DETERMINANTS OF AGRICULTURAL EMPLOYEE'S JOB PERFORMANCEIN COCOA RESEARCH INSTITUTE OF NIGERIA, IBADAN, OYO STATE, NIGERIA

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ABSTRACT
The study examined the determinant of job performance in Cocoa Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. Multistage random sampling was used to select 93 out of 600 respondents for the study. Data were collected using a well-structured questionnaire and analysed using descriptive and inferential statistics. Results reveal that the mean age of the employees was 33yearswith standard deviation of 10.9 majority (50.5%)were male, 43.0% had B.Sc., and 74.2% of the employees were married. Major factors affecting employee's job performance were: inadequate resources ($\bar{x}$= 3.70), poor selection of staff ($\bar{x}$= 3.61), poor leadership ($\bar{x}$= 3.53), inadequate and improper budgetary allocation ($\bar{x}$= 3.52), discrimination ($\bar{x}$= 3.49), and lack of transparency ($\bar{x}$= 3.42). Major job performance indicators were: training oversea ($\bar{x}$= 4.27), delight in their current job ($\bar{x}$= 4.18) and employees find enjoyment in their job ($\bar{x}$= 4.10). The results also show that coefficient value of challenges (-0.095), age (-0.027), year of experience (0.083) and income (-0.019) were variable influencing employee's job performance. The study concluded that the economy of the country and inadequate resources and training overseas had great effect on the job performance of the employees. Availability of resources and oversea training of staff should be encouraged by management of the institution.
Keywords: Challenges, agricultural employees, Job performance and research institute

INTRODUCTION

Employees are considered important assets for good and effective performance in any organization. Indeed, Guest (1997) as cited by Armstrong (2009) stated that improved performance is achieved through the employees in the organization. Performance can be simply put as an output which is the combination of ability of an employee, available resources and motivation which become the key components of most management work (Torrington *et al.,* 2008). In this respect, when the full potential of human resource is unlocked, an organization can achieve unlimited output, efficiency and effectiveness (Milliman *et al.,* 2008). It is important however, to note that not all employees are equal in discharging their responsibilities (Armstrong, 2000). Some employees have the highest capability regardless of the incentive, while others may have an occasional jump-start. Nonetheless, if all employees are handled effectively, greater productivity can be obtained which will increase employee's morale (Truong, 2012).Better performance can be generated for employee's behaviour or attitude towards organisational goal achievement.

Job performance is one of the most important dependent variables among the employees and has been studied for a long decade. Borman and Motowidlo (1993) identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. These are the behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997 and Werner, 2000). Also, job performance portray employees attitude about their jobs. That is attitude of the employees could affect attainment of organisational goals. This factors has heavy weight on the job itself, promotion opportunities, support from supervisors and relationship with co-workers can reduce the rate at which employees are satisfied with their job. In other words, if all these factors are in operation it will directly affect the productivity of the organization(Ahmad *et al.*, 2002). Based on this background the study examined the determinants of Job performance in Cocoa Research Institute of Nigeria, Ibadan and Oyo State, Nigeria. The study considered the significant relationship between challenges affecting the employees and their job performance in the study area.

METHODOLOGY

Study area - This study was carried out at the Cocoa Research Institute (CRIN) Idi-Ayunre, Ibadan, Oyo state, Nigeria. It was established on the 1st December, 1964 as a successor autonomous research organization to the Nigerian Substation of the defunct West African Cocoa Research Institute (WACRI) by Nigeria Statute, Act No. 6 of 1950. Cocoa Research Institute of Nigeria has approximately 980 employees in total with about 600 employees working currently at the headquarters in Ibadan, while the rest are distributed across the country. Cocoa Research Institute now has the mandate to conduct research on five crops, namely: Cocoa, Kola, Coffee, Cashew and Tea throughout the country.

The population of this study comprise of agricultural employees of Cocoa Research Institute (CRIN) Idi-Ayunre in Ibadan, Oyo State, Nigeria. Multistage random sampling techniques were used to select the respondents form the study area. Out of the 600 employees working at the studied organisation, 15% was randomly selected for the study which amount to 93 respondents. The data for the study were obtained using a structured questionnaire. The questionnaire was structured into sections to generate information about personal characteristics and challenges/ faced by the respondents in the study area. Employee's job performance was measured using 5 points Likert rating scale of: Strongly agree =5, agree = 4, undecided= 3, disagree = 2 and strongly disagree =1 and was further categorised into two level of performance as high and low. Descriptive and inferential statistics were used for data analysis. Descriptive statistics included frequencies, percentages, mean and standard deviation. Regression analysis was used to determine factors that affect employees' job performance.

RESULTS AND DISCUSSION
Personal characteristics of respondents
- The mean age of the respondents was 33.4 years. Majority (50.5%) of the employees were within the age range of less than or equal to 30 years. It can be inferred from this result that many of the employees are still in their active and productive working age and the results is in line with the findings of Isaac (2011), who reported that most of the agricultural employees in south-western Nigeria arein the age range of 20 – 40 years. On respondent's sex, more than half (50.5%) of the respondents were male, while 48.4% were female. This result is similar to Banmeke (2010) who found that there were more male employees than female employees in research institutes in Southwest Nigeria. Also, the results show that less than half

(43.0%) of the employees had B.Sc., while 28.0% had OND and HND certificates. Only few(10.0%) had masters and PhD degree. Based on this result , respondents in the studied organization had one qualification or the other. Theresultfurther shows that 74.2% of the employees in the study area were married, while 22.6% were single which implies that most of the employees in the research Institute were of marriageable age. This supports the opinion of Fapojuwo (2010) that great importance is still placed on the institution of marriage.

It is worthy to note that majority (69.9%) of the employees were Christians, while 30.1% were Muslims. This implies that more Christians are in the employment of the Institute. Furthermore, the employees' monthly income result reveals that 37.6% of the employees earned within the range of ₦50,000 - ₦99,000 per month and 24.7% earned above ₦100,000 at the end of the month.

On the other hand,50.5% of the employees had less than or equal to 5years of working experience, 26.9% had 6-10 years of working experience, 14% had 11-15 years of working experience and 8.6% had above 15 years of working experience. This implies that many of the respondents still have the opportunities of serving the organization for more years. This result is supported by Adeniji (2010) who reported that majority of workers in research institutes had less than 10 years of working experience. Also, the result shows that 63.4% of the employees were senior staff, 11.8% middle level staff, while 24.7% of the employees are junior staff. This result implies that there was more senior staff in the institute than middle level and junior staff. That is 55.9% of the employees were non-researchers, while 41.9% of the employees were researchers. Also, the result reveals that 68.8% of the employees had a family size less than or equals to 5 persons.

Table 1: Distribution of respondents by personal characteristics (n= 93)

Variables	Frequency	Percentages	Mean
Age(years)			
≤ 30	47	50.5	
31 – 40	17	18.3	33.4 years
41 – 50	23	24.7	
Above 50	2	2.2	
Sex			
Male	47	50.5	
Female	45	48.4	
Educational status			
OND/NCE	26	28.0	
HND	17	18.3	
B.Sc.	40	43.0	
MSc/PHD	10	10.8	
Marital status			
Single	21	22.6	

Variables	Frequency	Percentages	Mean
Married	69	74.2	
Widow	3	3.2	
Religion			
Christianity	65	69.9	
Islam	28	30.1	
Monthly income (Naira)			
< 50,000	11	11.8	
50,000 – 99,000	35	37.6	₦87,284.12
Above 100,000	23	24.7	
Working experience (Years)			
≤ 5	47	50.5	2.3 years
6 – 10	25	26.9	
11 – 15	13	14.0	
Above 15	8	8.6	
Rank			
Senior staff	59	63.4	
Midlevel staff	11	11.8	
Junior staff	23	24.7	
Position			
Researcher	39	41.9	
Non-researcher	52	55.9	
Family size			
≤ 5 persons	64	68.8	
5 – 10 persons	13	14.0	1 person
Above 10 persons	3	3.2	

Source: Field survey, 2016

Challenges affecting employee's job performance

The challenges affecting job performance of the employees were explored. From the findings, some of the challenges that affect employees' job performance were inadequate resources available to carryout daily tasks by the employees ($\overline{x}$=3.70), poor selection or pairing of team members ($\overline{x}$=3.61), gossip between workers ($\overline{x}$=3.58), poor leadership from the top management ($\overline{x}$= 3.53), inadequate and improper budgetary allocation for welfare services ($\overline{x}$=3.52). This finding is in agreement with Manzini and Gwandure (2011), who asserted that employees' welfare has been one of the things used by many organizations as strategy of improving performance of their employees. More so, perceived employee discrimination within the organization ($\overline{x}$= 3.49), lack of transparency within the organization ($\overline{x}$= 3.42), technology operated within the organization is outdated ($\overline{x}$= 3.39), lack of role clarity ($\overline{x}$= 3.38) and personality or ego clashes between employees ($\overline{x}$= 3.35). Also, stress level within the organization is high ($\overline{x}$= 3.35), lack of clarity about accountability ($\overline{x}$= 3.25), employees are being bullied ($\overline{x}$= 3.23), work objectives are unrealistic and difficult to achieve ($\overline{x}$= 3.19).This implies that the organisation suffers from inadequate resources available to carryout daily tasks by the workers in the organisation.

Table 2: Distribution of factors affecting job performance of the employees (n= 93)

Statements	Mean	S.D
There is inadequate resources available to carryout daily tasks	3.70	1.25
Poor selection or pairing of team members	3.61	1.34
Gossip between workers is a challenge faced within the organization	3.58	1.45
There is poor leadership from the top management	3.53	1.40
Inadequate and improper budgetary allocation for welfare services.	3.52	1.33
There is perceived employee discrimination within the organization	3.49	1.46
There is lack of transparency within the organization	3.42	1.42
The technology operated within the organization is outdated	3.39	1.43
Lack of role clarity	3.38	1.41
There is personality or ego clashes with my colleagues	3.35	1.45
The stress level within the organization is high	3.35	1.43
Lack of clarity about accountability	3.25	1.35
Employees are being bullied within the organization	3.23	1.39
My work objectives are unrealistic and difficult to achieve	3.19	1.58
My organization does not communicate well	3.13	1.48
The management of CRIN does not care about the health of the staff so provision of health care services is of no priority	3.12	1.57
I experience depleting health conditions	3.01	1.39
Heavy workload is a challenge am facing in the organization	2.97	1.46
The management of CRIN does not care about the convenience of the staff so provision of transportation to and from the office is not available	2.88	1.53
I don't receive feedback on my performance	2.84	1.44
I do not fully understand my organizational goals and objectives	2.81	1.51

Source: Field survey, 2016

Level of job performance

Table 3 present levels of employees' job performance in the study area. Major performance indictors identified were: Training oversees enhance job performance ($\overline{x}$= 4.27).This result is in line with the assertion of Lam *et al.,* (2002) who said that employee will be motivated through training because management considers them as partners in contributing to organizational success and increase productivity. Also, employees like their current job ($\overline{x}$= 4.18), employees find enjoyment in their job ($\overline{x}$= 4.10), employees feel fairly well satisfied with their job ($\overline{x}$= 4.05), employees often think the job is very good ($\overline{x}$= 4.04), employees are contented with their job ($\overline{x}$= 3.97), disharmony among staff have negative impact ($\overline{x}$= 3.39) and employees are losing interest in their job ($\overline{x}$= 2.53). This result implies that majority (80.6%) of the employees had high level of job performance despite their enormous challenges while few (18.3%) had low level of job performance as indicated in Table 4.

Table 3: Distribution of employees' level of job performance (n=93)

Statement	Mean	SD
Training oversees will enhance my job performance	4.27	1.22
I like my current job	4.18	1.11
I find enjoyment in my job	4.10	1.26
All in all I feel fairly well satisfied with my job	4.05	1.20
I often think my job is very good	4.04	1.27
I am contented with my job	3.97	1.37
Disharmony among staff have negative impact on my job	3.39	1.34
I am losing interest in my job	2.53	1.28

Source: Field survey, 2016

Table 4: Overall job performance

Level of job performance	Frequency	Percentage
Low Job performance	17	18.3
High job performance	75	80.6

Source: Field survey, 2016

Determinants of employee's job performance

The result of regression in table 5 shows that age of the employees had coefficient (0.027) and significant at 5 percent level of probability. The coefficient in age indicates that economic age of the respondents which tends to increase employees level of performance. Years of experience was found to have a positive coefficient (0.083).This results also corroborate the earlier finding that is since the employees are vibrant and young which

as make the gain experience over the time as they grow. This result is in line with the assertion of Abiona *et al.* (2014) who assert that the lesser the age of workforce in organization the better the performance. Income also found to have a coefficient of (-0.019), challenges (-0.095) and also significant at 5 percent level of probability. This implies that increase in their income will increase their performance at given task.

Table 5: Determinant of employee's job performance

Variables	Coefficients	Std. Error	t	sig
(Constant)	39.505	8.197	4.820	.000
Age in years	-.027	.075	-.353	.725
Sex	-1.482	1.344	-1.103	.274
Educational status	-.269	.544	-.494	.023
Marital status	.703	1.052	.669	.506
Religion	-2.928	1.488	-1.967	.053
Income	-.019	.596	-.033	.024
Years	-.083	.175	-.473	.037
Rank	-1.449	1.042	-1.390	.168
Position	-2.966	1.867	-1.58	.016
Family size	.350	.302	1.156	.251
Factors	.095	.042	2.235	.028

Source: Field survey, 2016

CONCLUSION AND RECOMMENDATIONS

It can be concluded that inadequate resources was the main factor affecting the job performance of the employees irrespective of their status in the studied organisation. The overall level of job performance of the employees was very high in respective of various constraints that are attached to their work. It was also concluded that overseas training was not a priority in the study area. Therefore, the study recommends that;

1. Availability of resources that will spur employees to perform excellently must be provided.
2. Management should provide consistent local training programme that will assist both old and newly recruited employees as a way of imparting and improving knowledge and skills to climb the organizational ladder.
3. Management should consider the need to pay wages and salaries as well as benefits such as grants and award.
4. Management should put individual perception and behaviour into consideration as regards employee's welfare.

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