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## **An analysis of constraints as perceived by veterinary professionals of state department of animal husbandry (SDAH) for effective livestock service delivery in Haryana**

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### **Abstract**

The present investigation deals with different types of constraints faced by Veterinary Professionals (Senior Administrative Officers *viz.* Sub-Divisional officer and Veterinary Surgeons) of Department of Animal Husbandry and Dairying, Haryana for effective delivery of livestock services. The study was conducted in all the four divisions of Haryana selecting a random sample of 88 veterinary professionals as respondents across the state. To find out the constraints as perceived by the respondents, constraints were categorized under various components *viz.* human resource and development constraints, motivational constraints, administrative constraints, situational constraints, infrastructural constraints, technological constraints, social constraints and financial constraints. The major constraints perceived by veterinary professionals for effective delivery of livestock services were insufficient number of veterinary professionals at field, less avenues for promotion, few people got all benefits, veterinary personnel need to perform multitude tasks, lack of facilities for delivery of livestock services at farmers' doorstep, lack of advanced disease diagnostic technologies, less integration of SDAH with rural organizations and paucity of budget for livestock services.

**Keywords:** constraints, animal husbandry, veterinary professionals and SDAH

### **Introduction**

The State Departments of Animal Husbandry (SDAHs) are the major stakeholder for the delivery of livestock services to the livestock owners (LOs) in India. The SDAH is primarily catering to animal health, breeding needs and devoted to training and extension education activities for the livestock rearing farmers, farm women and rural youth. Haryana, in the above context, have set up separate department under the name of Department of Animal Husbandry and Dairying with the responsibility for providing health care, breeding facilities and extension services for the precious livestock of the state [1]. The department is putting its best to achieve sustainable growth and development of livestock to increase per head productivity and overall production through varied services. For this, veterinary professionals working under the department at the field have a very special role to play while rendering veterinary health care and diagnostic facilities, quality breeding services, conducting extension education activities and to ensure nutritional security to general public and economic prosperity to the livestock farmers.

However in any working condition, existence of constraints is a common feature which can be elements, factors, or subsystems that restricts department, from achieving its potential with reference to its goal [4]. Therefore, it becomes vital to identify and prioritize the factors or reasons that hamper the performance of department for different services it provides and to imply remedial measure for livestock service delivery to be effective and efficient. Hence, an effort has been made to collect the constraints faced by the field veterinary professionals of SDAH, Haryana while delivering livestock services to the intended livestock farmers. Further, range of analysis presented on various kinds of constraints which hinder the performance of veterinarians and other officials in SDAH at different levels can make a choice which is appropriate for their circumstances.

### **Materials and Method**

Department of Animal Husbandry and Dairying, Haryana, is the important public organization mandated for rendering livestock services through field level veterinary professionals was

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purposely selected for the proposed study. For administrative coherence, state has been divided into four divisions (Hisar, Rohtak, Ambala and Gurugram) containing five districts in each. In the limited time-frame, total of 88 field veterinary professionals *viz.*, SAOs and VSs to the tune of 8 and 80, respectively randomly screened-out from four randomly selected districts (Hisar, Karnal, Kurukshetra and Mahendergarh) from all the divisions of the state. The data was collected from the respondents at their offices using questionnaire and discussion during November 2016 to March 2017 to ascertain different restrictions perceived by the respondents for effective and efficient delivery of intended services by the department.

In the present study constraint was operationalized as certain factors which may be motivational, infrastructural, financial, technological, situational, social, administrative and human resource; operating singly or in conjunction with each other and impeding the department professionals in carrying out their day to day activities pertaining to successful livestock

development. Schedule was specially prepared for this study by enlisting different constraints through informal discussions with the field professionals, experts, scientists and by reviewing literature. Selected items were later categorized under different heads as mentioned in the operationalised definition. Thereafter, respondents were asked to give their response on three-point seriousness continuum (Most Serious, Serious and Least Serious) for each item. After that on the basis of scores in each category of constraints, weighted mean score value (Mean Seriousness Value) was calculated for each item and ranking was done under its main component.

### Results and Discussion

Several constraints had been encountered by the veterinary professionals while taking up their responsibility as service provider on the part of the animal husbandry department. For the present study, in order to study various types of constraints, items were collected under each category as mentioned in methodology.

**Table 1:** Ranking of items under Human resource and development Constraints (n=88)

S. No.	Human resource and development Constraints	Yes	MS	S	LS	MSV	Rank
1.	Insufficient number of veterinary professionals at field	69	45	18	6	2.01	I
2.	Biased training programmes for different services	61	18	36	7	1.51	III
3.	Poor accessibility to professional development opportunities	62	39	19	4	1.81	II
4.	Discussing field problems get less priority in the meetings	42	6	8	28	0.70	IV

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Human Resource and Development Constraints:** Table 1 illustrates the rank order of human resource and development constraints *viz.* 'Insufficient number of veterinary professionals at field' was ranked first (3.47) followed by 'Biased training programmes for different services' ranked second (3.19), 'Poor accessibility to professional development opportunities' was ranked third (3.00) and 'Discussing field problems get less priority in the meetings' was ranked fourth (2.95). Several veterinary positions were vacant in the department; with the result that one official was

simultaneously handling more than 2 or 3 animal health centers. Further trainings conducted for the officials were more oriented towards the health care and breeding services, neglecting extension subject matter. Also, professional development opportunities were highly neglected in the department by granting leave to the officials for doing higher studies. These results are in conformity with findings of Venkatasubramaniam and Ramchand (1992) [7], Punjabi *et al.* (2005) [3] and Ratnayake *et al.* (2015) [5].

**Table 2:** Ranking of items under Motivational Constraints (n=88)

S. No.	Motivational Constraints	Yes	MS	S	LS	MSV	Rank
1.	Lack of awards and rewards	71	39	14	18	1.85	II
2.	Less avenues for promotion	69	49	12	8	2.03	I
3.	Lack of feedback on performance	45	13	27	5	1.11	III
4.	Poor support from higher authorities	55	6	19	30	0.98	IV

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Motivational constraints:** The data in Table 3 depicts motivation related constraints *viz.* 'Less avenues for promotion' ranked first (2.03) followed by 'Lack of awards and rewards' ranked second (1.85), 'Lack of feedback on performance' ranked third (1.11) and 'Poor support from higher authorities' was ranked fourth (0.98). Majority of veterinary professionals indicated that there is a need to have regular promotional opportunities in the department along

with the awards and fringe benefits for effective delivery of livestock services. Feedback is the cheapest, most powerful yet, most under used management tool for increasing motivation, job satisfaction and role performance of the various kinds of employees. But still department lacks proper mechanism for feedback from the grass root level officials. These findings are partly in line with Goyal *et al.* (2014) [2].

**Table 3:** Ranking of items under Administrative constraints (n=88)

S. No.	Administrative constraints	Yes	MS	S	LS	MSV	Rank
1.	Inadequate policies and regulation	53	31	12	10	1.44	III
2.	Few people got all benefits	59	27	29	3	1.61	I
3.	Lack of supervision, monitoring and evaluation	43	8	32	3	1.03	IV
4.	Weak coordination among authorities at headquarters and professionals at field	51	10	15	26	0.98	V
5.	Lack of advocacy by department for livestock services	56	34	14	8	1.57	II

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Administrative Constraints:** The results of Table 4 reveals that under administrative constraints ‘Few people got all benefits’ was ranked first (1.61) followed by ‘Lack of advocacy by department for livestock services’ was ranked second (1.57), ‘Inadequate policies and regulation’ was ranked third (1.44), ‘Lack of supervision, monitoring and evaluation’ was ranked fourth (1.03) and ‘Weak coordination among authorities at headquarters and professionals at field’ was ranked fifth (0.98). Majority of the respondents considered that the policies and regulations in the department were not so effective for the human resource development;

advocacy of the services; transfer and promotion; control of quacks and incentives. Further, respondents also informed that due to unwanted pressure from the politicians, administration fetched more benefits to some of the officials than their peers. Also, lack of supervision, monitoring, evaluation and coordination among administration at headquarters and professionals at field also restricts the effective delivery of livestock services. These findings are supported partly with the findings of Goyal *et al.* (2014) [2] and Ratnayake *et al.* (2015) [5].

**Table 4:** Ranking of items under Situational Constraints (n=88)

S. No.	Situational Constraints	Yes	MS	S	LS	MSV	Rank
1.	Veterinary personnel need to perform multitude tasks	74	45	14	15	2.02	I
2.	Arbitrary target fixation by higher authorities	53	37	8	8	1.53	III
3.	More emphasis on records and reports	65	41	19	5	1.89	II
4.	Lack of proper guidance in crisis situation	42	9	17	16	0.87	IV

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Situational Constraints:** Under situational constraints the results showed in Table 5 ‘Veterinary personnel need to perform multitude tasks’ was ranked first (2.00) followed by ‘Arbitrary target fixation by higher authorities’ ranked second (1.95), ‘More emphasis on records and reports’ ranked third (1.85) and ‘Lack of proper guidance in crisis situation’ was ranked fourth (0.87). The veterinarians are the lifeline of the livestock system in India. Their job is multidimensional ranging from health care of animals to educating the rural

populace. But, many times they were endowed by the activities of the other department, arbitrary fixing targets by the officials’ of headquarters and department focus on records and reports make them redundant to deliver livestock services effectively. The above mentioned findings are in line with the finding of Ratnayake *et al.* (2015) [5] who also reported arbitrary target fixation for AI and were the major constraints as perceived by veterinary assistant surgeons in Andhra Pradesh.

**Table 5:** Ranking of items under Infrastructural constraints (n=88)

S. No.	Infrastructural constraints	Yes	MS	S	LS	MSV	Rank
1.	Lack of facilities for delivery of livestock services at farmers’ doorstep	76	47	23	6	2.19	I
2.	Less availability of inputs	19	4	5	10	0.36	IV
3.	Ill-equipped government veterinary hospitals and dispensaries	42	20	15	7	1.10	III
4.	Lack of conveyance facilities	64	48	11	5	1.94	II

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Infrastructural constraints:** The Table 6 illustrates the rank order of infrastructural constraints *viz.* ‘Lack of facilities for delivery of livestock services at farmers’ doorstep’ was ranked first (3.04), ‘Lack of conveyance facilities’ ranked second (2.47), ‘Ill-equipped GVH and GVD’ ranked third (1.85) and ‘Less availability of inputs’ ranked fourth (1.57). Professionals were not provided with a vehicle for doorstep

service delivery and also not given any travel allowance for field visit. Further, researcher himself found that the hospitals were running short of equipments like syringe, needles, sterilization sets, other accessories and inputs for the farmers. These findings are in confirmation with Punjabi *et al.* (2005) [3] and Goyal *et al.* (2014) [2].

**Table 6:** Ranking of items under Technological Constraints (n=88)

S. No.	Technological Constraints	Yes	MS	S	LS	MSV	Rank
1.	Lack of advanced disease diagnostic technologies	69	51	14	4	2.10	I
2.	Inadequacy of sex sorted semen supply	52	33	12	7	1.48	III
3.	Lack of modern extension teaching aids	66	45	13	8	1.92	II
4.	Inability to utilize different information technologies	65	10	14	41	1.12	IV

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Technological Constraints:** Table 2 illustrates the rank order of technological constraints *viz.* ‘Lack of advanced disease diagnostic technologies’ was ranked first (3.47) followed by ‘Lack of modern extension teaching aids’ ranked second (3.19), ‘Inadequacy of sex sorted semen supply’ was ranked third (3.00) and ‘Inability to utilize different information technologies’ was ranked fourth (2.95). In this era, advanced diagnostic technologies such as mobile ultrasounds, sex sorted semen straws and modern extension teaching aids (power

point projectors, information kiosks, computer system at hospitals) are necessary for effective delivery of livestock services. Besides this, proper training for utilising these resources for the farmers’ benefit was lacking in the department. The result is in partly concurrence with the finding of Ratnayake *et al.* (2015) [5] who found that inadequacy of high quality semen supply was a constraint perceived by Veterinary Assistant Surgeons of Andhra Pradesh.

**Table 7:** Ranking of items under Social Constraints (n=88)

S. No.	Social Constraints	Yes	MS	S	LS	MSV	Rank
1.	Misguidance of LOs by quacks	61	41	12	6	1.74	II
2.	Self-centered attitude of farmers	20	3	6	11	0.36	IV
3.	Lack of LOs faith on livestock services provided by SDAH	26	4	12	10	0.52	III
4.	Less integration of SDAH with rural organizations	68	44	16	8	1.95	I

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Social Constraints:** The ranking pattern of social constraints in the Table 01 in combination probably gave an overall picture of the social system prevailed in the state in respect to livestock service delivery by animal husbandry department. Majority of the veterinary professionals under study were under the administrative control of State Department of Animal Husbandry and the social constraint which was ranked first (1.95) by the respondents as 'Less integration of SDAH with rural organizations' followed by 'Misguidance of

livestock owners by quacks' as ranked second (1.74), 'Self-centered attitude of farmers' was ranked third (0.52) and 'Lack of LOs faith on livestock services provided by SDAH' was ranked fourth (0.36). Menace of quacks was high in the state and the department was unable to check their unscientific practices, which not only affect the livestock health but also put reputation of department at stake. Similar contentions are also supported by Saharia (1990)<sup>[6]</sup> and Goyal *et al.* (2014)<sup>[2]</sup>.

**Table 8:** Ranking of items under Financial Constraints (n=88)

S. No.	Financial Constraints	Yes	MS	S	LS	MSV	Rank
1.	Lack of incentives	73	43	17	13	2.00	II
2.	Paucity of budget for livestock services	75	39	25	11	2.02	I
3.	Irregular budget receipt	67	14	18	34	1.27	III

MS: Most Serious, S: Serious, LS: Least Serious, MSV: Mean Seriousness Value

**Financial Constraints:** The data in Table 1 depicts financial constraints *viz.* 'Paucity of budget for livestock services' which was ranked first (2.02) followed by 'Lack of incentives for field professionals' second (2.00) and 'Irregular budget receipt' had ranked third (1.27). Thus, the results of study reflected that insufficient and untimely budget *et al* ong with the insufficient incentives for the field staff of the department were the major financial constraints faced by the field veterinarians. Thus, the respondents found it difficult to manage delivery of services effectively due to scarcity of budget for veterinary hospitals at the village.

#### Suggestions given by Field Veterinary Professionals

- Much time of veterinary professionals is consumed on preparing reports. Number of reports should be curtailed or should be digitalised. They should be given incentives, early promotions and should provide all the welfare policies applicable to government employees of health department.
- Department should arrange advanced disease diagnostic facilities in the field hospitals.
- Job of the veterinarians should be restricted to their core profession rather than the other development works of the state government.
- Timely supply of funds and inputs to the field hospitals. Further, field professionals should have financial power to deal with the contingent situation at the hospitals.
- Fair provision of awards, incentives, promotion and other emoluments should be arranged by the department for veterinary professionals.
- Insufficient number of field officials should be checked by the regular recruitment of the veterinarians. Also department make avenues for prompt promotions.

#### Conclusion

Constraints analysis would led to conclude that the major constraints faced by the officials while performing their roles needs to be eliminated and due care should be taken by the department administrators to ensure that such problems do not

arise. Suggested measures by the field veterinarians should be taken by the animal husbandry department authorities to help them to overcome the exiting constraints and deliver livestock services effectively and efficiently.

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