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Determinants of Job Satisfaction Levels among Community Development Officers in Oyo State, Nigeria

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Abstract: The objective of this study was to examine empirically the determinants of job satisfaction levels among community development officer in Oyo State, Nigeria. Due to this, two research questions were formulated and answered. All community development officers across thirty-three local government areas of Oyo state formed the target population. However, fifteen local governments were chosen for the study from the existing number, also, simple random sampling technique which was stratified in nature and operation was used to select seven-hundred and seventy one (771) respondents which cut across three strata (that is three senatorial districts). Structured questionnaire was used to elicit information from the respondents, while descriptive component of statistics was employed to analyse the data generated from the instrument. The empirical findings from demographic attributes of the respondents revealed that the majority of the community development officers participated in the study were female by gender, first degree or Higher National Diploma by qualifications, spent between 4-6 years in service as community development agent, Christian by religious affiliation, and inspector in terms of cadre. Based on the determinants levels of job satisfaction, it was discovered from majority point of view that the current placement in the job, future prospect of the career, availability and accessibility of on-the-job training, favourable working conditions, regular promotion, routine of the job, level of motivation, monthly remuneration among others were some of the determinants of job satisfaction levels among community development officers. The study recommended constant and regular initiation of programmes like on-the-job training, regular payment of wages and salaries, attractive social welfare packages to mention a few for the community development officers regardless of their gender and religious affiliation.

Keywords: Demographic Characteristics, Level of Job Satisfaction, Community Development Officer.

1. Introduction

Community development as an educational process which enable citizens to address problems by group decision making. It may be described as involvement in a process to achieve improvement in some aspects of community life where normally such action leads to the strengthening of the community's pattern of human and institutional relationships (Mattessich and Monsey 2004). Community development could be seen as an activity which encompass organising, meetings and conducting searches within a community so as to identify problems, ascertain issues, locate resources, analyse local power structures, assess human needs, and investigate other concerns to improve various aspects of the community (Igbuzor, 2011). This entails various aspects including community building, community organising, participatory processes, action planning, needs assessment, identification of economic opportunities, sustainable community development and political education among others.

Abiona (2009) states that community development is a means through which members of the community identify their needs by themselves or are assisted to identify their needs will come together to plan a programme to solve the problems with or without assistance from the government, non-governmental organisations or other interests. He submitted further that community development is concerned with the self-sustaining improvement of people in rural and urban areas and it implies a broad-based re-organisation and mobilisation of masses so as to enhance their capacity to cope effectively with the daily task of their lives and with changes consequent upon this. Shitu

(2013) says that a community development officer is a multidisciplinary professional who seeks to support and promote development at grassroots level. He provides key skills and competencies in community mobilisation, community projects management, and evaluation as well as innovation diffusion.

Anyanwu (1999) highlights duties of a community development officer to include enable communities to organise themselves in order to maintain and sustain development process in the community. As an enabler, he promotes organisation in the community by encouraging members to verbalise their feelings of discontent in order to remove the barriers to the nourishment of good interpersonal relations and cooperation at work. In the process, emphasis is placed on common objectives as a means of facilitating and sustaining development at that level; guide the community to achieve the desired change or development. In other words, as a guide, he provides the expert direction aimed at specific goals or targets. In this wise, he helps communities to identify and articulate their needs or problems as well as in finding solutions to the problems or achieving its goals. He takes the initiative of working with people, associating himself with the entire community and letting the people know and understand his role as a change agent or motivator in the change process, as well as provide expert services that would facilitate the attainment of the planned change. To this end, he provides skill for research at the local level meant to foster information about the community and diagnose its problems. In his capacity as an expert, he should know

where and how to get materials on any project being contemplated. He is also expected to provide expert assistance as to how and where resources and government, private initiatives or concerns and international cooperation and assistance can be secured or obtained. The success in delivering one duties as expected of him/her may in part be a function of job satisfaction.

It should be noted that for the organizations including community development agency to be effective and productive, human resources or manpower need to be happy and content with their job profiles so that they can put in their efforts for the overall growth of the organization. This is in tandem with an assertion made by Fritzsche and Parrish, (2005) that 'A happy worker is a productive worker' Job satisfaction is an optimistic feeling for one's job. It is a set of favourable or unfavourable feelings and emotions with which employees' view their work (Samreen and Sharma, 2017).

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job (Brief and Weiss, 2001), an affective reaction to one's job (Weiss, 2002) and an attitude towards one's job. This definition suggests that attitudes are formed towards jobs by taking into account the feelings, beliefs, and behaviours. Job satisfaction according to Duffy and Richard (2006) consists of two categories, work satisfaction and environmental satisfaction. Such that work satisfaction is concerned with an individual's satisfaction with the actual work they are doing. While, environmental satisfaction is concerned with an individual's satisfaction with factors such as management personnel, co-workers, physical space in which the job occurs, and quantity of hours spent on the job. Similarly, Lu and White (2011) were of the view that job satisfaction is composed of two elements. Those elements consist of intrinsic job factors (e.g., the employee's desire for achievement, recognition, responsibility and advancement), and extrinsic job factors (e.g., supervision, pay, working conditions).

It is therefore suggestive that job satisfaction is associated with numerous internal and external factors. Internal factors include a sense of appreciation and recognition felt by the worker. External factors include compensation, fringe benefits, job conditions, the nature of the work itself, the culture within the organization, opportunities for promotion, and job security. However, numerous factors can be responsible for one's satisfaction with his or her job, factors that result in a less satisfying experience must be acknowledged as well. Factors related to compensation that could reduce job satisfaction include aspects such low pay, little or no increase in pay over an extended period of time, and reduction or elimination of benefits. Additional job and environmental factors including poor communication and relationships with management, disagreements with colleagues, lack of autonomy and authority, long hours, and heavy workloads could also contribute to poor job satisfaction (Higgins, 2003). Chantel , Ian and Michael, (2018) identified factors like self-development, achievement, workplace

relationships and work environment as factors responsible for feelings of job satisfaction, while feelings of dissatisfaction emerged from personnel management styles as well as financial pressures/lack of resources.

Samreen and Sharma, (2017) concluded from the literature that variables such as occupation commitment, leadership styles, work engagement, self-job satisfaction, efficacy, resilience, optimism, educational qualification, organizational culture, work training, psychological capital, organizational climate, demographic variables to mention a few are some of the factors responsible for job satisfaction among workers. Abbas and Ahmed (2015) identified organizational prestige as the most satisfying aspect of job satisfaction among government employees of North-Eastern Nigeria, while except age, education and gender played no role in job satisfaction among the employees of this region.

The dispositional source of job satisfaction has been supported by studies that show stability in job satisfaction, both over time and over different situations (Lies and Judge, 2003). One reason for this dispositional nature of job satisfaction could come from an individual's genetic makeup. Rothmann and Coetzer (2002) state that 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 and Judge 2004). Being a happy worker has a significant multiplier effect on a community development officer as an employee. This is because happy workers could not only committed to their jobs but also towards the development of the society. According to Imhabekhai (2009), every Local Government Area (LGA) has a unit in charge of community development activities. The unit is made up of community development officers who are responsible for organising the citizens and their resources to the development and transformation of their communities. The job satisfaction of these community development officers is important as it could boost their attitude and morale towards community development activities in the state. Osu, (2018) was of the opinion that discontentment on job satisfaction may arise among community development officers as a result of wrong placement in their various Local Government Areas (LGAs) this might have in turn affected their morale and attitudes towards work. It is on this basis that this study is designed to examine determinants of job satisfaction levels among community development officers in Oyo State, Nigeria.

Objective of the Study

The broad objective of the study was to examine the determinants of job satisfaction levels among community development officer in Oyo State Nigeria. While, specific objectives are to;

- i. describe the demographic characteristics of the community development officers in Oyo State, Nigeria, and
- ii. evaluate the respondents' perspective towards the determinants of job satisfaction levels among community development officers in Oyo State, Nigeria.

Research Questions

The following research questions were raised to guide the study.

- i. What is the demographic characteristics of the community development officers in Oyo State, Nigeria?
- ii. What are the perspectives of community development officers towards determinants of job satisfaction levels in Oyo state?

2. Methodology

Research Design

The researcher employed descriptive survey research design which is ex-post-facto in nature. Descriptive survey research design is generally conceived as one in which a

group of people or items is studied by collecting and analysing data from only a few people or items considered to be representative of the entire target group (Nworgu, 2006). The design is considered appropriate because the researcher planned to use the obtained data to describe the situation that exist. It does not involve the manipulation of variables in the study. It is therefore, after the fact study. It neither adds to nor subtracts from the existing fact.

Target Population

All community development workers (community development officers, community development inspectors, and community development assistants) serving as at year 2018 across thirty-three (33) Local Government Areas of Oyo State, Nigeria formed the target population.

Sample and Sampling Procedure

Seven-hundred and seventy one (771) participants were selected from fifteen Local Government Area of Oyo state, Nigeria. The sample was purposeful chosen with the aid of stratified sampling techniques. However, five local government were sampled per senatorial district through simple random sampling technique as shown in the table 1 below;

S/N	SENATORIAL DISTRICT	LOCAL GOVERNMENT AREA	POPULATION	SAMPLE
1	Oyo	Oyo East	63	302
		Oyo West	71	
		Afijio	64	
		Atiba	45	
		Atisbo	59	
2	Ibadan	Ibadan North	47	207
		Ibadan North East	43	
		Ibadan South East	42	
		Ibarapa Central	42	
		Ibarapa North	33	
3	Ogbomoso	Ogbomosho	46	262
		Ogo Oluwa	41	
		Surulere	50	
		Iseyin	64	
		Itesiwaju	61	
TOTAL				771

Source: Author Compilation, (2018)

Data Collection

The study used primary data. A well-structured instrument validated by the community development experts was administered on the respondents. The instrument was subjected to pre-test which produced a reliability coefficient of 0.82. This indicates that the items in the

3. RESULTS

Research Question 1: What is the Demographic Characteristics of the Community Development Officers in Oyo State?

Table 2: Distribution on the Basis of Gender of the Participants

Gender	Frequency	Percentage
Female	539	69.9
Male	232	30.1
Total	771	100

Source: Author Computation, (2018)

Table 2 indicates that five-hundred and thirty nine (539) out of seven-hundred and seventy one (771) respondents were female which accounted for sixty-nine point nine

Table 3: Distribution of respondents by educational qualification

Educational Qualifications	Frequency	Percentage
Primary School Certificate	27	3.5
Secondary School Certificate	180	23.3
Diploma/OND/NCE	207	26.8
First Degree/Higher National Diploma	331	42.9
Masters Certificate	26	3.4

Source: Author Computation, (2018)

Table 3 shows that twenty-seven (27) representing three point five percent (3.5%) of the respondents had primary school certificate, 180(23.3%) had secondary school certificate, 207(26.8%) had Diploma/OND/NCE certificate, 331(42.9%) had HND/First degree certificate and 26(3.4%) had M.A/M.ED certificate. This implies that

Table 4: Respondents Distribution by Years of Work Experience

Years of Work Experience	Frequency	Percentage
Less than a year	31	4.0
1-3 years	124	16.1
4-6 years	286	37.1
7-9 years	154	20.0
10-12 years	85	11.0
13 years and above	91	11.8

Source: Author Computation, (2018)

instrument was adequate and consistent in measuring what it was designed to measure.

Data Analysis Technique

The data were analysed using descriptive statistics such as simple percentage.

percent (69.9%) while, the remaining two-hundred and thirty two participants which represented thirty point one percent (30.1%) were male. On the aggregate, it reveals that female community development officers were more than their male counterparts within the studied area and as at the time of conducting the investigation.

majority of the community developments officers were Diploma/NCE/OND/HND holders and First degree graduates respectively. It appears that these qualifications are sufficient for job satisfaction of community development officers' in the various LGA in Oyo state.

Table 4 reveals that 31(4.0%) had less than a year experience 124 (16.1%) had 1 to 3 years experience, 286 (37.1%) 4 to 6 years, 154(20.0%) 7 to 9 years, 85(11.0%) 10 to 12 years and 91(11.8%) had over 13 years of

experience. From this finding, majority of the respondents had spent between 4 to 6 years in service, followed by those who had 7-9 years experience, while few of them had spent less than a year in service.

Figure 5: Respondents’ Distribution by Marital Status

Marital Status	Frequency	Percentage
Single	200	25.94
Married	420	54.47
Widows	85	11.02
Seperated	66	8.56

Source: Author Computation, (2018)

In terms of marital status, Table 5 showed that two-hundred (200) participants which represented twenty-five point ninety four percent (25.94%) of them were single, four-hundred and twenty (420) of them which accounted fo fifty four point forty seven percent (54.47%) were married, eighty-five (85) which accounted for eleven point

zero two percent (11.02%) were widows by their marital status, while, sixty-six (66) which enumerated at eight point fifty six percent (8.56%) were separated. On the aggregatte, majority of the community development officers who pratically participated in this investigation were married.

Table 6: Respondents’ Distribution by Religion Affiliation

Religious Affiliation	Frequency	Percentage
Muslim	346	44.9
Christians	404	52.4
Others	21	2.7

Source: Author Computation, (2018)

Table 6 revealed that three-hundred and forty six (346) respondents which amounted at forty-four point nine percent (44.9%) of the respondents were Muslims, four-hundred and four (404) of them which accounted for fifty

two point four percent (52.4%) were Christians, while twenty-one (21) which is the least of them practiced other religions.

Table 7: Respondents’ Distribution On the Basis of Ranks or Position

Participants’ Position	Frequency	Percentage
Community Development Inspectors (CDI)	352	45.7
Community Development Officers (CDO)	343	44.5
Community Development Assistants (CDA)	76	9.9

Source: Author Computation, (2018)

Table 7 showed that 352 (45.7%) were Community Development Inspectors, 343(44.5%) of them were Community Development Officer,while 76 (9.9%) were Community Development Assistants. This result reveals

that majority of the respondents who participated in the filling of the the qustionnaire were Community Development Inspectors in the various LGA in Oyo state.

Research Question 2: What are the determinants of Level of Job Satisfaction among Community Development Officers in Oyo State?

Table 8: Determinants Levels of Job Satisfaction among Community Development Officers in Oyo State

S/N	Do the following determine the level of job satisfaction?	SD	D	SA	A	U
1.	Limited motivational packages	57 7.4%	148 19.2%	147 19.1%	268 34.8%	151 19.6%
2.	Conducive working environment.	30 3.9%	173 22.4%	238 30.9%	231 30.0%	99 12.8%

3.	Magnitude of monthly take home	43 5.6%	168 21.8%	235 30.5%	245 31.8%	80 10.4%
4.	Job current placement	35 4.5%	235 30.5%	226 29.3%	202 26.2%	73 9.5%
5.	Future prospect	63 8.2%	237 30.7%	219 28.4%	198 25.7%	54 7.0%
6.	Availability of on-the-job training	43 5.6%	231 30.0%	316 41.0%	126 16.7%	52 6.7%
7.	Working conditions are favourable.	46 6.0%	209 27.1%	380 49.3%	93 12.1%	43 5.6%
8.	Regular Promotion	45 5.8%	262 34.0%	313 40.6%	84 10.9%	67 8.7%
9.	Routine of the job	37 4.8%	245 31.8%	367 47.6%	74 9.6%	48 6.2%
10.	Availability of adequate resources	40 5.2%	300 38.9%	290 37.6%	98 12.7%	43 5.6%

Source: Author Computation, (2018)

Table 8 shows the respondents' perspective with respect to the determinants of level of job satisfaction among community development officers in Oyo State. Four-hundred and fifteen (415) which amounted to fifty-three point nine per cent (53.9%) of the total participants agreed that limited and weak motivation could serve as a major determinant of job satisfaction levels among community development officers within the studied area. This means that majority of the respondents were of the view that weak and limited motivational packages may hinder degree of job satisfaction levels of the community development officers and in turn limit the level of commitment and dedication to their respective duties.

However, 30(3.9%), 173(22.4%), 238(30.9%), 231(30.0%) and 99(12.8%) were strongly disagree, disagree, strongly agree, agree and undecided to the notion that conducive working environment is one of the factors responsible for level of job satisfaction among community development officers respectively. It indicates that majority of the participants that is 469 out of 771 supported the assertion. On the ground of monthly take home, 480 out of 771 which is majority of community development officers subjected to the instrument agreed that volume and magnitude of officers monthly take would serve as a predictor of level of job satisfaction such that the higher, the monthly income, the higher the probability of having moderate or above moderate level of job satisfaction and vice-versa. Therefore, job current placement, future prospect, availability and accessibility of on-the-job training, favourable working conditions, regular promotion and routine of the job were agreed upon by the majority of the respondents, but it was disagreed that availability of resources to work with would facilitate job satisfaction among participants.

4. Conclusion

The study concludes that job current placement, future prospect, availability and accessibility of on-the-job training, favourable working conditions, regular promotion, routine of the job, level of motivation, monthly remuneration among others were some of the determinants of job satisfaction level among community development officers under consideration.

5. Recommendations

The researcher gives the following recommendations;

- i. Government should organise on regular basis on-the-job training for all community development officers across the state irrespective of their religious affiliation, gender, as well as rank, as this would be an effective means of equipping serving community development officers in the state with prerequisite skills, knowledge and understanding of the tasks ahead of them.
- ii. Government should as a matter of urgency put a machinery in place that is motivational packages in terms of conducive working environment, regular promotion and modern infrastructural facilities which would serve as both internal and external locus of control for all serving and potential community development officers, and thereby stimulating individual officer to be committed and dedicated to duties.

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