

# Effect of Incentives on Job Satisfaction of Academic and Non-Academic Employees of Selected Federal Colleges of Agriculture in Oyo State, Nigeria

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## ABSTRACT

*The study compared the job satisfaction of academic and non-academic of Federal College of Animal Health Moor Plantation and Federal College of Forestry of Nigeria. The senior staffs (Contiss 8 and above) were chosen and stratified into two categories of teaching and non-teaching staffs. From these categories, 30 percent of these categories were selected for the study to arrive at 109 respondents using simple random sampling technique. Result shows that 65.9% of the respondents were male, 31.8% were Bachelors' degree holder, 72.9% of the respondents were married and 88.2% earned 1.3 million and above annually. There were significant difference between job satisfaction of academic and non-academic staff of the two institutions ( $F=2.57$ ,  $p=0.01$ ). Availability of incentives had great influence on the job satisfaction of both academic and non-academic staffs of the institutions ( $r = 0.07$ ,  $p = 0.00$ ). The study therefore recommended that Federal Agricultural Colleges in Nigeria should make provision for incentives needed to enhance employees' job satisfaction.*

**Keywords:** Job satisfaction, Academics, Non-academics, Federal Colleges

## INTRODUCTION

Job satisfaction of employees shows the way employees in an organisation feel about the job they do which could be negative or positive. The work environment is one of the factors which affect employees' job satisfaction either negatively or positively. Many authors have defined job satisfaction in various ways and also identified various factors affecting job satisfaction of employees in an organisation. Job satisfaction has been defined in several different ways but the most general way is to define it as an attitudinal variable (Narang and Dwidevi, 2010). Spector (1997) defines job satisfaction as how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Hassan, Hassan, Ud Din and Naseem (2011) define job satisfaction as the positive or negative ways with which employees view their work and it is affected by both the internal and external environment of the organization. The internal and external environments determine the working environment and the work attitude of employees, which can also affect productivity either negatively or positively. Pravin and Kabir (2011) posited that job satisfaction describes how contented an individual is with his or her job. It is a relatively recent term since in previous centuries jobs

available to a particular person were often predetermined by the occupation of that person's parent.

There are varieties of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved), the interest and challenge the job generates, and the clarity of the job description/requirements (Pravin and Kabir, 2011). They also reported that job satisfaction is not the same as motivation, although it is clearly linked. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups (Pravin and Kabir, 2011). In her own view, Anitha (2011) states that the employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expect, job satisfaction relates to inner feelings of workers.

## **Role of incentive in organisational development**

A dictionary definition of an incentive is 'something that motivates you to do something'. Incentives usually motivate people to do what they do. Before a man accepts to perform a task at a cost, he must have seen the financial or social benefits before agreeing to perform such task. An employee that would not normally put in extra efforts to exceed his target would do so if an incentive is attached to hard work and being able to exceed target. Incentives can be defined as the engines that drive productivity and high performance of employees in organisations. Heathfield (2014) defined incentive as an object, item of value, or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive. Incentives are of different types, some are financial in nature, some coercive, some moral while others are natural in nature. Heathfield (2014) identified four types of incentives as:

**Compensation incentives:** These may include items such as raises, bonuses, profit sharing, signing bonus, and stock options.

**Recognition incentives:** They include actions such as thanking employees, praising employees, presenting employees with a certificate of achievement, or announcing an accomplishment at a company meeting.

**Rewards and incentives:** These include items such as gifts, monetary rewards, service award, presents, gift and certificates. An additional example is employee referral awards that some companies use to encourage employees to refer job candidates.

**Appreciation incentives:** These also include such happenings as company parties and celebrations, company paid family activity events, ice cream socials, birthday celebrations, sporting events, paid group lunches, and sponsored sports teams. The contributions of academic and non-academic employees of educational institutions assist in the achievements of the institutional goals and objectives. The provision of incentives goes a long way to encourage employees, and greatly influences their job satisfaction.

### **Factor affecting job satisfaction**

Many authors have identified different factors affecting job satisfaction; among such factors are work environment, relationship between bosses and subordinates, work attitude if employees, incentives and inducements availability, opportunities for personal development among others.

Hodson (1996) posited that opportunity for meaningful input into decision making process affects job satisfaction. It was found that service

conditions (Bajpai and Srivastava 2004), organisation culture Mckinnon, J.L. Harrison, G.L. Chow, C.W. and Wu, A. (2003), perception of fairness in the company's compensation programme (Babakus, E., Cravens, D.W., Grant, K., Ingram, T.N. and La Forge, R.W., 1996) also influence job satisfaction. Narang and Dwidevi (2010) also reported that Promotion opportunity and respectful treatment figure out in many of the studies as influencing job satisfaction of employees. Monetary compensation remains as one of the important element of the package. In their own view, Kalantan, K.A. Al-Taweel, A.A. and Ghani, H.A. (1999), further posited that good basic pay, rewards and incentives do impact the job satisfaction of the knowledge workers.

### **Statement of problem**

The success of an organisation cannot be separated from employees feeling about the organisation. The need to motivate employees to boost their morale for ease of accomplishing the organisational goals cannot be undermined. Employees are easily motivated to achieve set goals by making incentive available for the organisational employees. The employees of the two institutions investigated have gone through series of strike actions to demonstrate their ill feeling towards the institutions' management. Such unpleasant situation usually has direct bearing on employees' job satisfaction. It is based on this premise that this study investigated the effects of availability of incentives on job satisfaction of academic and non-academic employees of selected Federal Colleges of Agriculture in Oyo State, Nigeria. Specific objective were to:

1. describe the personal characteristics of the respondents;
2. determine factors affecting job satisfaction of academic and non-academic employees of selected institutions in Oyo State; and
3. identify incentives affecting job satisfaction of academic and non-academic employees of selected institutions in the study areas.

### **METHODOLOGY**

Multistage sampling procedure was used in the selection of respondents. Firstly, two research institutes namely Forestry Research Institute (FRIN) and Institute for Agricultural Research and Training (IAR&T) were purposively selected out of seven existing research institutes in Oyo state because of their affiliation with college of agriculture. The senior staffs cadre (Contiss 8 and above) of the two colleges were selected for this study. This cadre of employees was stratified into teaching and non-teaching staffs. Thirty percent of FCF employees (teaching = 122, and non-teaching = 155) staffs and FCAH (teaching = 172, and non-teaching = 275) was selected using

simple random sampling technique. The total number of respondents (sample size) from the two categories was 109. Out of this, only 85 respondents representing 81% of the instrument returned properly filled questionnaire used for analysis.

## RESULTS AND DISCUSSION

### Personal characteristics of respondents

Table 1 shows the age distribution of respondents. It shows that few (11.8%) of the respondents were below age 30 years, majority (75.3%) were between ages 30-40years while 12.9% fell within the age range of 40years and above. This implies that majority of the respondents are still in their active age and still have many years to contribute to the attainment of the organisational goals. Hence, the organisations need to make enough incentives available to ensure they are satisfied with their jobs. Table 1 further shows that most of the respondents (65.9%) were male while 34.1% were female. The higher percentage of male respondents could be attributed to higher responsibility expected from men as the head of the family; hence, they have to take up appointment in organisations like the two colleges to sustain their family members. The table further shows that few (27.1%) of the respondents were single while majority (72.9%) of the respondents were married. This implies that the organisations need to make provision for incentives that will have positive effects on the family members of the staff such as good health facilities. This will go a long way to improve the respondents' job satisfaction. Majority of the respondents are married. In addition, Table 1 shows that 78.9%, 20.0% and 1.2% of the respondents had one, two and three children respectively. The number of children given birth to by the respondents could help to reduce distraction from home as number of children has influence on level of responsibility which could turn out to be distraction if the situation is not properly handled.

Table 1 also shows the educational status of respondents. It reveals that about one third (31.8%) of the respondents were B.Sc. holders while 9.4%, 22.4%, 31.8% and 4.7% were OND, HND, M.sc and PhD holders, respectively. The high number of BSc. holders and above could be attributed to the fact that the respondents were employees of educational institutions which require higher educational attainment for career progression. On respondents' years of experience, result shows that respondents with 5 years experience were in the majority (67.0%) while 24.7% and 7.1% of the respondents had between 6 and 10years and 11and 15years professional experience, respectively. This implies that most of the respondents are mid-career officers with few numbers of years of

experience, which could have implication the turnover rate in the organisation. The annual income of the respondents according to Table 1 shows that majority (88.2%) of the respondents has the highest income rate of ₦1.3 million and above, while few (3.5%) have annual income of ₦400,000 - 800,000 per annum. This implies that respondents annual income is averagely high which alone could serve as financial incentives to enhance job satisfaction of the respondents.

**Table 1**  
**Distribution of respondents' personal characteristics**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Age (Years)</b>		
Below 30	10	11.8
30 – 40	64	75.3
Above 40	11	12.9
<b>Sex</b>		
Male	56	65.9
Female	29	34.1
<b>Maritalstatus</b>		
Single	23	27.1
Married	62	72.9
<b>Numbersofchildren</b>		
1	67	78.9
2	17	20.0
3	1	1.2
<b>Educationalstatus</b>		
OND	8	9.4
HND	19	22.4
B.Sc.	27	31.8
M.Sc.	27	31.8
PhD	4	4.7
<b>Religion</b>		
Christianity	74	87.1
Islam	11	12.9
<b>Experience</b>		
<5years	57	67.0
6 -10years	21	24.7
11-15years	6	7.1
16years & above	1	1.2
<b>AnnualIncome</b>		
₦400,000 – ₦800,000	3	3.5
₦900,000 – ₦1.3 million	7	8.3
₦1.3million and above	75	88.2

### Perceived effect of incentives provision on respondents' job satisfaction

Incentives are rewards granted to employees to increase their job satisfaction and performance. Incentives are provided besides wages and salaries so that the level of motivation and job satisfaction can be enhanced. Table 2 below shows the incentives provided by the organisations to promote job satisfaction of the respondents.

### Incentives provided to promote job satisfaction of respondents

The study findings according to Table 2 show the incentives affecting job satisfaction of both

academic and non-academic staff of the two colleges. Availability of co-operative society within the organisations, ( $\bar{X}$  =3.64;  $\bar{X}$  =3.47), obtain promotion ( $\bar{X}$  =3.43;  $\bar{X}$  =3.19) and permission to go on leave when due ( $\bar{X}$  =3.43;  $\bar{X}$  =3.26) were incentives for academic and non-academic employees, respectively. Employees in both categories stated categorically that the availability of cooperative societies in their organisations has really helped them to meet their financial

obligations at very critical moments of their lives. This is due to the fact that members of the cooperative societies have opportunities to access loan when in financial needs. The findings imply that the three incentives mentioned significantly influence the job satisfaction of academic and non-academic employees of the institutions. Therefore, the management of the two colleges need to concentrate on the provision of these incentives to achieve high job satisfaction among their employees.

**Table 2**

**Frequency distribution showing incentives provided to promote job satisfaction of respondents (n=85)**

Incentives provided	Not at all	Rarely	Often	Very often	$\bar{X}$	Ranking	SD
Payment for overtime.	<b>23(54.8)</b> 29(67.4)	<b>11(26.2)</b> 12(27.9)	<b>8(19.0)</b> 1(2.3)	- 1(2.3)	<b>1.64</b> 1.40	<b>12<sup>th</sup></b> 7 <sup>th</sup>	<b>0.79</b> 0.66
Provision for travel allowance.	<b>11(26.2)</b> 8(18.6)	<b>6(14.3)</b> 15(34.9)	<b>17(40.4)</b> 16(37.2)	<b>8(19.0)</b> 4(9.3)	<b>2.49</b> 2.37	<b>8<sup>th</sup></b> 8 <sup>th</sup>	<b>1.12</b> 0.90
Obtained promotion as at when due.	- 1(2.3)	<b>5(11.9)</b> 6(14.0)	<b>14(33.3)</b> 20(46.5)	<b>23(54.8)</b> 16(37.2)	<b>3.43</b> 3.19	<b>2<sup>nd</sup></b> 3 <sup>rd</sup>	<b>0.70</b> 0.76
Opportunity for further training.	<b>2(4.8)</b> -	<b>4(9.5)</b> 11(25.6)	<b>15(35.7)</b> 17(39.5)	<b>21(50.0)</b> 15(34.9)	<b>3.31</b> 3.09	<b>4<sup>th</sup></b> 4 <sup>th</sup>	<b>0.84</b> 0.78
Provision for conference grants.	<b>4(9.5)</b> 7(16.3)	<b>14(33.4)</b> 10(23.3)	<b>11(26.2)</b> 24(55.8)	<b>13(31.0)</b> 2(4.7)	<b>2.80</b> 2.49	<b>5<sup>th</sup></b> 6 <sup>th</sup>	<b>1.00</b> 0.82
Reward for hard work.	<b>12(28.6)</b> 15(34.9)	<b>14(33.4)</b> 13(30.2)	<b>10(23.8)</b> 12(27.9)	<b>6(14.3)</b> 3(7.0)	<b>2.24</b> 2.07	<b>9<sup>th</sup></b> 10 <sup>th</sup>	<b>1.04</b> 0.96
Availability of carrier opportunities.	<b>4(9.5)</b> 4(9.3)	<b>17(40.5)</b> 19(44.2)	<b>10(23.8)</b> 13(30.2)	<b>11(26.2)</b> 7(16.3)	<b>2.74</b> 2.53	<b>6<sup>th</sup></b> 5 <sup>th</sup>	<b>1.00</b> 0.88
Awards for self-motivation/ innovativeness.	<b>7(16.7)</b> 7(16.3)	<b>12(28.6)</b> 21(48.8)	<b>15(35.7)</b> 11(25.6)	<b>8(19.0)</b> 4(9.3)	<b>2.57</b> 2.28	<b>7<sup>th</sup></b> 9 <sup>th</sup>	<b>0.99</b> 0.85
Permission to go on leave as at when due.	<b>3(7.1)</b> 2(4.7)	<b>2(4.8)</b> 5(11.6)	<b>10(23.8)</b> 16(37.2)	<b>27(64.3)</b> 20(46.5)	<b>3.43</b> 3.26	<b>2<sup>nd</sup></b> 2 <sup>nd</sup>	<b>0.90</b> 0.84
Availability of loan for special projects e.g car purchase, house construction.	<b>17(40.5)</b> 19(44.2)	<b>4(9.5)</b> 15(34.9)	<b>15(35.7)</b> 7(16.3)	<b>6(14.3)</b> 2(4.7)	<b>2.24</b> 1.83	<b>9<sup>th</sup></b> 11 <sup>th</sup>	<b>1.14</b> 0.88
Financial assistance to pay children school fees.	<b>17(40.4)</b> 24(55.9)	<b>8(19.0)</b> 13(30.2)	<b>13(31.0)</b> 4(9.3)	<b>4(9.5)</b> 2(4.7)	<b>2.18</b> 1.66	<b>11<sup>th</sup></b> 12 <sup>th</sup>	<b>1.04</b> 0.85
Availability of viable co-operative society within the organisation.	- 1(2.3)	<b>2(4.8)</b> 2(4.7)	<b>11(26.2)</b> 16(37.2)	<b>29(69.0)</b> 24(55.8)	<b>3.64</b> 3.47	<b>1<sup>st</sup></b> 1 <sup>st</sup>	<b>0.57</b> 0.70

NOTE: Figures in bracket are the percentages.

$\bar{X}$  = mean; SD = standard deviation  
The bold figures are for academic staffs.

**Respondents' perception of effects of incentives availability on job satisfaction in the selected institutions**

Findings from Figure 1 show that respondents perceived that all the four types of incentives mentioned above affect job satisfaction at varying degree. The types of incentives are moral, financial, natural and coercive. On effects of incentives on job satisfaction, 40% indicated that natural incentives had very high effect on job satisfaction, while 55%, 25% and 35% indicated that coercive, moral and financial had very high effects on job satisfaction in the selected institutions. Few of the respondents 10%, 10% and 4% believed that natural, moral and financial have no effect on job satisfaction, respectively. This implies that since academic and non-academic employees of these institutions believed these incentives have effect on their job satisfaction, it is advised that the managements of

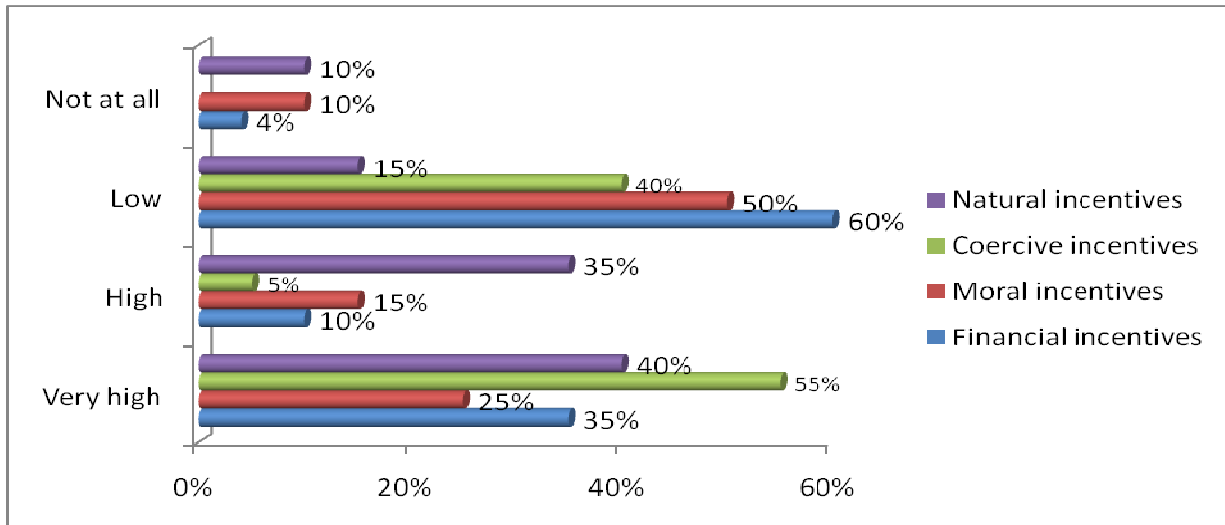
these institutions make efforts to make these incentives available for the progress of these institutions.

**Relationship between incentive availability to respondents and their job satisfaction**

Results of relationship between availability of incentive and job satisfaction reveals that there was a positive and significant relationship between incentives availability and job satisfaction of the respondent ( $r = 0.707, p < 0.05$ ). This is expected because the incentives provided will influence their job satisfaction. Though a significant relationship exists between incentive availability and job satisfaction, the COD = 0.49 show moderate relationship between the two variables. This finding implies that if the managements of the colleges investigated make necessary incentives available to the employees, they would become more satisfied

with their jobs and their performance on the job will also increase. This will greatly affected quality of graduates from these institutions and their

contributions to the growth of the society will be significant.



**Figure 1:** Bar chart showing the respondents perceived effects of incentives availability on employees' job satisfaction

**Table 3**  
**Pearson Product Moment Correlation showing relationship between incentives availability and job satisfaction**

Variable	r	p-value	COD	Decision
Relationship between incentives availability and job Satisfaction	0.707	0.00	0.49	S

P-value is significant at 0.05 level of significance

**Difference in the job satisfaction of academic and non-academic employees of the selected institutions and incentive availability**

Table 4 shows that significant difference existed between the job satisfaction of academic and non-academic employees of these institutions. This may be attributed to the varying conditions attached to issues relating to promotion and career progression among

academics and non-academics of these institutions. For the academics employees, the need to publish before promotion is an issue considering the fact that funds are not easily accessible to conduct projects or research that will foster paper production. In the case of non-academic employees, no stringent condition is attached to promotion of this category of employees.

**Table 4**  
**ANOVA showing level of difference in respondents' job satisfaction across the selected institutions**

Variable	F-value	Statistical value	
		P-value	Decision
Job satisfaction	2.71	0.01	Significant

P-value is significant at 0.05 level of significance

**Difference in incentives availability between academic and non-academic employees of the selected institutions**

Table 5 shows that significant difference existed in the incentives available to academics and non-

academic employees of the institutions. This explains one of the reasons while variation exists in their job satisfaction.

**Table 5**  
**ANOVA showing significant difference in incentives availability between academic and non-academic employees across the selected institutions**

Variable	F-value	Statistical value	
		P-value	Decision
Incentive availability	2.58	0.013	Significant

P-value is significant at 0.05 level of significance

## CONCLUSION AND RECOMMENDATIONS

The study concluded that different types of incentive are available to employees of the selected institution at varying degree. These incentives have significant effects on the employees' job satisfaction. Job satisfaction between academic and non-academic employees of the institutions differs. Similarly, there is difference in the incentives available to academics and non-academic employees of the selected institutions. Finally, financial, moral, coercive and natural incentives affect their job satisfaction at varying degree.

The study recommended as follows;

1. The managements of the institutions need to ensure incentives needed to motivate employees to work harder towards achieving the goals and objectives are provided since the study have shown that incentives greatly influenced job satisfaction of the institutions' employees.
2. Financial incentives according to the study significantly affects employees job satisfaction, hence, issues relating to staff promotion, permission to go on leave, payment of allowances and support for institutions cooperative societies must be given adequate attention by the instructions' management because of the effects they have on employees job performance.

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