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Motivating Factors and Determinants of Job Satisfaction among Poultry Workers in Yewa Division of Ogun State, Nigeria

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Abstract

This study assesses the motivating factors and determinants of job satisfaction among workers of poultry farms in Yewa Division of Ogun State, Nigeria. Primary data were collected from 60 poultry workers across 20 poultry farms through a multistage sampling procedure. The data were analysed descriptively and Probit modelling. Results indicate that the mean age of the workers was 34years implying most workers are still in their active age. The mean years of school of 10 years suggest low educational level and the average staff strength of the poultry farms of 8 indicates that poultry farms in the study area are operated on small scale. The important motivating factors among poultry workers include high remuneration, promotion, adequate supervision, new task, staff bus, clean environment, good working condition and staff training, respectively while job satisfaction are determined by number of hours work per day, availability of adequate working tools and desire job. The study concludes that poultry workers are motivated mostly by extrinsic factors which when addressed could increase job satisfaction and workers' productivity.

Key words: *Poultry farms, Agriculture, Poultry workers, Motivation, Satisfaction*

Introduction

The poultry industry is an important component of Agriculture and plays a significant role in the provision of animal protein for man and employment opportunity for the teeming Nigerian population. This suggests that workers in poultry sub-sector of Agriculture deserve adequate attention. Oloruntoba and Ajayi (2003) opine that efficient management of agricultural farm personnel is important to boost their morale for increased agricultural productivity. Indeed, Bennel and Zulderma (1989) indicate that one important responsibility of agricultural managers is to ensure an efficient utilization of human resources for the attainment of the organizational objectives.

The poultry industry is a major source of eggs and meat which are very rich in protein. Eggs are also important in the preparation of confectionary and vaccines. However, the poultry industry in Nigeria, and other developing countries is continually characterized by low production levels. Since farm productivity has become dependent on the agricultural sector, farm workers should be increasingly encouraged and motivated because job satisfaction may affect the behaviour, quality of product, turnover and overall productivity of farm. According to Saifuddin, *et al.* (2008), a satisfied employee is a productive employee.

Maslow Frager and Cox (1970) define motivation as an act or process of giving someone a reason for doing something. It is a dynamic process that determines behaviour and performance. Moreover, Brief and Weiss (2002) and Weiss (2002) describe job satisfaction as a pleasurable emotional state resulting from the appraisal of one‘s job, an affective reaction to one’s job and an attitude towards one‘s job. While Hackman and Lawler (1971) describe job satisfaction as a uni-dimensional construct, Smith, Kendall, and Hulin (1969) argue that job satisfaction is multidimensional: that is, one may be more or less satisfied with one‘s job, supervisor, pay, work place and so on. Labour is the most dynamic of all factors of production, having the potential to energize and serve as catalyst to other resources (Yesufu, 2000). No doubt that its effective management through motivation and workers' satisfaction will increase farm productivity. More so, productivity is fundamental to individual workers, organization and nation at large. It is also key to the improvement of the welfare of the citizen and the reduction of poverty (Yesufu, 2000; Akinyele, 2007).

Motivation can be either intrinsic or extrinsic (Harder, 2008; Locke and Latham, 2004). Intrinsic motivation is inherent in the job itself which the worker enjoys as a result of successfully completing a task or attaining his goals. Intrinsic motivations are those rewards that can be termed ‘psychological motivations' including opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner (Jaafar, Ramayah and Zainal 2006; Nelson and Quick, 2003). On the other hand, extrinsic motivations are external to the task of the job, including pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. This type of motivation is often determined at the organizational level, and may be completely outside the control of managers/supervisors. While an intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her and an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job (Ajila, 1997)

Self-determination has also been identified as a good source of motivation (Gagné and Deci, 2005). Yet workers' ability requires a ‘catalyst'. The level of performance of workers does not only rely on their skills but also on the level of motivation they receive (Burney and Widener, 2007). Motivation drives workers to behave in rewarding way. Over-achieving workers are the driving force of farms. Although employees react differently to job characteristics (Brief and Aldag, 1975), the quality of human resource management influences performance. Financial motivation is now more important to many workers and non-financial motivation comes in when financial motivation has failed.

According to Judge and Ilies (2004), job satisfaction shares a strong link with affection in home and in work place. It also depends on managers' disposition (Judge, Heller and Mount, 2002). Job satisfaction is the ultimate end of both the intrinsic and extrinsic motivating factors. It is aimed at improving the quality of working life. Man generally has a natural tendency to be lazy with regards to work, that is he is being forced by circumstances to work. This general believe continues to create problems for the organizational development process resulting to low labour productivity.

For instance, a strong relationship is observed between a pay and job satisfaction (Judge, Piccolo, Podsakoff, Shaw and Rich, 2010). Delay in the payment of worker's salaries/wages could result to embarrassing circumstances typified in inability to pay rent; inability to pay for the schooling of workers' ward(s); poor dietary intake that might result to malnourishment; inaccessibility to adequate medical care; inability to meet with maturing social and financial obligations. Consequently, dissatisfied workers may show poor attitude to work with attendant low productivity.

Other benefits that a worker is entitled to in the form of leave allowance, transport, housing, overtime allowance, traveling allowances, Christmas bonus and so on, may enhance his psychological satisfaction. Denial of such benefits, especially when there is precedence for the farms to give them could adversely affect workers' satisfaction. According to Herzberg, Mausner and Snyderman (1959), when any of the motivating factors are deficient, workers are likely to be dissatisfied and express their displeasure.

There are very few empirical studies on motivation of employees working in the agricultural (poultry) farms in spite the importance of the sector to Nigeria's food security and overall economic development. Hence, from the foregoing, it is important to provide answers to the following questions. What are the major motivating factors among workers of poultry farms? What factors determine job satisfaction among poultry farmers?

Methodology

The Study Area

The empirical setting for this study was Yewa Division of Ogun State, Nigeria. This division of Ogun State is bounded in the West by the Republic of Benin, East by Abeokuta division, North by Oyo State, and South by Lagos and the Atlantic Ocean. Yewa division accounted for five (5) out of the twenty (20) Local Government Area (LGAs) in Ogun State. The five Local Government Areas include Yewa North, Yewa south, Ipokia, Imeko-Afon and Ado-Odo-Ota. The people are predominantly Yewas, Aworis and Eguns which are Yoruba speaking. The average rainfall ranges between 1250mm and 1800mm with a slight bimodal rainfall distribution which peak in June and October while the dry season stretches from November to March. Temperature ranges from 24^0c to 32^0c and average relative humidity between 80% to 90% is usually experienced. The climatic condition favours the livestock production especially poultry production. The communities are noted for the production of arable crops like cassava, maize, cocoyam, yam, melon, tomatoes and many other food others.

Sampling Procedure

To ensure even distribution of the sample for this study a multistage sampling technique was used in selecting poultry farmers within the study area. The first stage involved the purposive selection of four (4) Local Government Areas (LGAs) prominent for poultry production in Yewa division. The second stage involved the random selection of five (5) poultry farms each from the four LGAs selected in stage 1, giving a total of 20 poultry farms. Lastly, three (3) poultry workers including manager/supervisor were selected from each poultry farm selected in stage two. This gave a total of 60 poultry workers used for the study. The managers also provide additional information on the cost and returns of the poultry farms.

Method of Data Analysis

Descriptive statistics (mean, frequency, percentage, standard deviation) were used to analyze the socio-economic characteristics of the poultry farmers as well as the motivating factors.

Determinants of Job Satisfaction

Probit regression model was used to analyze factors that determine job satisfaction among poultry workers. The dependent variable is a dummy, that is $K_i = 1$, if poultry worker satisfied with his job and 0 otherwise. The unobservable, K_i^* is a linear combination of the observable explanatory variables.

$$K_i^* = \beta_o + \sum_{j=1}^{n} \beta_j X_j + \mu_i \quad (1)$$

We observe only an indicator variable for satisfaction defined as $K_i = 1$ if $K_i^* > 0 \; and \; K = 0, otherwise.$, X_j is vectors of explanatory variables that may affect workers' satisfaction, K_i^* is the critical or threshold level of the index K_i and μ_i is random variable; the random error term μ_i is assumed to be normally distributed ($N(0,\delta^2)$). That is,

$$\begin{aligned} P_r(K_i = 1) &= P_r(X\beta + \mu_i > 0) \\ &= P_r(\mu_i > -X\beta) \\ &= 1 - P_r(\mu_i < X\beta) \\ &= 1 - F(-X\beta) \end{aligned} \quad (2)$$

Where F= cumulative density function of the variable **μ**. By assuming **μ** is normally distributed,

$$P_r(K_i = 1) = 1 - \Phi(1 - X\beta)$$
$$= \Phi(X\beta) \quad (3)$$

Where Φ is the cumulative normal distribution function

Asymptotically efficient estimates of the coefficients can be obtained using maximum likelihood technique.

The explicit Probit model is represented as:

$$K_i = b_o + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8 + b_9X_9 + u \quad (4)$$

Where:

K_i = 1 (if the poultry worker is satisfied with his job,0= if otherwise)

The explanatory variables include: X_1= Age of workers (years), X_2= Educational level of poultry workers (years), X_3= Mode of payment (monthly pay= 1, others=0), X_4= Amount of salary/wage received (N), X_5= Hours of work per day, X_6= Overtime pay (Yes=1, No=0), X_7= Availability of adequate working tools (Yes=1, No=0), X_8= Desire type of Job (Yes=1, No=0), X_9 = Advance payment (Yes=1, No=0)

Results and Discussion

Socio-economic Characteristics of the Poultry Workers

The distribution of the socio-economic characteristics of the poultry workers is presented in Table 1. The result show that majority (40.0%) of poultry workers in the study area fall within the active age of 25-35 years with the mean age of 34years. This implies that the workers are still very young and energetic and able to go through the rigors of the work. Findings showed that 58.3% of sampled respondents in the study area are males, while 41.7% are females. It therefore means that there are more males than females who are workers of poultry farm in the study area. The marital status of the respondents helps to reduce labor cost especially when the respondents are married in which they can supply labour from their household members or assist in household shores. This in turn increases their income considerably. Findings show that 71.7% of the respondents are married. This implies that they were settled family people and have family responsibilities. It also suggests that they would be desirous of opportunities that could be applied towards increasing their income earning capacity and improving their standard of living.

Education is one of the major socio-economic factors that have great impact on the output and productivity of farms. Respondents with formal education are privileged to have early contact with new innovations and improved technologies, which are designed to improve output and productivity. Majority (33.3 percent) of the respondents had secondary education. Also, majority (76.7%) of the respondents are Christian, while 23.3 percent of the respondents are Muslim. The number of years in which the workers have been involved in poultry could be used to measure the worker's experience.

Experience is expected to have a significant positive impact on the ability of the poultry farms. The more experienced a worker is, *ceteris paribus*, the more efficient he would be in business/poultry farm because the acquired experience over the years would be brought to bear on their activities. Result on Table 1 showed that majority (78.4 percent) of the respondents have less than 5 years of experience and the mean year of farming experience is 5years. More so, majority (50 %) of the workers falls in the household class size that is between 1 and 3. This implies that poultry workers may not exact more pressure on their managers/owners as they have moderate household size. Findings also 1indicated that majority (60%) of the poultry farms had between 1 to 10 workers with the average of 8 staff implying small-scale level of the poultry farms in the study area. Above all, a large proportion of the sampled workers claimed they are not satisfied with their job which may have implication on their performance.

Motivating Factors that Influence Poultry Workers in the Study Area.

The motivating factors that influence poultry workers in the study area are presented in Table 2. Majority agreed that remuneration (65.0%) and promotion (61.7%) are very important motivating factor among poultry workers. This is in line with Judge, Piccolo, Podsakoff, Shaw and Rich (2010) that high pay increases motivation and satisfaction. Moreover, majority (65.0%) agrees that good pension scheme is not an important motivating factor while about 70.0% ranked recognition as an important motivating factor influencing them on their work. This implies that recognition by the superior at work boost workers' morale. On the other hand, majority (51.7%) agreed that sick leave is not an important motivating factor. Majority (53.3%) also attest to the fact that a friendly environment is an important factor suggesting a good working environment motivates poultry workers to achieve their goals. Majority (58.3%) agreed that annual leave is not an important motivating factor. About 46.7% also agreed that job security is an important motivating factor implying job security motivates workers to work all their strength. A large proportion (66.7%) also concur that staff clinic is not an important motivating factor.

Result also showed that majority of poultry workers (55.0%) agreed that free medical care may not motivate them to work harder. More so, 50.0% agreed that good working condition is an important motivating factor. The finding also showed that majority (50.0%) agreed that staff bus is an important motivating factor that influences job satisfaction among poultry workers. Majority (45.0%) agreed that adequate supervision is key to job satisfaction. In addition, about 41.7% agreed that staff training is an important motivating factor among poultry workers. Above all, about 53% agreed that new task is an important drive for job satisfaction.

Determinants of Job Satisfaction among Poultry Workers.

The result of the probit regression is presented in the Table 3. The Chi-square value is significant at 1% showing the good fit of the model. Number of hours work per day, availability of adequate working tools and desire type of job are the significant determinants of job satisfaction among the poultry workers. Availability of adequate working tools and desire type of job are statistically significant. Thus both may increase the probability of job satisfaction among the poultry workers. This means that availability of working tools (shovel, cutlass, feeding trays, etc.) may increase the passion and desire of poultry workers to work more. Number of hours work per day is statistically significant but decreases the likelihood of job satisfaction. This means that increase in the number of hour work reduces job satisfaction among poultry workers. This result supports the findings of Idowu *et al* (2011) who reported that workers of agro-allied firms are dissatisfied with their job with increased hours without overtime pay. It also corroborates the claim by Parvin and Kabir (2011) that strong desire to work increases workers' loyalty.

Conclusion and Recommendations

The findings from this study showed that most poultry workers are still in their active and productive age. The average school years however is an indication of low educational level of the poultry workers in the study area. The highly ranked important motivating factors among poultry workers, in the order of importance include high remuneration, promotion, adequate supervision, new task, staff bus, clean environment, good working condition and staff training, respectively. The number of hours work per day, availability of adequate working tools and desire type of job determine job satisfaction among poultry farms in the study area. The major conclusion of the study is that poultry workers are mainly motivated by extrinsic factors which also affect their satisfaction. The policy recommendations from the findings include poultry workers should be motivated with high pay, training and provision of adequate tools with good working condition.

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Table 1: Socio-economics characteristics of the poultry workers

Variables	Frequency	Percentage	Mean
Age			
<25 years	18	30.0	
25-35 years	24	40.0	34 years
36-45 years	12	20.0	
46-55 years	6	10.0	
Sex			
Male	35	58.3	
Female	25	41.7	
Marital status			
Single	15	25.0	
Married	43	71.7	
Divorced	2	3.3	
Educational status			
No formal education	9	15.0	
Primary school	14	23.3	10 years
Secondary school	20	33.3	
ND/NCE	12	20.0	
B.Sc/B. Agric.	3	5.0	
Post graduate	2	3.3	
Religion			
Christianity	46	76.7	
Islamic	14	23.3	
Working experience			
<5 years	47	78.4	
6-10 years	7	11.7	5
11-15 years	4	6.7	
15 and above	2	3.4	
Household size			
1	15	25.0	
1-3	30	50.0	2
4-6	11	18.3	
7-9	4	6.7	
Staff strength			
1-10	36	60	
11-20	13	21.7	8
21-30	9	14.9	
31- above	2	3.4	
Job Satisfaction	26	43	
Satisfied	26	43	
Not satisfied	34	57	

Source: Field Survey, 2012.

Table 2: Motivating factors that influence job satisfaction

Motivating Factors	Very important Frequency(percent)	Important Frequency (percent)	Not important Frequency(percent)
High remuneration	39(65.0)	11(18.3)	10(16.7)
Promotion	37(61.7)	14(23.3)	9(15.0)
Good pension schemes	8(13.3)	13(21.7)	39(65.0)
Recognition	7(11.7)	42(70.0)	11(18.3)
Sick leave	11(18.3)	18(30.0)	31(51.7)
Friendly environment	16(26.7)	32(53.3)	12(20.0)
Annual leave	10(16.7)	15(25.0)	35(58.3)
Job security	17(28.3)	28(46.7)	15(25.0)
Staff clinic	7(11.7)	13(21.7)	40(66.7)
Free medical care	13(21.7)	14(23.3)	33(55.0)
Good working condition	21(35.0)	30(50.0)	9(15.0)
Staff bus	22(36.7)	30(50.0)	8(13.3)
Adequate supervision	26(43.3)	27(45.0)	7(11.7)
Staff training	18(30.0)	25(41.7)	17(28.3)
New task	22(36.7)	32(53.3)	6(10.0)

Table 3: Determinants of job satisfaction among poultry workers

Variable	Coefficients	t-value
Constant	0.5019	0.483
	(0.7155)	
Age	0.1435	1.415
	(0.1014)	
Education	-0.4832	-0.591
	(0.8176)	
Mode of Payment	-0.1505	-0.411
	(0.3658)	
Amount of salary/wage	0.4053	0.647
	(0.6260)	
Number of hours work per day	-0.9150*	-1.696
	(0.5395)	
Over time work	0.1336	0.605
	(0.2208)	
Availability of adequate working tools	0.7962**	2.340
	(0.3402)	
Desire type of job	0.5376***	2.969
	(0.1811)	
Advance payment	-0.2435	-1.226
	(0.1986)	
Chi-square	27.2503***	
Log likehood	-27.9303	

***significant at 1% **significant at 5% *significant at 10%
*Figures in parentheses are standard errors