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PREDICTORS OF JOB SATISFACTION AMONG COMMUNITY DEVELOPMENT OFFICERS IN OYO STATE, NIGERIA

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ABSTRACT

Job satisfaction (JS) among community development (CD) officers in the various local government areas (LGAs) in Oyo State has been reported to be very low, thereby leading to absenteeism and high turnover rate. This study examined Predictors of Job Satisfaction (leadership, supervision, working conditions, work environment, career advancement opportunities, work placement, remuneration, training and development) among job satisfaction of CD officers in Oyo State, Nigeria. Descriptive survey design was adopted. Multi-stage sampling procedure was used. Five local government areas with high number of CD officers were purposively selected from each of the three senatorial districts in the state, while total enumeration technique was used to select respondents from the fifteen (15) LGAs. A total of 771 CD officers were sampled. The independent variables considered during this study were leadership, supervision, working conditions, work environment, career advancement opportunities, work placement, remuneration, training and development. Quantitative Data were analysed using descriptive statistics, multiple regression and Pearson product moment correlation at 0.05 level of significance. The results show job satisfaction is affected by leadership attitude ($r=0.95$), supervision ($r=0.72$), working conditions ($r=0.77$), work environment ($r=0.64$), career advancement opportunities ($r=0.85$), work placement ($r=0.82$), remuneration ($r=0.64$), training and development ($r=0.77$) and job satisfaction ($r=0.85$). Among the predictors of job satisfaction considered, working condition had the highest contribution to the prediction (job satisfaction) at $P < 0.05$. The study revealed that a positive significant relationship exist between job satisfaction and working condition. It is recommended that there is the need for government, policy makers and community development practitioners to put into considerations predictors of job satisfaction.

Keywords: Predictors of Job satisfaction, Job satisfaction, Community development officers.

Introduction

Being a happy worker has a significant multiplier effect on a community development officer as an employee. This is because happy workers are not only committed to their jobs but also towards the development of the society. Job satisfaction among employees is an indicator of organisational effectiveness and it is influenced by organisational and personal factors. Most employers realise that the optimal functioning of their organisation depends in part on the level of job satisfaction of employees, hence the emergence of the statement, "Happy employees are productive employees" (Saari & Judge 2004).

Oyo State is largely an agrarian economy and highly dependent on the output of its teeming population of rural community dwellers. Oyo State has a large number of community development officers detailed to improve and assist the community dwellers in achieving sustainable community development in the various local governments in the state.

According to Imhabekhai (2009), each local government has a unit in charge of community development. The unit is made up of community development officers or community development inspectors that are responsible for organising the people and the resources for the development and transformation of their communities. Their job satisfaction is important in that it will boost their attitude and morale towards community development activities in the state. However, the prevalent atmosphere surrounding community development officers shows that a large number of community development officers are not happy with their job (Oyewusi 2002).

Job satisfaction, generally, describes how contented an individual is with his or

her job or a feeling people have about their jobs. Several factors which come together to determine job satisfaction are remuneration, supervision and mentoring, leadership, training opportunities, work placement, job role, job description, communication, career advancement opportunity and physical work environment. Attainment of high level of performance through productivity has always been a high priority for an organisational goal (Alemshet 2011).

The provision of a conducive and quality work environment has been cited as the most determinant of job satisfaction. Ayers (2005) suggests that the work environment should motivate employees to perform at their best and show commitment to the organisation; enhancing work conditions to support the organisation's mission and thus impacting on job satisfaction. Kreitner (2002) in Jackie (2010) identifies the need for management to create an environment that encourages employee's involvement and management of stress in the workplace as factors influencing job satisfaction. According to Landy (1989) in Atare (2006), the match between the working condition of employees and their physical needs determined in part of their job satisfaction. This view is refuted by Luthan (1992) cited in Okwudili (2012) that argues that workers do not give much consideration to their working conditions and employers often take them for granted. Complaints regarding working conditions are usually manifestations of other underlying problems which often disappear when the underlying frustrations are identified and resolved. However, he does concede that working condition is likely to have a significant effect on job satisfaction when they are either extremely good or poor. In contrast, a study by Oshagbemi (1987) in Adeniji (2011)

reveals the importance of working conditions in employee's satisfaction. On the other hand, within every organization, training occurs at all levels of personnel and trainees may vary in terms of age, work experience, disability, educational background, ethnic origin, and skills.

Training, physically, socially, intellectually and mentally is very essential in facilitating not only the level of production but also the development of personnel in an organization. According to Okanya (2008), training need occurs when the existing or anticipated short fall in overall performance is the most appropriate and effective remedy. Cole (2011) submits that training is the preparation for an occupation or for specific skills which is job or task oriented rather than personal. Training could also be seen as a process that seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job.

There are evidences implying that dissatisfied employees resign more. It is proved that satisfied employees enjoy better health and live longer. Job satisfaction as a phenomenon goes beyond the board of the organisation and its effects would be seen in their private lives and out of the organization, Roohi (2011).

The community development workers need to be motivated in order to perform their functions. Motivation arguably is the most important element in the success of an organisation. It is also one of the factors of getting the employees in any organisation. Good leaders in the organisation motivate workers to perform their task in a better way. Agunga, Ojomo and Na (1997) in Abdul, Allah and Shadiullah (2012), state that motivation is the most important determinant of performance. The overall job performance of

a worker is a function of his/her ability and motivation. Mwangi and McCaslin (1995) point out that an employee would work harder and perform better if the person is motivated and satisfied with the jobs. According to Lester and Bishop (2002) in Atare (2006), supervision refers to supervisory style, which may be defined in terms of task-oriented and person-oriented behaviour. Task-oriented behaviour requires the direction and coordination of group activities to achieve the goals of the organisation. Person-oriented behaviour requires trust, respect, support friendship, openness and attempt to improve the environment. Hopkins (1993) in Ojokuku, Odetayo & Sajuyigbe (2012) observes that the nature of supervision in workplace is defined by the relationship between the individual employee and the immediate supervisor. Studies have shown that positive relationship between supervisors and subordinates contribute to higher levels of job satisfaction. Ting (1997) in Quadri (2010) reports that government employees who employ a supportive relationship with their immediate supervisor experienced higher levels of job satisfaction than those who did not.

Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2010; Yukl, 2005). According to Chen and Chen (2008), previous studies on leadership have identified different types of leadership styles which are adopted in managing organisations. Among the more prominent leadership styles are Burn's (1978) in Ojokuku, Odetayo & Sajuyigbe (2012) transactional and transformational leadership styles. Transformational leaders emphasize follower's intrinsic motivation and personal development. They seek to align followers'

aspirations and needs with desired organisational outcomes. In so doing, transformational leaders are able to foster followers' commitment to the organisations and inspire them to exceed their expected performance. With regards to today's complex organisations and dynamic business environment, transformational leaders are often seen as ideal agents of change who could lead followers in times of uncertainties and high risk-taking. In contrast, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers' immediate needs (Northouse, 2010). They engage followers by offering rewards in exchange for the achievement of desired goals (Burns, 1978; Ojokuku, Odetayo & Sajuyigbe, 2012).

The job is seen as interesting if employees are given power to exercise autonomy, allowed to participate in decision-making and are also allowed to be creative in their respective jobs. According to Morrison (1993) Ojokuku, Odetayo & Sajuyigbe (2012) low salaries promote dissatisfaction and will make workers feel frustrated. Gibson (1997) noted that employees normally expect equity among the salaries that are received by them and their colleagues who hold the same post description. Employees often view their salaries as a reflection of how management views their contribution to the organisation.

Community development officers often act as a link between communities and local government and other statutory bodies. They are frequently involved in addressing inequalities in projects planning and execution by community development groups and associations. Abegunde (2004) stated that community development officers are community-based resource persons who collaborate with other community based organisations to perform development tasks,

help community members to obtain information and resources from service providers with the aim of learning how to progressively meet their needs, achieve goals, realize their aspirations and maintain their well-being. Adisa and Jibowo (2004) in Adisa (2013), state that the community development officers are the link between the people and the government (local, national and international). They are important human resources in community development.

They link communities and government agencies in the process of knowledge and technology transfer in the communities. Community development officers as extension workers, work in the local community to assist in bringing desirable changes. They are public servants working for non-governmental organisations. They, therefore, draw wage for their services from the organisation they belong to. The agent might be a community development officer, a health officer or a social worker (Abiona 2009). Like in any other educational jobs, a community development officer's role is vital and fundamental and the efficiency of the organisation depends on his eagerness and interest in his work. Thus, knowing the factors influencing job satisfaction of community development officers can enhance a clear understanding of nature of job and help them to improve their administrative skills in order to enhance job satisfaction level and their performances (Mohammadipoor, 1995).

Statement of the Problem

Job satisfaction is a critical issue in every organisation and community development agencies are no exceptions. Community development officers are important for the acceleration of

development activities in various local governments and ministries. In Nigeria, there seems to be a general lack of job satisfaction among workers in various establishments and organisations. This has resulted into incessant strikes and high attrition rate.

A number of studies have been carried out on job satisfaction but there is dearth of research on job satisfaction of community development officers in Oyo State. In the light of the above, this study examined Predictors of Job Satisfaction such as leadership attitude, supervision, working conditions, work environment, career advancement opportunities, work placement, remuneration, and training among community development officers in selected local government in Oyo State, Nigeria.

Objectives of the Study

The purpose of this study is to investigate the predictors of job satisfaction among community development officers. The specific objectives are to:

1. find out the highest predictors of job satisfaction among community development officers in Oyo State;
2. examine relative contribution of independent variables (Supervision, Training, and Leadership attitude, Working Condition, Career Advancement Opportunity, Remuneration and Work Placement) on Job Satisfaction the relative effect of the predictors of job satisfaction among community development officers in Oyo State

Research Hypotheses

H01: There will be no relationship between predictors of job satisfaction and job satisfaction among community development officers in Oyo State

H02: There will be no relative contribution of independent variables (Supervision, Training, and Leadership attitude, Working Condition, Career Advancement Opportunity, Remuneration and Work Placement) on Job Satisfaction

Methodology

The research design adopted for the study was descriptive survey research design. The design was used in describing existing conditions, identification of problems, making comparison and drawing of inferences on the variables which were investigated.

The target population for this study comprised all community development workers (community development officers, community development inspectors, and community development assistants) from grade level 6 to grade level 17 in the thirty-three local governments of Oyo State, Nigeria. The total number of community development workers on this level is 1342.

Multi-stage sampling technique was used for this study. The study adopted a purposive and simple random sampling technique. The first stage involves selection of all senatorial districts along the existing stratification method, (Oyo Central, Oyo North and Oyo South). Second stage five local governments were purposively selected from each of the three senatorial districts. Third stage total enumeration technique was used to select 771 respondents from the selected local governments based on the highest local government in the senatorial district.

Table 1: Selected local government areas, population and sample size

S/N	LGA	POPULATION	SAMPLE
1	Oyo East	63	198
	Oyo West	71	
	Afijio	64	
2	Ibadan North	47	132
	Ibadan North East	43	
	Ibadan South East	42	
3	Ogbomosho	46	137
	OgoOluwa	41	
	Surulere	50	
4	Ibarapa Central	42	120
	Ibarapa North	33	
	Ibarapa East	45	
5	Iseyin	64	184
	Itesiwaju	61	
	Kajola	59	
TOTAL : 15 LGAs			771

Instruments and Data Collection

The instrument used for study was a researchers' developed questionnaire tagged, "Predictors of Job Satisfaction Scale." Section 'A' contains demographic variables such as age, gender, educational attainment, religion, marital status and work experience. The section 'B' of the instrument consists of question items on job satisfaction predictors. The response on each item ranges from Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) with reliability value of $r = 0.87$. The research

instrument was administered to the respondents by the researchers with the help of trained research assistants.

Results and Discussion of Findings

The results of the study and the discussion are presented below in the order in which the Research hypotheses were raised.

Research Hypothesis One

There will be no relationship between predictors of job satisfaction and job satisfaction among community development officers in Oyo State

Table 2 Showing Zero Order Correlation Matrix Relationship between Job satisfaction of Community Development Officers and Supervision, Training, Leadership Behaviour, Working Condition, Remuneration and Work Placement

	Job satisfaction	Supervision	Training	Leadership behaviour	Working condition	Remuneration	Work Placement	Mean	S.D.
Job satisfaction	1.00							25.91	5.37
Supervision	.780*	1.00						36.70	9.69
Training	.120	.434*	1.00					29.21	8.02
Leadership Behaviour	.170*	.424*	.454*	1.00				34.85	9.08
Working Condition	.420*	.391*	.501*	.446*	1.00			28.13	7.01
Remuneration	.160	.170**	.224**	1.000	.451	1.00		27.71	5.43
Work placement	.140	.230**	.139**	.477**	1.000	.345	1.00	31.86	8.98

Working Condition, Remuneration and Work Placement

* Sig at .05 level

Table 2 above shows that there was a significant relationship between job satisfaction of community development officers and supervision ($r=.78^*$, $p(.000)<.05$); a significant relationship between job satisfaction of community development officers, Nigeria and training ($r=-.120$, $p(.00)>.05$); there is a significant relationship between job satisfaction of community development officers and leadership behaviour ($r=.17^*$, $p(.000)<.05$); a significant relationship between job satisfaction of community development officers and working condition ($r=.42^*$, $p(.000)<.05$); a significant relationship

between job satisfaction of community development officers and remuneration ($r=.16^*$, $p(.000)<.05$); a significant relationship between job satisfaction of community development officers and work placement ($r=.14^*$, $p(.000)<.05$) respectively.

Research Hypothesis Two:

There will be no relative contribution of independent variables (Supervision, Training, and Leadership attitude, Working Condition, Career Advancement Opportunity, Remuneration and Work Placement) on Job Satisfaction

Table 3 shows relative contribution of independent variables (Supervision, Training, Leadership attitude, Working Condition, Career Advancement Opportunity, Remuneration and Work Placement) on Job Satisfaction

Model	Unstandardized Coefficient		Stand. Coefficient	T	Sig.
	B	Std. Error	Beta Contribution		
(Constant)	22.715	2.799		8.115	.000
Supervision	.205	.070	.139	2.904	.001
Training,	-.321	.137	-.120	-2.346	.019
Leadership attitude	6.182	.056	.070	1.111	.267
Working Condition	1.063	.193	.550	5.521	.000
Career Advancement Opportunity	-.121	.079	-.049	-.526	.127
Remuneration,	-.417	.146	-.168	-2.859	.004
Work Placement	-.462	.151	-.176	-3.069	.002
Level of Dissatisfaction	.134	.191	.076	.705	.481

The result in Table 2 shows the relative contribution of the three independent variables to the dependent variable, expressed as beta weights, viz:

- significant relationship existed;
- Training, ($\beta = -.120$, $P < .05$), significant relationship existed;
- Leadership attitude ($\beta = .070$, $P > .05$), no significant relationship existed;
- Working Condition ($\beta = .550$, $P < .05$), significant relationship existed;
- Career Advancement Opportunity ($\beta = -.049$, $P > .05$), no significant relationship existed;
- Remuneration, ($\beta = -.168$, $P < .05$), significant relationship existed;
- Work Placement ($\beta = -.176$, $P < .05$), significant relationship existed;

The result above shows the relative contribution of each of the independent variables on dependent variable Supervision ($\beta = .139$, $P < .05$), Working Condition ($\beta = .550$, $P < .05$), Remuneration, ($\beta = -.168$, $P < .05$), Work Placement ($\beta = -.176$, $P < .05$), the result indicates that independent variable were all significant while Leadership attitude ($\beta = .070$, $P > .05$), no significant relationship existed, Career Advancement Opportunity (β

$= -.049$, $P > .05$), no significant relationship existed. The values of the standardized regression weights (β) associated with the variables indicated that working condition ($\beta = .550$, $P < .05$), had the highest contributor to the prediction, this could be as result of observance of rules and regulations as part of the working conditions, privilege to get along with colleagues, provision of relevant resources which aids performance and

opportunity to utilize acquired potentials to the fullest. The above result shows that good working condition will lead to job satisfaction. Good working condition entails the availability of relevant resources and good salary packages which could lead to satisfaction in work place.

Discussion of findings

Research Hypotheses One

There will be no relationship between predictors of job satisfaction and job satisfaction among community development officers in Oyo State

Findings agree with Yasmin, (2012), Yen and McKinney, (1992) that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. The productivity and performance of subordinates can be improved with managerial actions and supervision. Okpara (2004) conducted the study of IT managers and found that job satisfaction among managers can be increased with the help of supervision. It was differently found that social relation, supervisor's relationship has little influence on job satisfaction at the workplace (Brown and McIntosh, 2003). It was further found that job satisfaction is not the result of satisfaction with supervisors (Sajuyigbe, 2012). The recognition of the subordinate attainment by the supervisors enhances their job satisfaction level and also useful for solving the day to day problems.

Findings also agree with Adesiji, (2011) Kester (2011) and Potter (2006) that training develops the abilities of individuals and to satisfy the current and future needs of the organisation. It is crucial for organisational development and success. It is also beneficial to employee of an organization.

Findings agree with Sajuyigbe (2013) and Gerber (1998) that working conditions have a significant impact on job satisfaction and performance when the working conditions are either extremely good or extremely poor. Failure to provide these facilities makes it impossible for employees to carry out their jobs and thus promote job dissatisfaction. The psychological contract includes the psychological expectations of both employees and their employers. They will be productive because they know the benefits they will get from their employer if their performance is satisfactory; but if they are not aware of what the employer expects from them, they will be unsure and less productive and feel dissatisfied.

Northouse, (2004), Omolayo (2007) and Jordan, (2011) collaborate the findings that leadership influences group of individuals to achieve a common goal. Due to the importance of the concept of leadership, an extensive amount of research has been done in order to find effective leadership for different situations.

Findings also agree with Morrison (1993) and Gibson, (1997) that low remuneration promotes dissatisfaction and will make workers feel frustrated. Salaries are the actual money employees receive from their employers for the job done or services rendered. It becomes important, therefore, that employees be informed on how they will be compensated for good work. Whitely (2003) exemplary proposed that job satisfaction highly influence pay satisfaction comprising actual salary satisfaction level and job satisfaction significantly augmented modification for each measurement of pay satisfaction.

Research Hypotheses Two:

There will be no relative contribution of independent variables (Supervision,

Training, and Leadership attitude, Working Condition, Career Advancement Opportunity, Remuneration and Work Placement) on Job Satisfaction.

Different authorities corroborate the findings of this study, according to Kahnemann and Krueger (2006) who found that measurements of subjective wellbeing are useful for predicting future behaviour. Bockerman and Ilmakunnas (2006) submit that working conditions have a minor role in the determination of individual wages and that adverse working conditions will stimulate job dissatisfaction. This simply implies that working condition will give community development officers the opportunity to use their potentials to the fullest in performing their duties. Spector (2008) finds that working condition is an important determinant of job satisfaction and performance of employees. Working condition is also found to be better determinant of job satisfaction and performance.

From the findings, work placement had a potent factor in contributing to job satisfaction. This implies that adequate work placement is a potent factor in work organisation. It determines the level of commitment exhibited by employees in organisation. For instance, most times, community development officers are placed under education department. Work done is not in line with their profession and this could affect their job satisfaction level.

According to Robins, (2004) employee's engagement brings about positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization.

Conclusion

This study investigates the predictors of job satisfaction among community development officers. It was revealed that good supervision in workplace organisation enhances job satisfaction among community development officers. It also revealed that relevant training opportunities given to community development officers will increase their job satisfaction and performances in their various local government areas.

The study revealed that leadership attitude is very paramount in working environment. It is evident from the study that adequate work placement had a potent factor influencing job satisfaction in the study.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. There is the need for government, policy makers and community development practitioners to put into considerations predictors of job satisfaction (leadership, supervision and mentoring, working conditions, physical work environment, career advancement opportunities, work placement, remuneration, training and development) as factors important for job satisfaction in Nigeria.
2. There is the need for regular training of community development officers to improve their knowledge on new community development methodologies relevant in this present day situation in Nigeria.
3. There is need for adequate placement of community development officers to reflect their responsibilities as practitioners in the field.
3. Supervision strategies should be improved as this will determine job satisfaction of community development officers in their various Local Government Areas.

4. There is the need for the community development officers at the Local Government areas to improve on their leadership attitude on community development officers on the field as this will boost their attitude and performance at work.

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