

Determinant of Job Satisfaction in Selected Agricultural Based Institute in Southwest, Nigeria

B.G. Abiona*, A.A. Onaseso, T.O. Oyekale, O.A. Adeyeye, K.G. Adeosun, and M.T. Ajayi

Department of Agricultural Administration, Federal University of Agriculture, Abeokuta, PMB. 2240, Ogun State, Nigeria.

E-mail: abionabg@funaab.edu.ng*
Telephone: +2347036435769

ABSTRACT

Job satisfaction among employees is the reaction received from the organization after quality services are being rendered. Satisfaction is crucial for both employees and the employer because they are both working towards the achievement of aims and objectives of the organization. The aim of this study was to determine various factors that affect employee's job satisfaction, especially in agriculturally based research institute in Nigeria.

Multistage sampling technique was used to select 256 respondents for the study. Descriptive statistics coupled with inferential statistics were used to analyze and interpret data. Identified factors that serve as treat to employee's satisfaction were poor road network, and transportation factors, inadequate health insurance and poor remunerations in terms of salary. Regression analysis showed that significant relationship exists between poor road network and transportation, so also, poor remuneration with job satisfaction of the respondents. The study also noted that if most of the road to respective places of work can be tarred and better salary package should be given to dutiful employees, their satisfaction level will be increased.

(Keywords: employee turnover, employee retention, determinant, job satisfaction, Agricultural Institute, Nigeria)

INTRODUCTION

In every workplace, the metrics of quality and satisfaction of employees are usually depending on how stable the mind of employee is, which ultimately translates to dedication or passion for the work (Abiona, *et al.*, 2022; Purnomo, *et al.*,

2020 and Abiona, *et al.*, 2017). However, a stable mind will officially discharge their role and responsibilities effectively which may serve as impetus for job satisfaction (Yousef and Shadi, 2021; Park and Kim 2021; Tsai and Mezher, 2020; Syed, *et al.*, 2018; Anthony, 2017; Jeet, *et al.*, 2014).

In any organization, there are factors that determine job satisfaction of any employee which could affect the organization negatively. Recently, several studies have revealed that the most crucial aspect of professional work delivery for organizational aim achievement is satisfaction in terms of compensation of staff irrespective of gender (Al-Mutairi, *et al.*, 2020; Dhaoui, 2020; Abiona, *et al.*, 2018; Pule, *et al.*, 2014 and Kwenin, *et al.*, 2013). In other words, satisfaction becomes difficult if most of the packages that gives employees satisfaction have been removed either from the side of the management or through government policy.

Factors contributing to job satisfaction have always been a concern of interest to most of the profit driven organization, especially in developed and developing countries of the world. The concept of job satisfaction directly relates to provision of quality life for an employee in compensation for effective work delivery, at the same time retaining the productivity levels of an employee at different workplaces (Wang, *et al.*, 2021; Cooper, 2020; Abiona, *et al.*, 2021; Oyeleye, *et al.*, 2020; Steiner, 2020; Lamba and Choudhary, 2013).

This study provided vital information to various organizations on how to satisfy their workforce in attainment of organizational goals and objectives. Adoption of this study to any organization will help to repackage job redesign and bring about innovations that will enhance job satisfaction

which will improve not only the quality life of the employee but overall objectives of the organization.

Also, upon adoption of this study, most parties may benefit in terms of goals achievement and image building of the organization. In view of this background, the study determines job satisfaction in selected agricultural research-based institute in Southwest, Nigeria. Specifically, the study describes the socio-economic characteristics of the employees and factors that affects job satisfaction in the study areas.

MATERIALS AND METHODS

This study was conducted in two selected agricultural research institutes (The Institute of Agricultural Research and Training, Oyo State (IAR&T) and Federal Institute of Industrial Research Osodi (FIRO) (Lagos State) in Southwest, Nigeria.

These institutes are national multi-commodity Institute for research, services, training for agricultural development and observation of industrial research activities in Nigeria. These institutes over the years have developed technologies that promote entrepreneurship development by sourcing alternative raw materials for local industries, adequate food processing techniques and value addition to most indigenous agricultural products and equipment.

A multistage random sampling technique was used to select the respondents from the study areas. Out of 1994 respondents in both agricultural-based institutions, 15% were selected and 265 respondents were interviewed for the study. The data for the study were obtained using a structured questionnaire. The questionnaire was designed into sections to generate information about personal employee's data, factors affecting job satisfaction data and employee's job satisfaction data.

Factors affecting job satisfaction data was measured by using 3 points rating scale (Very severe= 3, severe = 2 and not too severe =1) and

to statement relating to job satisfaction was also measured with 5 points Likert typed rating scale of strongly agree =5, agree =4, undecided =3, disagree =2 and strongly disagree =1. Descriptive and inferential statistics were further used for data analysis. Regression analysis was used to determine the effects of factors on employee's job satisfaction.

RESULTS

Respondents' Background Information

The mean age of the respondents were 39.7 years with 47.7% between the ages of 31-40 years. This implies that respondents in the study area are still in their youthful and active stage which enables them to carry out their tasks effectively.

Majority (59.3%) of the respondents were male while, 40.7% were female. This implies that both sexes were well represented in the study areas; although, male staff were predominant.

Marriage in this part of the world is attached with great importance; the society strongly believes that marriage comes with a sense of responsibility. Majority (77.3%) of the respondents were married while, 22.7% were single.

Also, slightly above half (51.6%) of the respondents had M.Sc. as their highest academic qualification.

Furthermore, the mean monthly income of the respondents was ₦74, 214:30 with 41.4% earns between ₦51,000 - ₦100,000. This implies that the respondents are fairly paid in the study areas.

The mean years of experience of the respondents was 12.1 years, with 40.6% of the respondents had 11 – 15 years of work experience, (30.5%) of the respondents had 6 – 10 years of work experience while (13.3%) of the respondents had less than 5 years of work experience and very few (3.1%) of the respondents had 15 – 20 years of service.

Table 1: Personal Characteristic of the Respondents.

Personal Characteristic	Frequency	Percentage	Mean	SD
Age				
21 – 30	42	16.4		
31 – 40	122	47.7	39.7years	0.89
41 – 50	74	28.9		
>50	18	7.0		
Sex				
Male	152	59.3		
Female	104	40.7		
Marital Status				
Single	58	22.7		
Married	198	77.3		
Religion				
Christianity	154	60.2		
Islam	104	39.8		
Educational Level				
HND/BSc	60	23.3		
MSc	132	51.6		
Ph.D.	64	25.0		
Monthly Income				
<50000	10	3.9		
51000 – 100000	106	41.4	₦74,214.30	0.95
101000 – 150000	84	32.8		
151000 – 200000	36	14.1		
201000 – 250000	20	7.8		
Rank				
Junior Staff	20	7.8		
Mid-level staff	64	25.0		
Senior Staff	172	67.2		
Years of Service				
<5	34	13.3		
6 – 10	78	30.5		
11 – 15	104	40.6	12.1 years	0.79
16 – 20	8	3.1		
21 – 25	14	5.5		
>25	18	7.0		

Data: 2023

Factors Affecting Employees' Job Satisfaction

Factors affecting employees' Job satisfaction are the challenges faced by the employees in the study area. Respondents were asked about the severity of these factors during the course of this study. Based on this, result in Table 2 reveals that, the major factors that contributed negatively to employees satisfaction were; bad road and transportation network from home to work (\bar{x} = 3.63) and inadequate health insurance (\bar{x} = 3.41), unattractive salary to cater for needs (\bar{x} = 3.21),

financial instability (\bar{x} = 3.18), work environment condition (\bar{x} = 3.08), lack of harmonious relationship with the superior officer (\bar{x} = 3.05), government policy (\bar{x} = 2.87), lack of training and development (\bar{x} = 2.77).

This result implies that the aforementioned factors were prevalent in the study areas and had contribute negatively to employees' job satisfaction.

Table 2: Factors Contributing to Job Satisfaction.

Factors	Mean	SD
Bad transportation network from home to work	3.63	.87
Inadequate health insurance in the system	3.41	.78
Low attractive fixed salary	3.21	.79
Financial Instability	3.18	.79
Bad work environmental condition	3.08	.74
Lack of relationship with superior officers	3.05	.75
Government policy	2.87	.76
Lack training and development	2.77	.74
Denial of leave opportunities	2.01	.72

Data: 2023

Table 3: Level of Employees' Job Satisfaction.

Level	Frequency	Percentages
High	202	79
Low	54	21

Data: 2023

Level of Employees' Job Satisfaction

Result in Table 3 shows the respondents' level of job satisfaction in their organization. Findings revealed that majority (79%) of the respondents scored above the mean (54.00) thereby having high level of job satisfaction in their organization, while 21% had low level of job satisfaction.

DISCUSSION

Relationship Between Independent Variables and Job Satisfaction

The results of regression analysis of the relationship between independents variables and employees job satisfaction is shown in Table 4.

The model produced a good fit for the data as evidenced by statistical significance at ($P < 0.01$) and the adjusted R^2 of 0.821 which implies that the explanatory variables is 82.9% explained in the dependent variable. Also, inclusion of job satisfaction variables in the model as an explanatory variable is also justified by the statistical significance of rho ($P < 0.05$ and 0.001). Therefore, the results of the model of various factors reduces the rate at which employees are satisfied at work ($p < 0.05$). This implies that employee that is confronted with many challenges may not be able to discharge his/her duties effectively, which may eventually result in a low

level of satisfaction. The results further revealed that age, income and years of experience were significant determinants of respondent's job satisfaction in the study areas.

Age, income and years of experience were significant at 10% and 5% alpha level. The magical effects of age, income and years of experience showed that an increase in age, income and years of experience enhances the satisfaction level of the employees by 65.0%, 91.2% and 54.0%, respectively. The implication of the significant relationship between monthly income and job satisfaction is that; being able to earn much in order to afford some basic needs and cope with daily overhead cost by the employees are very important needs required day to day activities which also propel employees action for better work delivery.

These results is in line with the assertions of Adeogun, *et al.*, (2019); Abiona, *et al.*, (2018); Abiona, *et al.*, (2017), and Abiona, *et al.*, (2014) who were of the opinion that age is a germane factor in any organization as most institutions prefers employee that is young and agile. This further implies that the finding that as employees increases in years of service, they gather more strength to be more stable and become satisfied with their organization.

Table 3: Contributions of Factors Respondent's Job Satisfaction.

Predictor	Coefficients	Standard Error	T
Constant	17.546	6.513	
Age	-1.021	0.65	-1.981*
Sex	-.071	.607	-.087
Marital status	-.912	.761	.853
Marital status	-.832	.912	1.242
Income	.085	.652	1.988*
Years of experience	.067	.054	2.231**
Poor transportation network from home to work	.871	.371	1.985*
Inadequate health insurance system	-.731	.652	2.465**
Lack attractive fixed salary	.267	.390	2.569***
Financial instability	1.223	.749	2.520**
Bad work environmental condition	.602	.331	1.981*
Denial of promotion	-2.331	.671	-3.123***
Organisational policy	-1.643	.579	-2.561***
Lack of training and development	-2.013	.971	-2.891***
Denial of annual leave	-.563	.453	-1.781
R ²	0.652		
Adjusted R ²	0.821		
F ratio	3.643		

Data: 2023

Furthermore, several factors' data were coded in the model and most of the factors had negative significant relationship with job satisfaction. Poor transportation system ($b = 0.87$, $p < 0.01$), inadequate health insurance system ($b = 0.73$, $p < 0.05$), lack of attractive fixed salary ($b = -0.267$, $p < 0.001$), financial instability ($b = 0.223$, $p < 0.001$), bad work environment ($b = 0.60$, $p < 0.01$), denial of promotion ($b = 0.33$, $p < 0.001$), organizational policy ($b = -1.64$, $p < 0.001$), lack of training and development ($b = -2.01$, $p < 0.001$) and job satisfaction.

Despite the challenges that respondents faced in the study areas, most of them were able to cope with their job. It is important to note that, most of the roads to place of work in Southwest Nigeria were in bad shape. This is an indication that, out of no option, respondents still manage themselves to their respective place of work. The negative significance of inadequate health insurance with respondent's job satisfaction is that with or without health care services, most of the respondents find a way of taking care of their health since there is no insurance (Rachman, *et al.*, 2020; Yu and Han, 2021; Zaidan, *et al.*, 2019; Abiona, *et al.*, 2017, and Byremo, 2015). More so, the salary of the staff in the study areas is quite low and it was negatively significance to their satisfaction. This result implies that, most of the employees in

developing countries are still earning less 1 US dollar per day.

Furthermore, financial instability was negatively significant to job satisfaction at 1% alpha level. This result implies that an increase in employee's finances would raise probability of satisfaction by 22.3%. Work environment was also negatively significant at 10% alpha level. The implication of this result is that better environment will increase the probability of employee job satisfaction by 60.2%. This result is supported by assertion of Suhardi, *et al.*, (2021), Zuifiler and Trisninawati, (2022), Hajjali, *et al.*, (2022), Abiona, *et al.*, (2020), and Ali (2020) who said employees will be satisfied if their environment supports their job.

Denial of promotion was also negatively significant at 1% alpha level. A better promotion package with denial will increase the probability of respondent's job satisfaction by 33.1%. It was noted that organizational policy was negatively significant at 1% alpha level. A favorable policy would definitely raise probability of satisfaction by 16.4%.

Training and development was also negatively significant to employee job satisfaction at 1% alpha level. That is, better and periodic training and development opportunities would raise

probability of employee's satisfaction by 2.01%. This implies that the interference of training and development with the employee will help them to build more confidence with their job and increase their satisfaction level (Fekete and Torma, 2021, Nurrohmat and Lestari, 2021, Adhika, *et al.*, 2021, and Sari and Susilo, 2018).

CONCLUSION AND RECOMMENDATIONS

Employees in the study locations were dominated mostly by male respondents, it was also gathered that the respondents were in their active and agile ages. The study revealed that most of them were married with Masters degrees which made them to be captured as senior cadre staff. It was evident that respondent's level of job satisfaction was high (79.1%). Also, employees' job satisfaction was showed to be influenced negatively and significantly by poor road and transportation networks, inadequate health insurance, lack of attractive salary, financial instability, denial of promotion, bad work environment, organizational policy and lack of training and development.

The study concluded that employee's job satisfaction can be enhanced by better salary, good working condition and better health insurance scheme. Periodic and regular training and development should be improved upon by the management.

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