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ORGANIZATIONAL COMMITMENT OF AGRICULTURAL EMPLOYEE'S JOB SATISFACTION IN OGUN-OSHUN RIVER BASIN(OORBDA), OGUN STATE, NIGERIA

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ABSTRACT

This study determined the effect organizational commitment on employee's job satisfaction in Ogun-Oshun River Basin, Ogun State, Nigeria. Data were collected through a structured questionnaire on one hundred and ten (110) respondents using simple random sampling techniques. Data were analysed using descriptive and inferential statistical tools such as Chi-square and Person Product Moment Correlation. Results revealed the mean age of respondents in the study area was 42 years and majority (63.6%) were males. Also, Majority (92.7%) of the respondents perceived that organizational commitment is high in the study area. Reasons adduced for this was punctuality at work ($\bar{x} = 4.40$) and co-operation with colleagues to facilitate completion of tasks within the organization ($\bar{x} = 4.39$). More so, major satisfaction indicators were advancement for promotion ($\bar{x} = 4.20$) and right to enjoy leave ($\bar{x} = 4.01$). The results also show that significant relationship existed between income ($r = 0.035$, $p < 0.05$), sex ($\chi^2 = 55.12$, $p < 0.05$), marital status ($\chi^2 = 241.40$, $p < 0.05$), organizational commitment ($r = 0.417$, $P < 0.05$), constraints faced ($r = 0.528$, $p < 0.05$) by respondents and their job satisfaction. The study concluded that employees enjoy cooperation from the organisation and factors that will enhance employee's commitment in attainment of organisational sustainability is highly recommended.

Keywords: Organizational commitment, job satisfaction and agricultural employees

INTRODUCTION

An organization is made up of different set of people who works towards the attainment of organisational goals. The success of any organization depends on its human resources, technology and the type of materials embedded in such firm (Wong, 2010). Technology and materials cannot op-

erate in isolation, and both need the human touch and hands to make an organization perform effectively and efficiently. It is on this background that workforce are very critical to the success or failure of any organization. Due to their important investment in any organization, it therefore become imperative for any organisation to manage them

properly (Tella *et al.*, 2007). Employees' commitment towards an organization is an important concept that helps organizations to retain valuable position and to get competitive advantage (Abdullah and Ramay, 2012).

Organizational commitment refers to an employee's desire to remain in the organization. It is a psychological state that binds an individual to any organization (Mathieu and Zajac, 1990). It is the extent to which an individual identifies and gets involved in a specific organization goals. A large variety of explanation and measures of organizational commitment which include; strong desire to remain as part of a specific organization; willingness to exert high level of efforts on behalf of the organization and a belief in and acceptability of the values and goals of the organization (Tella *et al.*, 2007). Organizational commitment is determined by a number of individual and organizational variables including age, tenure in the organization and character such as positive and negative job design, values and the leadership style of one's supervisor (Singh and Pandey, 2004). Employees who are committed to their organization may easily accept and adhere to the organizational objectives and goals (Valentine *et al.*, 2002). A well-managed business in organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to firm development. Organizations that have goals to achieve would consider the happiness and satisfaction of her workforce. (Oshagbemi, 2000).

The ability of any organization to achieve its strategic goals and objectives would strong-

ly depend on her capacity to attract, retain and maintain competent and satisfied staff into its employment. According to Sempene *et al.*, (2002), job satisfaction is dependent on organizational variables such as structure, size, pay, working conditions and leadership which represents the organizational climate. However, turnover could increase if employees are not satisfied with organisation if they are treated unjustly (Martins and Coetzee 2007). Therefore, job satisfaction is concerned with how well an employee's expectations at work are in tune with outcomes and employees are interested in task assigned to them in their respective organisation (Khan, 2006 and Saeed *et al.*, 2013). However, Malik *et al.*, (2010) holds the notion that employees are satisfied based on the demand and the pay attached to their work and they will be committed if their working environment is conducive. The study focused specifically on effect of organizational commitment on job satisfaction among staff of Ogun-Oshun River Basin Development Authority (OORBDA) Ogun State, Nigeria. The objectives were to: ascertain the personal characteristics of the respondents, determine the level of employees' commitment, determine the level of job satisfaction of employees and identify the constraints affecting employees' level of job satisfaction in the study area.

METHODOLOGY

The study area

The study was conducted in Ogun – Oshun River Basin Development Authority (OORBDA), Ogun State, Nigeria. OORBDA is one of the twelve River Basin Development Authorities established by the Federal Government of Nigeria. The Authority was formally launched on July 4, 1977 with a mission to develop and manage surface and ground water resources within their area of coverage and provide access to safe

and adequate water for domestic, industrial, food control and Agricultural purposes to enhance quality of life of the people and promote the socioeconomic development of the country.

Data Collection and Analyses

The population of the study comprises of employees of Ogun–Oshun River Basin Development Authority (OORBDA) Ogun State, Nigeria. Stratified random sampling technique was used to select 110 out of 334 respondents in the study area. Data were obtained using a questionnaire structured into section to generate information about personal characteristics, constraints, organisational commitment and it effect on employee’s job satisfaction. These were measured using 5 points likert scale including strongly agree, agree, undecided, disagree and strongly disagree rated 5, 4, 3, 2, and 1 respectively Descriptive and inferential statistics were used for data analysis.

RESULTS AND DISCUSSION

Personal characteristics of respondents

Table 1 shows the personal characteristics of the respondents. The results show the mean age of respondents in the study area was 42 years which implies that the respondents in the study area were still young to cope with any task given to them in the organisation. This result is similar to the findings of Isaac (2011) and FAO (1997) who reported that agricultural employees in the South Western part of Nigeria were in the age range of 30-40 years and also further supported by Oso (2010) who reported that more than half (55.2%) of the researchers in Oyo State were in the age range of 31 – 40 years. The results also revealed that majority (63.6%) of the respondents were male while 36.4% were female indicating that male staff were more than the female

staff in the studied organisation and the reason for this result may be attributed to the nature of their work. This result is in line with the findings of Julie (2013) who reported that men are more employed than women in almost every organization in Nigeria. It was discovered that most (64.5%) of the respondents were married while 32.7% were single. This results implies that most employees in the study area were responsible and also committed despite their responsibilities at home. This result is in line with that of Banmeke and Oose (2012) who opined that there were more married researchers in research Institutes which may be as a result of the tradition that encourage matured people to get married in this part of the world.

Level of employee’s commitment

Organizational commitment of the employees was explored during the course of study. Based on this, most organisational commitment identified were: punctuality to work ($\bar{x} = 4.40$), cooperation among colleagues to facilitate completion of tasks within the organization ($\bar{x} = 4.39$). This implies that employees in the studied organisation made themselves available and team together in carryout day to day running of the organisation. Also, Obligation towards the affairs of the organization ($\bar{x} = 4.28$), support of the organization’s goals and objectives ($\bar{x} = 4.24$), employees loyalty towards the organization ($\bar{x} = 4.23$), prompt completion of tasks before deadlines ($\bar{x} = 4.22$), long working hours in the office ($\bar{x} = 4.21$). This results implies that most of the employees in the studied organisation were loyal and high-

ly committed with their work. It is worthy to note that most of the employees complete their task before deadlines and this had enhanced the imaged of the organisation. Also, other commitment indicators identified by the respondents were: committed to their organisation because of leadership roles (\bar{x} =4.13), and employees work more than expectation (\bar{x} =4.09). This re-

sults is consistent with Steinhaus and Perry (1996) findings who was of the opinion that committed employees take pride in organizational membership, believe in the goals and values of the organization and therefore display high level of performance activity. In addition, the result implies that majority (92.7%) of the employees had high level of commitment while few (7.3%) of the employees had low commitment to their organization.

Table 1: Distribution of Respondents by their Personal Characteristics

Variables	Frequency	Percentage	Mean	S.D
Age				
<30 years	22	20.0		
30-39	37	33.6	42 years	1.141
40-49	28	25.4		
>50	23	21.0		
Sex				
Male	70	63.6		
Female	40	36.4		
Marital status				
Single	36	32.7		
Married	71	64.5		
Divorced /separated/widowed	3	2.7		
Household size				
<5	68	61.9		
5-9	42	38.1	4persons	0.801
Academic qualification				
SSCE	9	8.2		
OND/NCE	15	13.6		
HND	23	20.9		
BSc	44	40.0		
Post graduate diploma	8	7.3		
Masters	11	10.0		
Working experience				
<5	58	52.7		
5-9 years	28	25.5		
10-14 years	11	10.0		
15-19 years	13	11.8	15 years	1.036
Income v				
<N50,000	23	20.9		
N50,000- N99,000	59	53.6		
N100,000- N149,000	16	14.5		
N150,000 and above	14	12.7		

Table 2: Distribution of the respondents by employee's commitment

Statements	Mean	SD
I am always punctual to work.	4.40	0.70
I co-operate well with my colleagues to facilitate the completion of tasks in the organization.	4.39	0.69
I have a feeling of obligation towards the affairs of the organization.	4.28	1.00
I am aware and in support of the organization's goals and objectives.	4.24	0.88
This organization deserves my loyalty.	4.23	0.71
I complete my assignments and task before deadlines.	4.22	0.71
Sometimes I work overtime in the office.	4.21	0.93
I assume leadership roles whenever necessary.	4.13	0.77
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful.	4.09	0.88
I really care about the fate of this organization.	4.08	0.88
This organization really inspires the best in me in the way of job performance.	4.02	0.87
I really feel as if this organization's problems are my own.	3.99	0.88
I talk about this organization to my friends as a great organization to work for.	3.85	0.96
I am proud to tell others that I am part of this organization.	3.83	1.16
I would accept almost any type of job assignment in order to keep working for this organization.	3.81	0.88
I find that my values and the organization's values are very similar.	3.69	0.99
Even if it were to my advantage, I do not feel it would be right to leave the organization	3.40	1.29
One of the major reasons I continue to work for this organization is that leaving would require a considerable amount of personal sacrifice.	3.22	1.27
For me, this is the best of all organizations for which to work.	3.15	1.30
Other organizations may not match the overall benefits I get in my current place of work.	3.01	1.30

High employees commitment level = 102(92.7%)

Low employees commitment level =8(7.3%)

Source: Field Survey 2015 Note: S.D= Standard deviation

Level of employee's job satisfaction

The results in Table 3 shows employees' level job satisfaction in the studied organisation. Employees were satisfied because they had opportunities for advancement and promotion ($\bar{x} = 4.02$). This result implies that promotion is one of the key factors of employee's satisfaction. That is if an employees is been deprived of been promoted this can lead to dissatisfaction. Also, other indicators for their satisfaction were: right to leave bonus ($\bar{x} = 4.01$), since bonus is a right not a privileged and this will increase the rate at which they are attached to their work. More so, cordial relationship among colleagues ($\bar{x} = 3.86$) and interaction with

superior officers ($\bar{x} = 3.85$) was one of the factors that increases employees job satisfaction.. This result is in line with Abiona *et al.*, (2014) which indicates that level of relationship among employees allows them to work efficiently and effectively which improves their behaviour in the studied organization. Similarly, most of the employees were also satisfied because their opinion/input counted ($\bar{x} = 3.75$), and had detailed information about task at hand ($\bar{x} = 3.75$). This result however implies that majority (80%) of the employees had high level of satisfaction while few (20%) had low level of satisfaction on their job.

Table 3: Distribution of respondents by job satisfaction

Job Satisfaction statements	Mean	SD
There are opportunities for advancement and promotion	4.02	1.17
Employees are allowed to observe leave period as at when due	4.01	1.26
Relationship with co-workers is cordial.	3.86	1.18
It is easy to relate with the supervisor.	3.85	1.12
Employees are encouraged to make inputs with regards to their job.	3.75	1.16
Employees are given sufficient instructions on how to go about their work.	3.75	1.10
Employees find delegated responsibilities interesting.	3.63	1.17
Employees are allowed autonomy in discharging their duties.	3.62	1.14
Disciplinary procedure is well outlined and communicated to all.	3.61	1.17
My work environment is conducive.	3.55	1.38
Workload and stress is minimal.	3.54	1.06
Appropriate in-service education program leading to promotions are available.	3.52	1.31
My participation in decision making enhance my ability to perform.	3.49	1.24
If I get better option I am willing to leave this organization immediately.	3.46	1.39
I am given the opportunity to attend workshops, seminars and conferences to expand my knowledge.	3.46	1.27
The organization provides the equipment and resources necessary for me to execute my responsibilities.	3.32	1.23
I am generally satisfied with the leadership style in my organization.	3.26	1.36
Incentives availability is satisfactory.	3.15	1.34
Bonus, compensation and other fringe benefits are distributed evenly.	2.65	1.39
I am satisfied with the totality of my salary package.	2.40	1.40
High Job satisfaction level 88(80.0%)		
Low Job Satisfaction level 22(20.0%)		

Source: Field Survey 2015

Note: S.D= Standard deviation

Constraints to employees' job satisfaction

Table 4 shows respondents views on the major constraints to their job satisfaction. Major constraints identified were: absence of leave allowance or bonus ($\bar{x} = 2.48$), unfair and inconsistent compensation ($\bar{x} = 2.46$). If employees were denied of bonus and not well compensated especially after completion of task, this might reduce the moral and zeal in completion of subsequent task. Also, inadequate infrastructural facilities to work with ($\bar{x} = 2.37$), absence of insurance scheme for employees ($\bar{x} = 2.28$) and inadequate training opportunities (\bar{x}

$= 2.23$) were one of the major constraints affecting employees commitment and satisfaction. This result implies that if the organizational climate is not conducive for staff to work, this will not only affect the task at hand but will automatically soil the image of the organisation.. This result is in line with Adeniji (2011) who opined that if employees who are not well trained, will definitely affect the organization mandate. Other constraints identified were inability to use personal discretion ($\bar{x} = 2.20$), delay in salaries ($\bar{x} = 2.09$), lack of respect and cooperation from co-workers ($\bar{x} = 2.05$) and denial of promotion ($\bar{x} = 2.04$).

Table 4: Distribution of the respondents by various constraints affecting their job satisfaction

Statements	Mean	SD
No leave bonus/allowance.	2.48	1.23
Compensation and benefits systems are not fair and consistent.	2.46	1.23
Inadequate infrastructural facilities to work with.	2.37	1.10
There is no insurance scheme for employees.	2.28	1.24
Opportunities for training are low.	2.23	1.11
My work does not allow for use of my own discretion.	2.20	1.07
Salaries are not paid on time.	2.09	1.13
Lack of respect and cooperation from co-workers.	2.05	1.07
Low promotion opportunities.	2.04	1.04
Supervisors are not approachable.	1.98	1.04
Managers do not provide feedback on employees' evaluation and performance.	1.94	1.06
Delegated responsibilities are challenging to me.	1.91	1.01
My workload is often increased because my colleagues are not doing their jobs properly.	1.85	1.00
Too much time spent in meetings keep me from putting my best in my job.	1.78	0.99

Note: Field survey, 2015

Test of the relationship between respondent's personal characteristics and their job satisfaction

The result of the correlation analysis in Table 5 reveals that significant relationship existed between income ($r=0.035$, $p < 0.05$) and employee's job satisfaction. This implies that employees with higher income are likely to be satisfied with their job unlike employees with low income. This result is however contrary to the findings of Brown *et al.*, (2007) who reported that job satisfaction is low with high and low salaries and it is highest with the medium range salary. Shields and Word (2001) also opined that if high salary does not come in parallel with positive job characteristics, the employees will be disappointed and the salary will have a negative effect on the satisfaction and happiness of the workers. Also, significant relationship existed between employees commitment ($r=0.417$, $p < 0.05$), constraints faced ($r=0.528$, $p < 0.05$) by employees and

job satisfaction. The result of the Chi-square analysis in Table 5 also shows that a significant association exists between respondent's sex ($\chi^2=55.12$, $p < 0.05$) and their job satisfaction. This result is however contrary to the findings of Castillo *et al.*, (1999) as well as that of Nestor and Leary(2000) who reported that gender is not related to job satisfaction. Significant relationship was also found between marital status ($\chi^2=241.40$, $p < 0.05$) and job satisfaction. This result is consistent with the study of Bowen *et al.*, (1994) as well as that of Fetsch and Kennington, (1997) which indicated that a relationship exists between marital status and job satisfaction, reporting that married or divorced agents are more satisfied with their jobs than remarried, never married, or widowed agents. However the findings on sex and marital status are contrary to those of Mohammad(2013) who reported that gender and marital status do not play any significant role in determining the level of employee's job satisfaction.

Table 5: Relationship between respondents' personal characteristics and their job satisfaction

Variables	χ^2	R	Df	P - value	Decision
Sex	55.12	-	1	0.04	S
Marital status	241.40	-	5	0.00	S
Income	-	0.035	-	0.02	S
Constraints	-	0.528	-	0.00	S
Employee's commitment	-	0.137	-	0.03	S

Source: Field Survey 2015

Note: r = correlation coefficient, χ^2 = Chi square values
P -value is significant at 0.05 level of significance

CONCLUSION AND RECOMMENDATIONS

The study concluded that employees were committed to their organisation because of their punctuality to work and cooperation among them that enhance completion of tasks at hand. It was also discovered that employees were satisfied because they had opportunities for advancement and promotion and cordial relationship with the organisation enhance their commitment. The study revealed that employee's commitment was high in the studied location. Due to the commitment of the employees towards their organisation, it is expedient that organisation should be able to manage various constraints affecting job satisfaction of their employees by providing adequate facilities that will enable them to work better in attainment of organisational goals.

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