



Perception of Leadership Role among Agricultural Extension Frontliner's Job Satisfaction in Oyo and Osun state ADP, Nigeria

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Abstract. The study determined perception of leadership roles among agricultural extension frontliners' job satisfaction in Oyo and Osun State Agricultural Development Programme Nigeria. Simple random sample technique was used to select 123 respondents from the study area. Data were analyzed using mean and regression analysis. The mean age of the respondents was 43.4years while 63.6% were male respondents. Major leadership roles include supervision of employees' work ($\bar{x}=3.67$), goal-oriented roles ($\bar{x}=3.39$), effective dissemination of information among the employees ($\bar{x}=3.35$) and creation of a friendly work environment. Major employees' satisfaction were employees work together with their colleagues ($\bar{x}=3.54$) and interact freely with their colleagues ($\bar{x}=3.51$). Major challenges affecting employees job satisfaction were inadequate funding ($\bar{x}=3.30$), irregular leave bonus ($\bar{x}=3.29$), climate and weather condition ($\bar{x}=3.08$) and inadequate incentive ($\bar{x}=3.02$). Regression analysis show a positive significant coefficient ($P<0.05$) exists between educational status (1.701) year of service ($\beta = 0.551$), leadership roles ($\beta = 0.513$), challenges faced by respondents ($\beta = 2.091$) and employees' job satisfaction. The study concluded that leadership roles have significant relationship with employees' satisfaction. For adequate job satisfaction among agricultural employees, organization should pay attention to disbursement of training funds, provision of incentive and leadership recognition.

Keywords: Perception, Leadership roles, Agricultural extension frontliners and Job satisfaction

1. Introduction

In any organization, achieving goals and objectives is the most paramount thing that drives human resources in protecting the image of the organization. Goal attainment can only be achieved by the presence of effective leadership and employees in a goal-oriented institution (Abiona *et al.*, 2019; Auerin *et al.*, 2021 and Suyoto and Tannady, 2022). The efforts of the employee and their personal commitment will help the organization to succeed in fulfilling their mission and vision. Therefore, it is worthy to note that, effective leadership and conducive work environment will stimulate the employee job satisfaction level. Several studies have also pointed out the relationship between subordinate and the superordinate personnel and reported that leadership has significant roles to play on how an employee is being satisfied with the kind of relationship that interplays within the system. (Adeogun *et al.*, 2018; Fatima *et al.*, 2011 and Mosadegh and Yarmohammadian, 2006).

Recently, several organizations succeed today because of the leadership roles displayed by their leaders. That is, a leader is a person that holds a superior position within a certain field, has the ability to exercise a high degree of control and influence over others in that same field (Hersey *et al.*, 2001; Jufrizen and Lubis, 2020; Siswanto *et al.*, 2020 and Abiona *et al.*, 2021). This means that a leader's position dominates all others and is in the right position to either negatively or positively influence them towards the achievement of the objectives of the organization. Leadership is a process of interaction between a leader and follower where the leader attempts to influence the follower to achieve a common goal (North house, 2010; Yukl, 2005). More so, in the process of influencing, a leader must be able to show and create room for followers to operate effectively in career building and image protection. In other words, to display leadership roles is not particular about seniority or one's position but by administrative skills such leader possesses in an

organization. According to Warren (2003), leadership is the capacity of a leader to translate vision into reality. Therefore, in an ideal organization, a leader must properly understand the vision and objectives of the entire workforce and the system itself in terms of job satisfaction.

Employee job satisfaction refers to the attitude of employees towards their job and the organization they work with. It is a positive and pleasing emotional state derived from appraisal of one's job (Tri *et al.*, 2018 and Northouse, 2010). For instance, if employee find their job fulfilling and rewarding, they tend to like their job (Jufrizen and Lubis, 2020 and Yukongdi, 2010). Job satisfaction is influenced by several organizations contextual factors ranging from salaries, job autonomy, job securities, and work place flexibility to roles and system of leadership and lots more (Abiona *et al.*, 2014). Also, job satisfaction positively affects employees' performance in any organization as it helps the employee to position themselves adequately in their respective cadre (Chun *et al.*, 2012 and Bass, *et al.*, 2003). This study therefore tends to determine the perception of leadership roles among agricultural extension frontliners' job satisfaction in Oyo and Osun State Agricultural Development Programme.

2. Research Methodology

This study was conducted in Oyo and Osun State Agricultural Development Programme, Osun State, Nigeria (OYSADEP). It was created in the year 1991 from old Oyo State during the administration of Gen. Ibrahim Babangida. It covers a large land area of 9251 square kilometers with an estimated population of over 34 million people (NPC, 2005)

The population of this study comprise of staff of the Oyo and Osun State Agricultural Development Programme in Oyo and Osun State, Nigeria. Simple random sampling techniques were used to select 123 out of 195 agricultural employees from the study area. Data were collected on personal characteristics, perception on leadership roles of the respondents and their job satisfaction were measure on 5 points likert rating scale of strongly agree =5, agree =4, undecided

=3, disagree =2 and strongly disagree =1. Challenges affecting employees job satisfaction was measure on 3 points rating scale of very severe =3, severe =2 and not at all =1. Data were collected using a structured questionnaire and analysed using descriptive statistics (frequencies, percentages, means and standard deviation) and regression analysis was used to determine the perception of leadership roles on employee's job satisfaction in the study area.

3. Results and Discussion

3.1 Personal characteristics of the respondents

Table 1 showed that majority (63.4%) of the respondents were male while 36.6% were female. This result implies that, male dominates the employees of Oyo and Osun State Agricultural Development Programme. This result is similar to the report of Abiona *et al.*, (2017) who was of the opinion that, there were more male employees in most of the organization in South West Nigeria. Also, 68.3% of the respondents were Christians while 31.7% were Muslims. This result signifies that there are more Christians than Muslims in Southwest Nigeria but the fact remains that respondents are affiliated with one religion or the other in the study area.

Majority (83.7%) of the respondents was married and 16.3% were single. This is related to the findings of Banmeke and Oose (2012) and Abiona *et al.*, (2021) which reported that there were more married staff in most agricultural organizations especially Southwest region of Nigeria. Also, 86.6% of the respondents have one form of tertiary education or the other while 15.4% have senior school certificate education. This result implies that a higher percentage of the respondents are qualified for their job. Less than half (22.0%) of the respondents had 21-25 years of experience. This implies that most of the respondents in the study area were experienced and very familiar with their job and this could have given them opportunity to learn on the job. This result is contrary to the findings of Adeniji (2010) who reported that 79.2% of employees had less than 10 years' work experience in their respective job.

Table 1: Personal characteristics of the respondents n=123

Variables	Frequency	Percentage	Mean
Age			
Less than 30	19	15.4	
31-35	28	22.8	
36-40	31	25.2	43.4years
41-45	23	9.8	
46-50	8	6.5	
Above 50	14	11.3	

Gender			
Male	78	63.4	
Female	45	36.6	
Religion			
Christian	84	68.3	
Islam	39	31.7	
Marital status			
Married	103	83.7	
Single	20	16.3	
Educational status			
SSCE	19	15.4	
OND	21	17.0	
HND	25	20.3	
BSc	41	33.3	
MSc	17	13.8	
Years of service			
Less or equal to 5	19	15.4	
6-10	17	13.8	
11-15	12	9.8	9.7years
16-20	24	19.5	
21-25	27	22.0	
Above 25	24	19.5	
Income level			
Less than 30	16	13.0	
31,000-50,000	29	23.6	
51,000-70,000	41	33.3	₦67,000
71,000-90,000	23	18.7	
Above 90,000	14	11.4	

Source: Field survey, 2021

3.2 Leadership roles of respondents

Table 2 presents the perception of leadership roles that influences employees' job satisfaction in the study area. The major leadership roles identified by the respondents were; Supervision of employees (\bar{x} =3.67), leaders set organizational goals (\bar{x} =3.39), adequate and efficient dissemination of information (\bar{x} =3.35), creation of conducive work environment (\bar{x} =3.33) and organization of training for employees (\bar{x} =3.11). This result implies that leaders are effective to the extent of motivate their subordinates in the study area in order to facilitate better efficiency and productivity within the organization. This result further explains Schermerhorn's (1999) view of leadership that, leading is a process used to motivate and influence others to work hard in order to realize and support organizational goals. When employees are spurred to work due to leaders' effective activities, organizational goals are easily achieved as a result of their cooperation and team work. The continuous achievement of goals gradually improves the satisfaction level of the employees. Hence, the employees are ready to be more effective in their work. The findings further corroborate the findings of Bushra and Naveed (2011) that there is a direct relationship between leadership and job satisfaction.

Table 2: Respondents perception of leadership roles

Leadership roles	\bar{x}	SD
Leaders supervise employees work	3.67	.508
Leaders are committed to organizational goals	3.39	.661
Dissemination of information from leaders to employees is efficient	3.35	.559
Leaders create a social and friendly environment	3.33	.596
Leaders organise training for employees	3.11	.845
Leaders face challenges relating with and coordinating employees	2.92	.938
Leaders easily provide training funds	2.57	.855

Source: Field Survey, 2021

3.3 Employees' job satisfaction

Table 3 presents the employees' job satisfaction in the study area. Various factors that enhances and fosters job satisfaction were: Cooperation among employees is cordial (\bar{x} =3.54), free interaction with colleagues (\bar{x} =3.51) enjoyment of their job (\bar{x} =3.08), easy access/approach to the leaders (\bar{x} =3.02), promotion (\bar{x} =2.29) and bonus (\bar{x} =2.14). However, salary (\bar{x} = 1.95) and loss of interest on the job (\bar{x} =1.94), were observed as dissatisfying factors for job satisfaction. Based on these results especially on salary most of the employees were not satisfied with their current job. These results are similar to Madlock (2006) theory which says that if the level of all or some of the hygiene factors of satisfaction (working conditions, interpersonal relations, supervision, job security, benefits, company policies, and salary) is unacceptable for employees, employees will automatically loss interest and this can lead to job dissatisfaction. More so, Table 4 shows the categorization of employees' level of job satisfaction. The table shows that 73.1% of the respondents are highly satisfied and while 27.9% are not too satisfied with their job. This implies that majority of the respondents are satisfied with their job, which may be the reason why they are committed to their job. It is important to note that when workers are satisfied with their job the rate which their duties is been discharged will be high.

Table 3: Employees Job satisfaction

Employees' job satisfaction	\bar{x}	SD
Most work are carried out with colleagues	3.54	.563
I interact freely with my colleagues	3.51	.533
There is inter-zone relationship among worker	3.27	.653
There are other sources of finance e.g. cooperative society	3.25	.782
I find enjoyment in my job	3.08	.72
My office is conducive for work.	3.06	.75
Leaders are easily approachable	3.02	.77
I get my leave after a long work period	2.95	.72
Work equipment is readily available	2.87	.83
Work leave is satisfactory	2.82	.98
There are extracurricular activities that fosters friendship among employees	2.71	.68
Organization positively motivates competent employees by giving honorarium and award to induce other employees	2.52	.83
I get my promotion as at when due	2.29	.97
I get bonus alongside my salary	2.14	.98
My salary comes as at when due	1.95	1.0
I am losing interest in my job	1.94	.78

Note: figures in parenthesis are in percentage SA= strongly agree, A= agree, D= disagree, SD= strongly disagree, X= mean, SD= standard deviation

Table 4: Level of respondent's job satisfaction

Categorization	Frequency	Percentage
High (28.5-44)	90	73.1
Low (11-27.5)	33	27.9

3.4 Challenges affecting respondent’s job satisfaction

Table 5 reveals the challenges that affect the level of job satisfaction of respondents in the study area. Major challenges identified were; inadequate funding (\bar{x} =3.30), irregular leave bonus (\bar{x} =3.29), unfavourable climatic conditions (\bar{x} =3.08) and lack of incentives (\bar{x} =3.02). the implications of this result is that, all the identified challenges in the study area must be properly addressed in other to reduce the rate at which employee are dissatisfied with their job. This result is supported by the assertion of Abiona *et al.*, (2014) who asserted that inadequate fund in any organization can lead to job dissatisfaction and irregular leave bonus could result into stress and affect the mental state of the respondents.

Table 5: Respondents challenges to job satisfaction

Challenges	\bar{x}	SD
There is inadequate funding for training	3.30	.775
Leave bonus is not regular	3.29	.771
Climate and weather affects activities	3.08	.768
There is no incentive	3.02	.751
Some duties are left undone due to staff shortage	2.94	.948
Time factors hinders activities	2.71	.869
Not all employees are competent	2.39	.834
There is high rate of employee turn over	2.38	.869
Employees get transferred too often than it should	2.37	.939
Charisma level of leaders is not enough to carry employees along	2.35	.845
Training is ineffective	2.33	.696

Source: field survey, 2021

3.5 Relationship between leadership roles and employee’s job satisfaction

The results of regression analysis of the relationship between independents variables and employee’s job satisfaction is shown in Table 6. The model produced a good fit for the data as evidence by statistical significance at ($p < 0.01$) and the adjusted R^2 of 0.239 which implies that the explanatory variables is 52.4% explained in the dependent variable. Also, inclusion of job satisfaction variables in the model as an explanatory variable is also justified by the statistical significance of rho ($P < 0.05$). This implies that estimation of the model as regression would have yielded inefficient parameters. Therefore, the result of the model of perception of leadership roles increases the rate at which employee is satisfied at work ($P < 0.05$). This implies that if the bond and the cordiality among the employee is high, this can increase the way at which they are satisfied with their job. The years of experience of the respondents is positively statistically significant at ($P < 0.10$). This result implies that as employees grow with the roles attached to their status in the studied organization, experiences is added that could better their satisfaction with their job. This result is in line Fatima *et al.*, (2011) who said employee’s job satisfaction is a clear indicator that employee’s satisfaction is largely dependent on the efficiency of the leader Also, educational level of the respondents is negatively significant at ($P < 0.10$). It also implies that as the education of an employee increases, the rate at which they are satisfied with their job increases. That is been educated will make employees job easier and clearer. More so, the leadership roles of the respondents is positively significant at ($P < 0.10$). This result implies that most of the respondents in the position of authority coordinate their subordinate well in attaining their dream goals.

Table 6: Regression Results of leadership roles and employee’s job satisfaction

Variables	Coefficient	Beta	t-statistics
Constant	-29.482		
Gender	1.071	0.288	0.718
Religion	0.421	0.001	1.378
Age	-0.111	1.489	1.957*
Marital status	1.321	0.109	0.053
Educational level	1.701	-0.192	-1.914*
Income	-0.218	1.185	1.504
Year of experience	-0.551	0.199	2.318**
Leadership roles	0.513	0.032	-1.891*
Challenges	2.091***	0.036	-3.020***
R ² = 0.473, R _{adjusted} = 0.239 Fstat = 6.327			

Source: Field survey, 2015 Significant @ 0.05% **, 0.01% *** and 0.10% *

*Variables significant @ 1% while ** variables significant @5%

4. Conclusion and Recommendations

The study concluded that leaders in Oyo State Agricultural Development Programme were goal oriented, supportive, active and efficient in playing their roles. Leaders in the study area gives room for improvement which basically spurs subordinates to work towards achievement of organizational goals. The study also concluded that respondents in the study area were not dissatisfied but not totally satisfied with their job due to some challenges affecting their level of job satisfaction in their work place. Based on the conclusion of the study, the following recommendations are made:

- Adequate and timely disbursement of training funds for employees to enhance their level of competence.
- Leaders should adopt leadership styles/methods that will create a better relationship between them and their subordinate which will lead to better coordination.
- Leave bonus should be given regularly and timely.
- Incentives and fringe benefits should be given to adequately motivate employees and
- Organizations should appreciate/reward competent employees so as to induce other employees for better performance.

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