86)	20	20.00
2	Medium MA (68.86 to 86.68)	57	57.00
3	High MA (above 86.68)	23	23.00

Mean = 77.77 S.D. = 8.91 C.V. % 11.46

It can be seen from the Table 1 that majority of respondents (57.00 per cent) were observed in the medium managerial ability category, while 23.00 per cent respondents fall under the category of high managerial ability. The remaining 20.00 per cent respondents possessed low managerial ability. Thus, the managerial ability of the respondents was predominantly medium.

It can be concluded from the above finding that the managerial ability of Veterinary Officers was predominantly medium.

This may be due to the less training received on management aspects and having medium level of infrastructural facilities with majority of the VD centres. The finding was in the line with the finding of Dakhore and Bhilegaonkar (1987), Patel *et al.* (1997), Patel (2001) and Jadav (2005).

Table 2 : zero order correlation coefficient of independent variables with managerial ability of Veterinary Officers

Sr. No.	Independent Variables	'r' value
I Personal variables		
X1	Age	0.15261 NS
X2	Academic qualification	- 0.20007*
X3	Family size	0.03926 NS
II Job related variables		
X4	Total experience	0.16183 NS
X5	Experience on VD centre	0.20516*
X6	Total training received	0.09546 NS
X7	Management training received	0.25424*
III Organizational information		
X8	Span of control	0.03457 NS
X9	Extension activities	0.18869 NS
X10	Staff facility	-0.07344 NS
X11	Infrastructural facilities	-0.00708 NS
X12	Interpersonal communication	0.45825**
X13	Departmental climate	0.50128**
IV Socio-psychological information		
14	Personality	0.19664*
15	Attitude towards delegation of authority	-0.04269 NS
16	Perception of workload	0.06485 NS
17	Area of jurisdiction	0.20593*
18	Job satisfaction	0.39652**
19	Job stress	-0.28432**
20	Achievement motivation	0.51676**
21	Job involvement	0.27045**
22	Styles of supervision	0.11169 NS

* =Significance at 0.05 level (0.196)

** =Significance at 0.01 level (0.258)

NS = Non Significance

Based on the coefficient of correlations, five independent variables viz, interpersonal communication, departmental climate, job satisfaction, achievement motivation and job involvement were found having significant and positive relationships with managerial ability at 0.01 level of significance and the variable experience on VD centre, management training received, personality and area of jurisdiction were found significant and positive relationships with managerial ability at 0.05 level of significance. While academic qualification and job stress had significant but

negative relationships with managerial ability at 0.05 and 0.01 level of significance respectively.

IMLPICATIONS

- 1 The majority of the Veterinary Officers had average level of managerial ability. In order to improve the managerial ability and job performance of Veterinary Officers the administrators should concentrate efforts to strengthen the management training and subject related training. Management training may emphasize on management aspects. This shall help the Veterinary Officers to improve their job performance.
- 2 Most of the Veterinary Officers opined that they have to perform more reporting and other administrative work. The Veterinary Officers are exclusively for treatment of livestock and they should not have any other work.
- 3 Correlation study suggested that due weightage should be given to such characteristics of the Veterinary Officers viz; experience on veterinary dispensary centre, management training, interpersonal communication, departmental climate, personality, area of jurisdiction, job satisfaction, achievement motivation and job involvement to achieve higher managerial ability therefore, the Animal Husbandry Department should

made the efforts to get the favourable effects of the said characteristics to improve managerial ability such as.

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