

The Effects of Organizational Information on Researchers' Work Attitudes in Selected Agricultural Institutes in Oyo State, Nigeria.

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ABSTRACT

This study examines the effects of organizational information on job satisfaction, organizational commitment, and quit intentions of agricultural researchers in six purposively selected agricultural research institutes in Oyo State, Nigeria. The results obtained from 209 respondents of focal research institutes indicated that organizational information was positively related to job satisfaction, organizational commitment and negatively related to quit intentions. This indicates that when there is adequate organizational information, researchers will be satisfied with their jobs and are likely to exhibit greater organizational commitment and less willing to leave the organization. It is recommended that pre-entry information and work expectations should be made available to researchers for higher productivity.

(Keywords: job satisfaction, organizational commitment, organizational information, quit intention, resignation)

INTRODUCTION

An organization is found whenever people depend on each other to complete tasks or meet certain needs. Rogers and Agarwala-Rogers (1976) described an organization as a stable system of individuals who work together to achieve, through a hierarchy of ranks and division of labor, common goals'. An organization is therefore a social relationship, inter-locked behavior, centred on specialised tasks and maintenance of activities.

The agricultural institutes are organizations that represent a segment of the Federal Ministry of Agriculture. They were put in place to pass down useful and practical agricultural information to the farmers. Thus adequate information is important in research institute since the personnel are

strategic stakeholders whose commitment to work and the organization is essential for the achievement of goals and indeed sustainable agricultural development.

As such, the method of information delivery and the degree to which employees are satisfied with the information network determines their attitudinal disposition towards job (Chiang, Beck, and Carter, 2005). Studies have shown that information provided to employees can affect their subsequent adjustment and organizational commitment (Saks, 1994). Vandenberg and Scarpello (1990) reported that more accurate information was related to greater job satisfaction and lower motivation to quit. Also, it has been shown that pre-entry variables such as organizational information which is the information employees receive from organizations and the degree to which they are informed about their jobs and the organization can have effect on commitment. Ganzach, Pazy, Ohayun, and Brainin (2002) reported that both positive and negative information are capable of encouraging or discouraging employees on the job. Moreover, the information provided to employees may entail both positive and negative aspects of the job. This will enable them to have a clearer picture of the job and the organization (Wanous, 1992).

Organizational information may provide employees with a sense of control to cope and adjust in the work environment. In such situations, employees are less likely to consider leaving the organization. Further, by providing information, organizations may also be providing some form of social support which is negatively related to intention to quit (Kalliath and Beck, 2001). In the provision of organizational information, the establishment can identify work expectations and employees will understand what is expected from them by the organization (Ganzach et al., 2002). Employees are therefore

more likely to feel attached and want to stay with the organization that they perceive as more caring (Cullen, Parboteeah and Victor, 2003).

Vandenberg and Scarpello (1990) further stressed that more accurate information is related to greater job satisfaction, organizational commitment and lower motivation to quit. Ladebo (2008) demonstrated that job satisfaction is a causal mechanism, linking certain environmental factors to employees' behavior. Furthermore, they are also more likely to feel satisfied as their roles and job expectations are clearer. Some of the methods used by organizations to convey information to their employees include booklets, films, previews, job visits, and interviews (Dean and Wanous, 1985).

The research institutes being organizations are expected to provide the necessary information and a good work environment for the personnel. These research institutes are grouped into five agricultural zones in accordance to the Federal government decision in 1987. They were broadly patterned on the framework developed by the Federal Agricultural Coordinating Unit (FACU) in supporting the actions of the Agricultural Development Programmes (ADPs).

The five zones cover the different agro-ecological environments of Nigeria. The main purpose of this grouping was to strengthen farming system research and extension linkage by assigning the responsibility of each zone to a specific research institute in the area (NARD, 1997). The zones are the North-West, North-East, Central (Middle - Belt), South-East and South-West. The research institutes in Oyo State fall within the South-West zone. Six of these research institutes were selected from Oyo state and they include:

- (i) Cocoa Research Institute of Nigeria (CRIN)
- (ii) Forestry Research Institute of Nigeria (FRIN)
- (iii) National Institute of Horticultural Research (NIHORT)
- (iv) Institute of Agricultural Research and Training (IAR &T)
- (v) Nigerian Cereal Research Institute (NCRI)
- (vi) International Institute of Tropical Agriculture (IITA).

The research institutes have the mandate to improve upon the existing products in the various areas of interest. Each of them has an extension and research liaison unit for the dissemination of its research results (NARD, 1997). The institutes have a stake in extension activities in delivering adequate information to the extension agents which eventually gets to the farmers. There is therefore a need to examine the information delivery of personnel since this will affect their job satisfaction, which in turn will determine their commitment to the organization as well as their intent to quit.

MATERIALS AND METHODS

Sampling Area and Sampling Size

Researchers from six research institutes in Oyo state, Nigeria were selected for this study. All the researchers in these six research institutes form the population for this study. Fifty researchers were randomly selected from each of the six research institutes and valid responses were received from 209 respondents (69.66% responses). Structured questionnaires were employed to elicit information from respondents.

Organizational information Measurement

This was measured by asking the respondents to indicate the level of information within the organization from each of the 10 organizational information statements on a five-point Likert type scale (Vandenberg et al., 1999). The five points on the scale were weighted according to the adequacy of information of highly inadequate = 1 to highly adequate=5. Internal consistency reliability for the scale (Cronbach alpha) was 0.93.

Job Satisfaction Measurement

Survey contained scales developed by Brayfield and Rothe (1951). It is a six – item measure on a five-point Likert scale of strongly disagree = 1 to strongly agree = 5. Sample item include: "All in all, I feel fairly well satisfied with my job". Internal consistency reliability for the scale (Cronbach alpha) was 0.82.

Organizational Commitment Measurement

A six-item scale by Meyer and Allen (1997) was adapted for the organizational commitment of researchers. A sample item is: "I feel a strong sense of belonging to my organization" (Cronbach alpha = 0.88).

Quit Intention Measurement

This was measured using Poon (2003) three-item scale. A sample item is: "I plan to look for another job" (Cronbach alpha = 0.85). Percentage, mean score and standard deviation were used.

RESULTS AND DISCUSSION

Personal Characteristics of Research Personnel in Focal Institutes

Table 1 shows that the age of the respondents ranged from 25 years to 57 years ($X = 35.57$ years, $Sd = 0.34$ years). More than half (55.02%) were in the age range of 31-40 years. This implied that many of the respondents were still within the active and economically productive age bracket and they should be able to carry out research work adequately. It also implied that they have many more years to spend with the organization.

The table also indicated that 60.8% of the respondents were males while 39.2% were females. This implied that males dominated the research institutes of study. This result contrasts Oloruntoba (2000) who reported that less than 17% of the senior agricultural researchers nationwide were women.

Most of the respondents (86.6%) had spent between 1-10 years in the organization, while 12.9% had spent between 11-20 years. The implication of this is that most of the respondents are still young in the organization and they have the opportunity to serve for more years. If they had satisfaction with the level of organizational information as well as the general work conditions, they will not intend quitting the organization.

Sixty-one per cent of the respondents were senior officers while 31.1% were mid-level officers and the remaining 7.7% were junior officers. This shows that focal research institutes were dominated by senior officers, who have a role to

play in top management communication of the organization. They have a stake in determining the level of information dissemination within the organization.

The educational qualifications of the respondents were Bachelor's degree (31.1%), Masters' degree (56.9%), and Ph.D. (12.0%). These levels of academic attainments confirm that the respondents possess adequate qualifications which may enhance positive contribution to research findings and ability to take part in top-management communication. It also justifies their ranks as senior officers.

Table 1: Personal Characteristics of Respondents (n = 209).

Variables	Frequency	Percentage	Mean	Sd
Age (years)				
21 – 30	46	22.01		
31 – 40	115	55.02	35.57	0.34
41 – 50	42	20.10		
51 – 60	6	2.87		
Total	209	100.00		
Sex				
Male	127	60.8		
Female	82	39.2		
Total	209	100.00		
Tenure (years)				
1 -10 yrs	181	86.6		
11 – 20 yrs	27	12.9		
21 – 30 yrs	1	0.5		
Total	209	100.00		
Rank				
Senior officer	128	61.2		
Mid-Level Officer	65	31.1		
Junior Officer	16	7.7		
Total	209	100.00		
Educational level				
B.Sc.	65	31.1		
M.Sc.	119	56.9		
Ph.D.	25	12.0		
Total	209	100.00		

Source: Field Survey, 2010

Level of Organizational Information Dissemination to the Researchers

In Table 2, 80.4% of the respondents reported adequate organizational information dissemination in their workplace. This implies that adequate information was made available to researchers in the focal organizations. More accurate information was related to greater job satisfaction and lower motivation to quit (Addae

and Parboteeah, 2006). Also, Ganzach et al., (2002) found out that information given to employees, both negative and positive, have helped to encourage recruits as well as employees to develop more positive attitudes toward their organizations.

Kammenyer-Mueller and Wanberg (2003) reported that organizations that provided information for their personnel were perceived as more trusting and caring and the personnel tended to be more satisfied with job and show more commitment at work. Addae and Parboteeah (2006) opined that employees who received adequate information from the organization identified with the organization, coped, and adjusted within the organization thereby furthering their commitment to the organization and satisfaction with job. Consistent with previous research, the study provides further evidence of the importance of organizational information as it relates to affective commitment, job satisfaction and turnover intentions

Table 2: Level of Organizational Information Dissemination to the Researchers (n = 209).

Class	Frequency	Percentage	Mean	Sd
Highly inadequate	0	0.00	3.71	0.80
Inadequate	6	2.88		
Moderately adequate	35	16.74		
Adequate	98	46.89		
Highly adequate	70	33.49		
Total	209	100.00		

Source: Field Survey, 2010

Levels of Job Satisfaction of Researchers

Table 3 shows that 95.2% of the respondents were satisfied with job and no respondent reported dissatisfaction with job. The expectations of the researchers were met in terms of monetary and psychological needs. This result agrees with past studies which found out that job satisfaction is dependent on the individuals' expectations, physical and psychological needs, values and the positive relationship between job satisfaction and life satisfaction (Staw and Cohen - Charash, 2005). This implied that focal researchers are satisfied with job. Past studies in the country also

showed that agricultural employees were satisfied with job (Ladebo, 2008; Ladebo et al., 2008)

Table 3: Levels of Job Satisfaction of Researchers (n = 209).

Class	Frequency	Percentage	Mean	Sd
Highly dissatisfied	0	0.00	4.24	0.61
Dissatisfied	0	0.00		
Slightly satisfied	10	4.78		
Satisfied	72	34.45		
Highly satisfied	127	60.77		
Total	209	100.00		

Source: Field Survey, 2010

Levels of Organizational Commitment of Researchers

Table 4 shows that 91.4% of the respondents showed commitment to the organization. This implies that most of the respondents are loyal to the values and goals of the organization. This result is consistent with past research findings on Nigerian context which reported that employees are committed to their organizations (Ladebo, Adeoye and Adamu, 2008). Employees' emotional bond to the organization has been considered an important determinant of dedication and loyalty. Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement in the organizations' activities, their willingness to pursue the organizations' goals and their desire to remain with the organization (Meyer and Allen, 1997). This may be because the respondents reciprocated favorable treatment with greater commitment which is also in agreement with the social exchange theory (Meyer and Allen, 1997).

Quit-Intentions of Researchers

Table 5 shows that more than half of the respondents were willing to quit focal organizations (62.7%). However, 14.4% expressed willingness to remain with focal institutes. This implies that some of the respondents have the intention to quit the organization despite the fact that they are satisfied with job. It is however worthy to note

that employees' intention to leave will be determined by the number of job alternatives available. Employees are less likely to quit if there are fewer job alternatives available to them (Carsten and Spector, 1987).

Table 4: Levels of Organizational Commitment of Researchers (n = 209).

Class	Frequency	Percentage	Mean	Sd
Strongly disagreed	0	0.00	4.08	0.67
Disagreed	1	0.47		
Slightly agreed	17	8.15		
Agreed	87	41.62		
Strongly agreed	104	49.76		
Total	209	100.00		

Source: Field Survey, 2008

Previous research in North America suggested that turn-over tends to be motivated by among other factors, the disaffection of the employees with some aspects of the work environment (Hwang and Kuo, 2006). This result supports former literatures that organizational information lead to job satisfaction, which in turn, determines the organizational commitment of researchers to the organization and their motivation to quit the organization.

Table 5: Ratings of Quit Intentions of Researchers (n = 209).

Class	Frequency	Percentage	Mean	Sd
Strongly disagreed	3	1.44	3.36	0.94
Disagreed	27	12.91		
Slightly agreed	48	22.96		
Agreed	94	44.99		
Strongly agreed	37	17.70		
Total	209	100.00		

Source: Field Survey, 2010

CONCLUSION

In conclusion, organizational information is so important in any organization that wants to enhance increased productivity in terms of the commitment of the employee. Findings demonstrated that organizational information

leads to affective commitment and job satisfaction which will reduce the intention to turnover.

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