

PERCEIVED EFFECT OF GOVERNANCE CHANGE ON JOB SATISFACTION OF EMPLOYEE IN OGUN STATE MINISTRY OF AGRICULTURE ABEOKUTA, OGUN STATE, NIGERIA

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ABSTRACT

*This study determined the perceived effect of governance change on employees' job satisfaction in the Ogun State Ministry of Agriculture, Abeokuta, Nigeria. The population of the study was the employees of the Ogun State Ministry of Agriculture, Abeokuta, Nigeria. Multi-stage sampling technique was used to select one hundred and five (105) respondents for the study. Data were sourced primarily with the use of a structured questionnaire and analysed using descriptive and inferential statistics. The mean age of respondents was 37 years (Standard deviation = 7.15); about 68.6 percent of the respondents were male and 32 percent of the respondents had less than 4 years of work experience with mean age and standard deviation of 8.48 years and 6.02 respectively. On respondents' perceived effects of governance change on job satisfaction, majority (89.5percent) and (87.2percent) classified effects of change in governance on work efficiency and career progression to be positive with the mean of 2.76 and 2.69 respectively. The major aspects of employees job satisfaction that has been affected by change in governance over the time were promotional policy ($\bar{x}=2.72$) and leave rules/organizational policies on rules ($\bar{x}=2.62$). There was a positive and significant relationship between perceived effect of governance change and job satisfaction of the Ogun State Ministry of Agriculture employees ($r=0.582^{**}$, $p<0.01$). Change in governance should be encouraged because different government adopts different governance approaches that add efficiency to the work of the employees.*

Key Words: *Governance, Job Satisfaction and Employee*

INTRODUCTION

Governance relates to the processes of interaction and decision-making among actors involved in a collective problem that leads to the creation, reinforcement, or reproduction of social norms and institutions" (Hufty, 2011). According to Kempe (2003) "governance has to do with the manner in which responsibility is discharged. Such a responsibility may be acquired through election, appointment or delegation in the public domain or in the area of commerce–corporate governance.

Good governance entails the existence of efficient and accountable institutions-political, judicial, administrative, economic, corporate and entrenched rules that promote development, protect human rights, and respect the rule of law, and ensure that the people are free to participate in, and be heard on, decisions that affect their lives".

According to Fardaus and Khan (2006), good governance is characterized by the following:

Participation which involves the participation of all and sundry in decision making either directly or through their elected representatives. Such broad participation is built on freedom of association and speech as well as capacities to participate constructively.

Accountability requires not only government institutions but also both private sector and civil society organizations to be accountable to the public. Accountability is guaranteed by the process by which public decision-making processes and the results they produce are held up to public scrutiny and feedback.

Management effectiveness and efficiency concerns the ability of public bureaucracies to skillfully and efficiently transform public resources into services and infrastructure that correspond to public determined priorities. The concept of efficiency covers the sustainable use of natural resources and the protection of environment. uy

Equity and inclusiveness requires all groups particularly the less privileged ones to have opportunities to improve or maintain their wellbeing. All human beings are born free and equal in dignity and rights.

Transparency which built on the free flow of information, process, institutions and information are directly accessible to those concerned with them and enough information is provided to understand and monitor them.

Consensus orientation requires mediation of different interests in society to reach a broad consensus on what is in the best interest of the country and the way this can be achieved.

Responsiveness requires that institutions and processes serve all stakeholders within a reasonable period (Fardaus and Khan, 2006).

Concept of Job Satisfaction

Job satisfaction is a result of employee's perception of how well the job provides those things that are viewed as important. Locke and Lathan (1990) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Luthans (1998) posited that there are three important dimensions to job satisfaction which include; Job satisfaction is an emotional response to a job situation. As such it cannot be seen, It can only be inferred. Job satisfaction is often determined by how well outcome meets or exceeds expectations, and Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response.

These according to Luthan (1998) are: the work itself, pay, promotion opportunities, supervision and co-workers.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). Lack of job satisfaction can also account for high labour turnover in an organisation. According to Jex (2002) job satisfaction is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself (Arnold *et al* 1998).

The Ogun State Ministry of Agriculture evolved from the defunct Western State Ministry of Agriculture and Natural Resources when the State was created in February 1976. Since then, the Ministry of

Agriculture has passed through a lot of metamorphosis in terms of nomenclature and structure. From the Ministry of Agriculture and Natural Resources in 1976, it was renamed Ministry of Agriculture and Water Resources, with the Forestry and Fisheries Departments excised from the main Agriculture sector in 1980 during the Civilian Administration of Late Chief Olabisi Onabanjo. Later, the nomenclature changed to Ministry of Agriculture and Rural Development (MARD) when Forestry and Fisheries Departments were brought back to the main Ministry.

The main policy thrust of the Ogun State Ministry of Agriculture as contained in the State Agricultural Policy document, which was conceived and launched in April, 1989, to enhance self-sufficiency in food production, raw materials for agro-based, generate employment opportunities, as well as obtain desirable levels of experts in order to improve the country's foreign exchange earnings. Under these broad policy objectives, the Ministry is charged with the following specific objectives functions: (i)to stimulate increase in the production of food of; both plant and animal origin, (ii)to ensure adequate production and supply of raw material to agro-based industries, (iii)to generate employment opportunities in Agriculture through the development of small, medium and large-scale farms and farming enterprise, (iv)to bring about integrated rural development in conjunction with other relevant government agencies in order to improve the quality of life of rural dwellers, (v)to create an enabling environment for public/private sector investment in agriculture,(vi)to protect agriculture land resources in such hazards like erosion, flooding, drought.

The Nigeria Civil Service consists of employees in Nigerian government agencies other than the military, agencies like the ministries. In 2015, Nigeria accounted for a total number of 89, 226 Federal civil servants (Abah, 2015). Nigeria having this number of employees experiences continuous overtime. This change in governance can either affect employees' job satisfaction positively or negatively. Therefore this study analysed the effects of change in governance on employees' job satisfaction of Ogun State Ministry of Agriculture.

Objective of the Study

The general objective of this study was to analyse the perceived effects of change in governance on the job satisfaction of Ministry of Agriculture employees in Ogun State, Nigeria. The specific objectives were to:

- i. describe socio-economic characteristics of the respondents for the study in the selected ministry;
- ii. ascertain if change in governance affect job satisfaction of respondents; and
- iii. identify benefits derived by respondents due to change in governance.

Hypotheses of the Study

Ho1: There is no significant relationship between respondents' socio-economic characteristics and respondents' job satisfaction.

Ho2: There is no significant relationship between perceived effects of change in governance and employees' job satisfaction.

METHODOLOGY

This study was carried out in the Ministry of Agriculture, Ogun State. Ogun State has coordinate 7°00'N 3°35'E. The state is a state in south-western Nigeria with total land area of 16,980.55 km² (6,556.23 Sq. mi) and total population of 3,751,140 according to 2007 census, created in 1976, it borders Lagos State to the South, Oyo and Osun States to the North, Ondo State to the East and the Republic of Benin to the West. Abeokuta is the capital and largest city in the State. Its natural resources include an extensive fertile soil suitable for agriculture and mineral deposits.

Sample for the study was obtained using two stage sampling techniques. Purposive sampling technique was used in the first stage to select seven agricultural based departments out of the existing nine departments and then 15 respondents were selected using simple random technique. This resulted in total number of 105 respondents representing the sample size. A well-structured questionnaire was administered. Independent variables were measured as follows; age, income level and work experience were measured at interval level, while sex, religion, marital status, educational background and religion were measured at nominal level,

Perceived effect of change in governance: this was measured as Very low=1, Low=2, High=3, Very high=4. The respondents' job satisfaction was measured with a 5 rating scale of single global rating by P-Robbins which are highly satisfied=5, satisfied=4, neutral=3, dissatisfied=2, highly dissatisfied=1. Chi square and Pearson Product Moment Correlation (PPMC) were used to analyse the data of the study.

RESULTS AND DISCUSSION

Respondents' socio-economic characteristics

Table 1 in this section shows the results of socioeconomic characteristics of the respondents. The table shows that 24.4 percent of the employees were within age 41-50 years and below 30 years, very few 24.5 percent of the employees were above 51 years old while many 45.3 percent of the employees were between the ages of 31-40 years. The mean age of the respondents was 37.3 years, which implied that there are more vibrant, active and energetic people among employees of the Ogun State Ministry of Agriculture. It also indicates that majority of the respondents were within the economically active age category.

Sex: Respondents' gender distribution shows that 68.6 percent of the employees in the Ministry of Agriculture, Ogun state were male while 31.4 percent were female. This finding showed that male were more involved in agricultural services than their female counterparts, which agrees with the findings of Natufe (2006) which suggested that agricultural and biological sciences are still dominated by male this is also supported by Alarima (2008).

Marital Status: On respondents' marital status finding showed that 76.7 percent of the respondents were married while the remaining 23.3 percent were single. This indicated that, there are more married people in the organization. It shows that the organization is full of responsible men and women as Fakoya (2000) asserted that marriage confer some level of responsibility and commitment on individuals that are married.

Educational Status: On respondents' educational status, more than half (62. 8

percent) of the respondents had first degree (BSc.), 17.4 percent had MSc., 12.8 percent had HND while very few (3.5%) were SSCE graduates, others were OND and primary school certificates holders 2.3percent and 1.2 percent respectively. This implies that majority of the respondents were BSc. holders and this may be because it is the minimum requirement for managerial position in the Ogun State Ministry of Agriculture. This confirms Ogunfiditimi (1981) remark that education is vital to the success of agricultural production and enhances the effectiveness of agricultural extension agent work.

Income Level: Findings show that 47.7% of the respondents earn less than ₦50,000, 36.0% earn between ₦51,000 - ₦100,000, 9.3% earn between ₦101, 000 - ₦150,000, 2.3% earn between ₦151,000 - ₦200,000, 1.2% earns between ₦201,000 - ₦250,000 while 3.5% earn greater than ₦250,000 monthly. The average monthly income of the respondents was ₦75, 231.05. This implies that most of the employees were low-income earners which may be because of their rank/cadre in the organization, this may have negative impact on respondents' level of job satisfaction.

Working Experience: Findings on respondents working experience showed that 32.6 percent of the respondents had less than 4 years of working experience, 25.6 percent had 4-8 years working experience, 23.3 percent had working experience of 9-12 years, 7.0 percent had 13-16 years

working experience and few (11.6 percent) had greater than 17 years working experience. The mean years of working experience was 8.48 years. The result showed that 32.6% of the employees in the Ogun State Ministry of Agriculture have not spent up to 4 years in the organization, which implies that few of the respondents had not experienced change in governance for them to express their perceived effect of governance change on their job satisfaction.

Effect of change in governance on employees' job satisfaction

Table 2 reveals the effects of governance change on the employees' job satisfaction. The major aspects of employees job satisfaction that has been affected by change in governance over the time are promotional policy ($\bar{x}=2.72$), leave rules/organizational on rules ($\bar{x}=2.62$), volume of work compared to salary ($\bar{x}=2.53$) and increment in staff salary ($\bar{x}=2.45$).

On the other hand, the study showed that respondents recorded low level of job satisfaction due to change in governance on issues related to, insurance policies of the organization ($\bar{x}=1.99$), availability of housing facilities ($\bar{x}=1.92$), provision of travelling allowance ($\bar{x}=1.91$), adequacy of incentives for hard work ($\bar{x}=2.62$), staffs access to medical facilities ($\bar{x}=2.62$) and provision of festive bonus or allowance ($\bar{x}=2.62$).

Table 1: Shows the socio-economic characteristics of the respondents in the study area (n=86)

Variables	Frequencies	Percentage
Age (years)		
<30	21	24.4
31-40	39	45.3
41-50	21	24.4
51 and above	5	5.8
Mean = 37.3 ± 7.15		
Sex		
Male	59	68.6
Female	27	31.4
Marital Status		
Married	66	76.7
Single	20	23.3
Educational Status		
Primary	1	1.2
SSCE	3	3.5
OND	2	2.3
HND	11	12.8
BSc	54	62.8
MSc	15	17.4
Income level (₦)		
Less than 50,000	41	47.7
51,000 – 100,000	31	36.0
101,000 – 150,000	8	9.3
151,000 – 200,000	2	2.3
201,000 – 250,000	1	1.2
Greater than 250,000	3	3.5
Mean = ₦75,231.00 ± 8.35		
Working experience (years)		
Less than 4	28	32.6
4 – 8	22	25.6
9 – 12	20	23.3
13 – 16	6	7.0
More than 17	10	11.6
Mean = 8.48 ± 6. 02		

Source: Field Survey 2015
Table 2: Effects of governance change on respondents' job satisfaction (n = 86)

Statements	Mean	Std. Dev.
Promotional policy	2.72	0.729
Leave rules/Organizational policies on rules	2.62	0.689
Volume of work compared to salary	2.53	0.715
Increment in staff salary	2.45	0.779
Insurance policy of the organization	1.99	0.775
Availability of housing facilities	1.92	0.779
Provision of travelling allowance	1.91	0.849
Adequacy of incentives for hard work	1.88	0.822
Staff access to medical facilities	1.85	0.764
Provision of festive bonus or allowances	1.83	0.739

Source: Field Survey 2015.

Also, overall level of job satisfaction showed that many (61.6 percent) of the respondents indicated that change in governance has led to significant effect on respondents job satisfaction while 38.4 percent of the respondents indicated that change in governance has had no significant effect on their job satisfaction. This implies that change in governance has had significant effect on job satisfaction among employees of the Ogun state Ministry of Agriculture Abeokuta.

Benefits derived by employees due to governance change

Table 3 shows the benefits derived by the respondents due to governance change. The Table shows that the benefits Ogun state Ministry of Agriculture employees have derived due to change in governance include; rapid promotion (30.25 percent), favourable policy on car loan for employees (18.6 percent), leave bonus (17.4 percent), housing loan (16.3 percent), incentives (11.6 percent), festive bonus (10.5 percent), welfare package (8.1 percent) and health insurance (7.0 percent). Based on the findings, it was revealed that most of the employees have not really derived much benefit from governance change that may have effect on their job satisfaction.

Table 3: Distribution of respondents by benefits derived due to change in governance (n = 86)

Benefits	Freq.	Percentages
Rapid promotion	26	30.2
Favourable policy on car loan for employees	16	18.6
Leave bonus	15	17.4
Housing loan for staff increases	14	16.3
Incentives	10	11.6
Festive bonus	9	10.5
Welfare package	7	8.1
Health insurance	6	7.0

Source: Field Survey, 2015.

Table 4: Relationship between change in governance and employees' job satisfaction

Variable	R	p-value	Decision
Relationship between governance change and employees' job satisfaction	0.582**	0.000	Significant

Hypotheses of the Study

Relationship between perceived effect of change in governance and employees' job satisfaction

The hypothesis stated that, there is no significant relationship between perceived effect of change in governance and

employees' job satisfaction; it was tested using Pearson Product Moment Correlation (PPMC).

The result in Table 4 indicated that, there is a positive and significant relationship between perceived effect of governance change and employees' job satisfaction

($r=0.582^{**}$, $p<0.01$). This is expected because the perceived effects of change in governance such as staff training, career progression, fringe benefits, timely payment of salary, promotion policy, access to training, project implementation policy, welfare package and work efficiency will influence the employees job satisfaction, which is in support of Priti, 2009, who opined that the provision of welfare schemes for employees create an efficient, healthy, loyal and satisfied labour force for an organization and also make employees work-life better and raise their standard of living. The null hypothesis was therefore rejected and the alternate hypothesis that “there is a significant relationship between perceived effect of change in governance and employees job satisfaction” was accepted.

Test of relationship between respondents' socio-economic characteristics and perceived effect of change in governance

This hypothesis was tested using the chi-square analysis. The socio-economic characteristics considered were age, sex, marital status, educational status, religion, income level, working experience and their rank/cadre. The significance of the relationships was determined at 0.05 level. The chi-square analysis shows that, there is no significant association between respondents' age ($\chi^2 = 1.270$, $p>0.05$), sex ($\chi^2 = 1.318$, $p>0.05$), educational status ($\chi^2 = 7.346$, $p>0.05$), income level ($\chi^2 = 6.674$, $p>0.05$), working experience ($\chi^2 = 2.815$, $p>0.05$) and perceived effect of change in governance. This therefore implies that socio-economic characteristics of the respondents' had no association with perceived effect of change in governance.

Table 5: Chi-square showing Significant Relationship between Respondents' Socio-economics Characteristics and employees' job satisfaction

Variables	Chi square	DF	p. value	Decision
Age	1.270	3	0.783	NS
Sex	1.318	1	0.634	NS
Educational status	7.346	5	0.581	NS
Income level	6.674	6	0.248	NS
Working experience	4.733	5	0.192	NS

Source: Field survey, 2016

CONCLUSION AND RECOMMENDATIONS

The study concluded that most employees in Ogun state Ministry of Agriculture were in agreement with governance change being a good thing and should be encouraged. In addition, rapid promotion, favourable

policy on car loan, leave bonus, housing loan, incentives, festive bonus, welfare package and health insurance were benefits derived by few of the employees due to change in governance.

It also concluded that there was no significant relationship between their socio-

economic characteristics and the way they perceive the effects of change in governance, in addition, a positive significant relationship exists between perceived effect of governance change and job satisfaction of the Ogun State Ministry of Agriculture employees.

The study recommended that change in governance should be encouraged because of the positive effects it has on employee job satisfaction. It should also be encouraged in other to enhance the career of the employees, the project implementation policy, promotion policy, staff training and development. Government should adopt measures to increase the employees' job satisfaction TO achieve yield high employee productivity for example making medical facilities available and accessible by the employees, adequate provision of incentives for hard work, provision of travelling allowance, making housing facilities available, improved insurance policies, availability of leave bonus, promptness in salary payment and making all facilities needed to carry out their work available.

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