

ORGANIZATIONAL ATTRIBUTES OF DIFFERENT CADRE EMPLOYEES OF AGRICULTURAL UNIVERSITIES OF GUJARAT

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ABSTRACT

The present investigation was carried out with a view to knowing some selected organizational attributes of employees of Agricultural Universities of Gujarat. Total 120 employees of three categories: upper cadre, middle cadre and lower cadre from Anand Agricultural University, Anand and Sardar Krushinagar Dantiwada Agricultural University, S.K.Nagar of Gujarat State were selected for the investigation. The results revealed that more than one-third of the employees had medium achievement motivation, while majority of them had medium to high job satisfaction, medium to low perception of workload, medium to high level of self-confidence, average to good communication, medium to high decision making ability and high to medium coordination ability.

Keywords: *organizationed attributes, cadre employees*

INTRODUCTION

Human resource is the most important asset of any organization. The potential of human resource should be explored and harnessed to the extent possible so that organization can have the best output from its employees. In this regards, it is of vital importance for the organization to know the profile of its employees particularly in the organizational domain. The study on organizational attributes of employees can help organization to develop the human resource effectively and thereby to increase their output to the maximum so that overall performance and effectiveness of the organization can be increased. With this in view, the investigation was planned to study some selected organizational attributes of different cadre employees of Agricultural Universities of Gujarat.

OBJECTIVE

To know the organizational attributes of different cadre employees of agricultural universities of Gujarat

METHODOLOGY

The present investigation was conducted in Anand Agricultural University, Anand and Sardar Krushinagar Dantiwada Agricultural University, S.K.Nagar of Gujarat State. For the investigation, technical employees were taken into consideration and were broadly divided into three categories: upper cadre, middle cadre and lower cadre. From

each cadre, 40 respondents were randomly selected making a total sample size of 120 respondents. As two Agricultural Universities were selected for the study; it was also decided to have equal size of sample from both the universities. Thus from each of the two universities, 20 respondents each from upper, middle and lower cadre were selected by employing random sampling techniques. Thus, in relation to universities, 60 respondents each from AAU and SDAU were randomly selected.

For study of selected organizational attributes of employees, either the readily available scales were used or appropriate schedules were structured. An interview schedule was developed accordingly and data were collected through personal interview. The statistical measures such as percentage, mean score and standard deviation were used to interpret the data.

RESULTS AND DISCUSSION

Achievement motivation

The perusal of data presented in Table: 1 reveals that equal percentage i.e. 37.50 per cent of the lower cadre employees had medium and low achievement motivation, whereas one-fourth (25.00 per cent) of them had high achievement motivation. In case of middle cadre, 40.00 per cent of the employees had high achievement motivation followed by 35.00 per cent and 25.00 per cent of them with medium and low achievement motivation, respectively. In

respect of upper cadre, 37.50 per cent of the employees had medium achievement motivation while 32.50 per cent and 30.00 per cent had low and high achievement motivation, respectively.

employees had medium achievement motivation, while equal per cent (31.67 per cent) of them had high and low achievement motivation. This finding is in consonance with those reported by Rao (2004) and Patel (2006).

The overall results indicate that 36.66 per cent of the

Table: 1 Distribution of respondents according to their achievement motivation

n=120

Sr. No.	Achievement motivation	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Low (below 26.409)	15 (37.50)	10 (25.00)	13 (32.50)	38 (31.67)
2	Medium (in between 26.409 and 29.691)	15 (37.50)	14 (35.00)	15 (37.50)	44 (36.66)
3	High (above 29.691)	10 (25.00)	16 (40.00)	12 (30.00)	38 (31.67)

Mean: 28.05

0.5 S.D. : 1.641

Note : Figures in parenthesis indicate percentage

Job satisfaction

It is clear from the data depicted in Table: 2 that majority (87.50 per cent) of the employees from lower cadre had low to medium job satisfaction. In case of middle cadre, 72.50 per cent of the employees had high to medium job satisfaction. Further in comparison with lower cadre, almost reverse trend was found in respect of upper cadre where half of

the employees (50.00 per cent) had high satisfaction followed by 32.50 per cent of them with medium job satisfaction. Only 17.50 per cent of the employees from upper cadre had low job satisfaction. Overall, it can be inferred that majority (69.17 per cent) of the employees had medium to high job satisfaction. This finding is in partial agreement with that reported by Gardharia et.al. (2013).

Table: 2 Distribution of respondents according to their job satisfaction

n=120

Sr. No.	Job satisfaction	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Low (below 29.916)	19 (47.50)	11 (27.50)	07 (17.50)	37 (30.83)
2	Medium (in between 29.916 and 34.724)	16 (40.00)	13 (32.50)	13 (32.50)	42 (35.00)
3	High (above 34.724)	05 (12.50)	16 (40.00)	20 (50.00)	41 (34.17)

Mean: 32.32

0.5 S.D.2.404

Note : Figures in parenthesis indicate percentage

Perception of workload

As it is evident from the data presented in Table: 3, majority of the employees from lower cadre (85.00 per cent) perceived their workload to be medium to high as against upper cadre employees who perceived their workload to be low to medium

(90.00 per cent) and middle cadre employees with 80.00 per cent majority, who perceived their workload to be medium to low. All in all, it can be said that perception of workload of majority (77.50 per cent) of the employees of Agricultural Universities was medium to low. This finding is in line with that reported by Rao (2004).

Table: 3 Distribution of respondents according to their perception of Workload

n=120

Sr. No.	Perception of workload	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Low (below 8.302)	06 (15.00)	15 (37.50)	19 (47.50)	40 (33.33)
2	Medium (in between 8.302 and 10.38)	19 (47.50)	17 (42.50)	17 (42.50)	53 (44.17)
3	High (above 10.38)	15 (37.50)	08 (20.00)	04 (10.00)	27 (22.50)

Mean: 9.27

0.5 S.D.0.968

Note : Figures in parenthesis indicate percentage

Self-confidence

The Table: 4 indicates that majority (72.50 per cent) of the lower cadre employees had medium to low level of self-confidence, while remaining 27.50 per cent had high level of self-confidence. Minute observation reveals that little

bit change was observed in this trend in case of middle and upper cadre of employees who had medium to high level of self-confidence with majority of 80.00 per cent and 85.00 per cent, respectively. In total, it can be concluded that nearly four-fifth (78.33 per cent) of the employees had medium to high level of self-confidence.

Table: 4 Distribution of respondents according to their self-confidence

n=120

Sr. No.	Self-confidence	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Low (below 13.91)	12 (30.00)	08 (20.00)	06 (15.00)	26 (21.67)
2	Medium (in between 13.91 and 15.53)	17 (42.50)	19 (47.50)	19 (47.50)	55 (45.83)
3	High (above 15.53)	11 (27.50)	13 (32.50)	15 (37.50)	39 (32.50)

Mean: 14.72

0.5 S.D.0.807

Note : Figures in parenthesis indicate percentage

Communication

As it is obvious from the Table: 5, majority (77.50 per cent) of the lower cadre employees had average to poor overall communication, while in regards with middle cadre, 55.00 per cent of the employees were found with good overall communication followed by average (27.50 per cent)

and poor (17.50 per cent) overall communication. In case of upper cadre, four-fifth of the employees had average to good overall communication.

All in all, it can be concluded that slightly more than three-fourth (76.67 per cent) of the employees of Agricultural Universities of Gujarat had average to good overall communication.

Table: 5 Distribution of respondents according to their communication

n=120

Sr. No.	Overall communication	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Poor (below 41.728)	13 (32.50)	07 (17.50)	08 (20.00)	28 (23.33)
2	Average (in between 41.728 and 48.292)	18 (45.00)	11 (27.50)	20 (50.00)	49 (40.84)
3	Good (above 48.292)	09 (22.50)	22 (55.00)	12 (30.00)	43 (35.83)

Mean: 45.01

0.5 S.D.3.282

Note : Figures in parenthesis indicate percentage

Decision-making ability

The perusal of the data depicted in Table:6 makes it clear that lower cadre employees were distributed nearly equally in low, medium and high categories of decision-making ability with somewhat more concentration in the low category (37.50 per cent). In case of middle cadre, it is conspicuous that four-

fifth of the employees had medium to high decision-making ability while one-fifth had low decision-making ability. In respect of upper cadre employees, 37.50 per cent of the employees were found in each of high and medium category of decision-making ability. Conclusively, it can be said that majority (72.50 per cent) of the employees had medium to high decision-making ability.

Table: 6 Distribution of respondents according to their decision-making ability

n=120

Sr. No.	Decision-making ability	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Low (below 32.557)	15 (37.50)	08 (20.00)	10 (25.00)	33 (27.50)
2	Medium (in between 32.557 and 36.763)	12 (30.00)	18 (45.00)	15 (37.50)	45 (37.50)
3	High (above 36.763)	13 (32.50)	14 (35.00)	15 (37.50)	42 (35.00)

Mean: 34.66

0.5 S.D.2.103

Note : Figures in parenthesis indicate percentage.

Co-ordination ability

The data presented in Table: 7 indicate that majority (75.00 per cent) of the lower cadre employees had high to medium co-ordination ability. Similar trend was also found in the middle cadre of which 77.50 per cent of the employees

had high to medium co-ordination ability. In case of upper cadre employees, 37.50 per cent had medium co-ordination ability, while 32.50 per cent and 30.00 per cent of them had low and high co-ordination ability, respectively. Over and above, majority (73.33 per cent) of the employees had high to medium co-ordination ability.

Table 7 : Distribution of respondents according to their co-ordination ability

n=120

Sr. No.	Co-ordination ability	Cadre of the employees			Overall
		Lower	Middle	Upper	
1	Low (below 14.601)	10 (25.00)	09 (22.5)	13 (32.50)	32 (26.67)
2	Medium (in between 14.601 and 16.759)	10 (25.00)	12 (30.00)	15 (37.50)	37 (30.83)
3	High (above 16.759)	20 (50.00)	19 (47.50)	12 (30.00)	51 (42.50)

Mean: 15.68

0.5 S.D.1.411

Note : Figures in parenthesis indicate percentage

CONCLUSION

Conclusively it can be said that slightly more than one-third (36.66 per cent) of the employees had medium achievement motivation, while majority (69.17 per cent) of the employees had medium to high job satisfaction. In respect of cadre, job satisfaction was found to be less in lower cadre as compared to upper and middle cadre. Perception of workload of majority (77.50 per cent) of the employees of Agricultural Universities was medium to low. It was observed to be higher in lower cadre as compared to middle and upper cadre. More than two-fifth (45.83 per cent) of the employees had medium level of self-confidence. Little bit lower level of self-confidence was found in lower cadre as compared to middle and upper cadre. More than three-fourth (76.67 per cent) of the employees of Agricultural Universities of Gujarat had average to good overall communication.

Majority of the employees had medium to high decision-making and coordination ability.

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