

Frontline extension workers' satisfaction with organizational climate in Edo State, Nigeria

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ABSTRACT

Extension personnel express satisfaction differently with organizational and interactional issues. This study assessed the satisfaction of frontline extension workers (FEWs) with organizational climate (OC) in the Edo State Agricultural Development Programme (ESADP). Specifically, it described the personal characteristics of FEWs, examined the extent of and satisfaction with organizational motivation and relationship with co-workers as well as identified the constraints to satisfaction. Data were collected from all the 56 scheduled FEWs using a structured questionnaire and analyzed with frequency, percentages, means and Spearman rank correlation. Findings showed that the FEWs had mean age and working experience of 45.9 years and 13 years, respectively. Organizational climate items in place include discipline ($\bar{x} = 3.28$), feedback/reporting ($\bar{x} = 3.13$), role clarity ($\bar{x} = 2.99$) and a high level of satisfaction in interaction with co-workers ($\bar{x} \geq 2.50$). The most serious constraints to satisfaction with OC include poor funding ($\bar{x} = 3.56$) and inadequate equipment and facilities ($\bar{x} = 3.24$). Results also showed that grade level ($r = 0.216$; $p = 0.026$), age ($r = 0.172$; $p = 0.029$) and work experience ($r = 0.173$; $p = 0.046$) were significantly correlated with job satisfaction. Various organizational climate items were in place but FEWs had low satisfaction. Edo State ADP needs to be revamped through adequate funding and an efficient reward system to motivate staff, most especially the younger staff.

HIGHLIGHTS

- This work was on the satisfaction of FEWs with OC in Edo State.
- Traits of FEWs, extent of satisfaction and workers' relationship were identified.
- Edo State ADP must be restructured with adequate funding.
- Younger employees require an efficient reward system as a form of motivation.

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1. Introduction

Job satisfaction (JS) is a positive attitude to work roles and workers' motivation. It is a positive orientation towards the work roles, an indication of an employee's well-being and an effective feeling emanating from the perception of an individual that their current job allows for the fulfilment of important job values (Noe *et al.*, 2006). A job goes with feelings which could be satisfaction or otherwise resulting from a process of evaluating what was received against what was expected. The feeling could be seen as a continuum ranging from dissatisfaction to different levels of satisfaction. Job satisfaction is generally viewed as the fulfilment of needs or wants. It is the extent to which people like their jobs (Spector, 1997). As a means, JS is expected to lead to more commitment and higher performance. Employee dissatisfaction is associated with less organizational commitment, higher stress, lateness or absenteeism from work, less citizenship behaviour, low productivity or exit from the organization (Noe *et al.*, 2006; Ladebo, 2004). The importance of JS derives from the fact that workers' emotional response to different job-related factors, results in finding pleasure, comfort, confidence, rewards, personal growth and positive opportunities. Hence, the feeling of contentment (JS) derived from a job compels an employee to develop a positive attitude towards the job. It is a function of evaluation of the job characteristics with positive outcomes.

Job satisfaction does not happen in isolation, as it depends on organizational variables, job characteristics and relationships with coworkers. These variables include the organizational structure, size, pay, working conditions, leadership, policies, procedures, quality of work, promotion, work group, motivation and

supervision. Others include interpersonal relationships, recognition, professional growth, role clarity, workload, safety at work, coworkers' support and availability of work facilities (Self *et al.* 2005; Poon, 2003; Sypniewska, 2013). Most of these variables constitute the organizational climate.

Organizational climate (OC) is employees' shared perception of the organization's policies, practices, procedures and reward systems or perception of the work environment. It depends on a value judgement which can vary greatly among people. OC greatly influences the performance of the employees because of its major impact on their motivation and JS. Organizational climate is directly related to efficiency and performance. Although not easy to change, OC can be promoted to achieve job satisfaction and organizational goals. This has to do with staff motivation. Hence, management should strive to create a congenial OC. Techniques to improve OC include communication, concern for people, participative decision making and changes in policies, procedures, rules and technology. Good organizational climate and management can produce high productivity and job satisfaction. Sugianto, (2018) asserts that organizational climate and organizational commitment positively affect JS. Motivation, a proactive human resource management strategy (Olorunfoba & Ajayi, 2003) has been noted to be imperative in ensuring job satisfaction. Satisfaction is expected to positively affect performance to produce satisfaction while rewards can lead to both performance and satisfaction.

Measuring the level of JS is therefore an important task for an employer. Employees' satisfaction is enhanced when there is interactional fairness in the workplace. Bruk-Lee *et al.*, (2013) opined that social relations in the workplace indicate that poor or rich quality exchange among members may predispose

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individuals to stress reactions or satisfaction in the job. [Omotayo et al., \(2001\)](#), and [Banmeke & Ajayi, \(2005\)](#) found that JS was negatively related to irregular payment of salaries, lack of clear information on role responsibilities, and performance expectations. This resulted in diminished morale of the extension workforce, causing inefficiency and reduced performance. Workers will therefore need to be motivated through positive OC for JS to enhance staff performance for the achievement of the organizational goals.

Measuring JS involves obtaining the degree to which an individual feels positively about the job tasks (technical), the work setting and the relationship with co-workers ([Koyenikan & Omoregbee, 2021](#)). Satisfaction could be assessed from each of the three perspectives or their combinations. Job tasks have been viewed as the fulcrum of job satisfaction. [Akinsorotan & Adah \(1997\)](#), and [Anyanwu et. al., \(2000\)](#), reported low levels of job satisfaction among field extension workers in Kogi and Imo State Agricultural Development Programmes, respectively. Employees are either satisfied or dissatisfied with them. [Hashemi and Sadeqi, \(2016\)](#) confirmed the positive relationship between organizational climate and job satisfaction. People respond differently to the same job, employers must take into consideration both job characteristics and the work context of the job itself. The type of reward system under which workers perform strongly influences the satisfaction-performance relationship.

The Nigerian extension service, Edo State ADP inclusive is bedevilled by several problems as identified by Agbamu (2005) and Koyenikan and Omoregbee, (2021) which include inadequacy and instability of funding, poor logistic support for field staff, low motivation, commitment and performance. These and other OC variables could affect the JS of staff. Banmeke and Ajayi (2005) found that the non-availability of facilities and poorly motivated staff resulted in low morale and a low level of role perception.

The extension workforce consists of individuals with diverse characteristics. These could affect their perception of organizational climate and interaction with co-workers differently. Edo State ADP like other ADPs experience according to [Anyanwu, et. al., \(2000\)](#), staff turnover among field extension workers due to retirement and search for greener pastures in banks and universities. There have been challenges like poor staffing, funding and logistics support which could affect the reward system, and consequently, job satisfaction. In North-central Nigeria, [Nwali et al., \(2022\)](#) found both the male and female EAs rated their relationship with their superiors higher than other extrinsic factors while they were least satisfied with the salary they earned. In Ekiti State, [Obabire et al., \(2019\)](#) found that EAs were dissatisfied with their motivation, sanctions, financial support for self and family, reward system, and budgeting among other variables. [Bameke & Ajayi, \(2005\)](#) found that Edo State extension workers were satisfied with their relationship with colleagues but dissatisfied with working conditions and salaries. It is against this background that the study was designed to assess the status quo after over a decade. Therefore, this study was conducted to assess the satisfaction of frontline extension workers with organizational climate and interaction with co-workers in Edo State ADP. Also, the study sought to specifically (1) describe the personal characteristics of front-line extension workers (FEWs) in Edo State, (2) examine the extent of implementation or presence of items related to organizational issues and interaction with coworkers by FEWs in the State, (3) ascertain the level of satisfaction with issues related to organizational climate and interaction with coworkers by FEWs the State and (4) identify the factors contributing to the dissatisfaction of frontline extension workers with organizational climate in Edo state.

Hypothesis of the study

H₀: There is no significant relationship between the personal characteristics of extension workers and their satisfaction with organizational climate and co-workers' interaction.

2.0 Methodology

The study was conducted in Edo State with a focus on FEWs of the Agricultural Development Programme (ADP), Nigeria. Edo State is an inland state in Central Southern Nigeria with its capital in Benin City. It is so located that it forms the nucleus of the Niger Delta region. It has a land mass of 19,794 km square, bordered by Kogi State to the North, Delta State to the East and South, the Ekiti and Ondo States to the West on 05°44'N and 07°34'N latitudes, 05°04'E and 06°45'E longitudes. The state has a population of 3,218,322 people ([NPC, 2006](#)) and is politically divided into eighteen (18) Local Government Areas (LGAs). Edo State is low-lying except towards the north axis where the Northern and Esan plateaus range from 183 m of the Kukuruku Hills and 672 m of the Somorika Hills. The State is located in the rainforest vegetation belt with mainly derived savannah in the north and the riverine communities in the South have mainly derived savannah in the north. Edo state has a tropical climate characterized by two distinct seasons: the wet and dry seasons. It has an average rainfall ranging from 1500mm in the north to 2500mm in the south. The temperature averages about 25°C (77F) in the rainy season and 28°C (82F) in the dry season ([Edo State Government, 2012](#)).

The main crops cultivated in the state are rubber, oil palm, cocoa, yam, cassava and maize. Others include rice, plantain, sugarcane, groundnut, fruits and vegetables. There are significant animal husbandry practices with cattle, goats, pigs, rabbits and sheep as the main products.

Edo State is delineated into three agricultural zones for effective extension coverage as follows: Edo Central, Edo North and Edo South zone. Edo State ADP is the extension arm of the State's Ministry of Agriculture. The ADP is headed by the Programme Manager who is representing the Permanent Secretary and the Commissioner for Agriculture in the Ministry of Agriculture. There are three technical sub-programmes; Technical services, Extension services and Planning Monitoring and Evaluation. The extension staff consists of officers at headquarters, zonal, block and cell levels. The cell extension workers and frontline extension workers (FEWs) are the closest to the farmers at the grassroots level. The established extension staff position for the state is 144 FEWs. However, this number has continued to dwindle over the year leaving the state with just 56 FEWs (Edo south = 34, Central=14 and North=8) at the period of the study. This is an indication that most of the cells were vacant.

The population of the study consisted of the fifty-six (56) scheduled FEWs of Edo State ADP contrary to the scenario in [Omoregbee & Ajayi, \(2009\)](#) where 76 Extension workers were randomly selected. A structured questionnaire was used to collect data from the respondents. The content of the instrument was validated by specialists from the Department of Agricultural Economics and Extension Services, University of Benin and Edo State Agricultural Development Programme (ESADP). Data were analyzed using frequency counts, percentages, and means, and Spearman rank correlation was used to test the hypothesis.

This study has operationalized organizational climate as comprising the work setting and relationship with co-workers while Koyenikan and Omoregbee (2021) assessed job satisfaction concerning job tasks or technical tasks performed. Satisfaction was measured using a 4-point Likert-type rating scale 1 = dissatisfied, 2 = fairly satisfied, 3 = satisfied and 4 = highly satisfied for 20 items with a mean item score of 2.5, implying

respondents' satisfaction. Constraints to satisfaction were measured using a 4-point Likert scale with 4 = very serious, 3 = serious, 2 = not serious and 1 = not very serious. A mean score of 2.5 indicates a serious constraint.

3.0 Results and Discussion

3.1 Personal characteristics of the respondents

Results in Table 1 show the personal characteristics of frontline extension workers (FEWS). Sex distribution shows a close proportion of males and females but more males (51.8%). This result contradicts the findings of Omoregbee and Ajayi (2009) on the dominance of males in the Edo State Agricultural Development Programme (ADP). Some (44.6%) of the

respondents were between the age range of 41 and 50 years with a mean of 45.9 years. This result is similar to [Odurukwe, \(2005\)](#) who found that extension agents were almost equally distributed between males and females in Abia ADP but contrary to the findings of [Onu et al., \(2005\)](#) about the dominance of younger workers of age 31 -40 years in Enugu State ADP. This is an indication that FEWS was advanced in age and recruitment might not have taken place recently. Most (92.9%) of them were married. This could mean a high level of responsibility and a likelihood of making a sound rational decision among extension workers. The majority (69.6%) of the FEWS were HND or BSc holders, indicating that the majority of the respondents had the educational background necessary for the effective performance of their duties. This confirms [Onu et al., \(2005\)](#)'s finding that the Enugu Agricultural Development Extension service has highly educated and competent men and women capable of turning the extension service around. The mean years of experience were 13 years. [Eumankama & Anyanwu, \(2008\)](#), and [Fabusoro et al., \(2008\)](#) have shown that years of working experience is a very important factor affecting the performance of field extension workers in the execution of their duties. Experienced extension workers tend to perform extension work with ease. Results also show that 53.6% of the respondents were in grade level 10. The implication is that those workers who have spent more years in the service are promoted to higher grades; hence, higher work experience. A very high proportion (92.9%) had attended less than four (4) off-project training which is in line with [Agumagu & Nwaogwugwu, \(2006\)](#) who found a low level of training in the ADPs. The average family size was 6 persons. The implication is that they have a manageable population which could make them more focused and productive in the performance of their jobs. The result shows that 80.4% earn between ₦50,001 - ₦100,000 monthly. The annual income for the FEWS was rather low considering the high inflation in the country. As for location Edo south has more (60.7%) FEWS. This could be attributed to the presence of Benin City, the State capital in the zone where many staff will want to work.

3.2 Occurrence and satisfaction with organizational climate items by FEWS

Table 2 presents the extent of organizational climate issues in place and the FEWS satisfaction with them. The OC items indicated to be highly in place or implemented include discipline (\bar{x} = 3.28), feedback/reporting (\bar{x} = 3.13), role clarity (\bar{x} = 2.99), the flow of communication (\bar{x} = 2.75), promotion (\bar{x} = 2.58), working condition (\bar{x} = 2.55), job autonomy (\bar{x} = 2.53), transparency (\bar{x} = 2.64), conflict resolution (\bar{x} = 2.58), cleanliness of the environment (\bar{x} = 2.54) and competence/confidence (\bar{x} = 2.50). The organizational climate items that were implemented or in place were rated as being of low intensity except for discipline, feedback/reporting and role clarity. Most of the items were below the cut-off point \leq 2.50 meaning that the extent to which they are in place was minimal. This could be to the array of constraints faced by the ADPs chief which is poor funding to implement the work programme. However, various items of interaction with co-workers were highly in places such as relationships beyond the workplace (\bar{x} = 3.22), communication with co-workers (\bar{x} = 2.82), trust among employees (\bar{x} = 2.87), mentor/mentee interaction (\bar{x} = 2.64), reception to people (\bar{x} = 2.83), teamwork (\bar{x} = 2.59), acceptance of people (\bar{x} = 2.83) and welfare assistance to colleagues (\bar{x} = 2.78). This is an indication that human relations in Edo State ADP were high. This could serve as motivation to work and contribute to JS as implied by the Human Relations movement.

Table 2 also shows that the frontline extension workers were satisfied with a few organizational climate items including communication flow (\bar{x} = 2.64), discipline (\bar{x} = 2.60), job security

Table 1. Socio-Economic Characteristics of Respondents N=56

Variable	Frequency	%	Mean
Gender			
Male	29	51.8	
Female	27	48.2	
Age (years)			
31-40	15	26.8	
41-50	25	44.6	45.9 years
51-60	16	28.6	
Marital status			
Married	52	92.9	
Widowed/separated	4	7.1	
Education			
OND/NCE	12	21.5	
HND/B.Sc	39	69.6	
Postgraduate	5	8.9	
Working experience (Years) range			
\geq 10	2	3.6	
11-20	25	44.6	13 years
21-30	22	39.3	
>30	7	12.5	
Household size range			
\geq 4	1	1.8	
5-9	45	80.4	6 persons
>9	10	19.9	
Training Attended off-project (Nos.)			
\geq 4	52	92.9	
5-9	4	7.1	
Location			
South zone	34	60.7	
Central zone	14	25.0	
North zone	8	14.3	
Monthly Income (₦)			
50,001-100,000	45	80.4	N72,102
>100,000	11	19.6	
Grade Level			
7-10	26	46.4	11
>10	30	53.6	

Source: Field Survey, 2017.

(\bar{x} = 2.75), transparency (\bar{x} = 2.63), conflict resolution (\bar{x} = 2.57), role clarity (\bar{x} = 2.59), role clarity (\bar{x} = 2.59), supervision (\bar{x} = 2.53), feedback/reporting (\bar{x} = 2.55), competence (\bar{x} = 2.55) and promotion (\bar{x} = 2.52). The respondents were satisfied with all the items of interaction with coworkers (≥ 2.50) meaning that they derived satisfaction working with their colleagues with relationships that transcend the workplace. This is an indication that the FEWs could afford to remain in the organization despite

the low level of organizational climate items. Satisfaction OC including variables like pay, promotion, supervision, fringe benefits, contingent rewards, relationship with co-workers, nature of the work and communication will likely make workers more emotionally attached to and involved with their respective organizations. However, the FEWs were not satisfied with fundamental issues such as pay package/remuneration, promotion, working facilities, payment of allowances and benefits,

Table 2. The perceived extent of occurrence and satisfaction with organizational climate items by FEWs

Items	Implementation/Occurrence		Satisfaction	
	Mean	SD	Mean	SD
Promotion as and when due	2.58*	.730	2.52*	.646
Supervision	2.42	.636	2.53*	.593
Working condition	2.55*	.860	2.13	.671
Position occupied/organizational structure hierarchy definition	2.32	.853	2.70*	.731
Office accommodation	2.33	.855	1.79	.654
Role clarity	2.99*	.783	2.59*	.652
Job autonomy	2.53*	.856	2.38	.689
Job feedback/reporting	3.13*	.821	2.55*	.703
Transparency	2.64*	.751	2.63*	.745
Job security	2.51	.756	2.75*	.649
Pay package	2.48	.877	2.26	.711
Recognition of contribution	2.20	.889	2.37	.669
Innovativeness and creativity leadership style	2.15	.655	2.44	.611
Participation in decision making	2.40	.836	2.48	.563
Job opportunity/potential for other jobs	1.99	.864	2.42	.590
Access to loans and advances when needed	1.86	.825	1.57	.646
Payment of allowances and incentives	1.78	.624	1.52	.636
Training opportunities and human resource development	1.38	.545	1.45	.563
Staffing situation	1.33	.714	1.38	.576
Discipline	3.28*	.682	2.60	.639
Building maintenance	1.25	.317	2.28	.626
Provision of work related information	2.11	.158	1.92	.450
Fixed working hours/timeliness	2.24	.417	2.02	.383
Encouragement of innovativeness and creativity on the job	2.45	.325	2.39	.300
Access to necessary equipment/facilities	2.14	.358	2.43	.525
Hygiene maintenance/cleanliness of environment	2.24	.475	2.37	.325
Conflict resolution	2.28	.583	2.57*	.583
Career advancement opportunities	2.25	.467	2.46	.243
Competence (yours)/staff confidence	2.50*	.458	2.55*	.232
Communication flow	2.75*	.489	2.64*	.503
Interaction with co-workers				
Communication among employees/social relationship	2.82*	.631	2.63*	.734
Trust among employees	2.87*	.518	2.52*	.692
Mentor/mentee relationship	2.64*	.591	2.32	.675
Reception to people/	2.58*	.655	2.58*	.640
Acceptance by people	2.83*	.458	3.15*	.653
Teamwork	2.59*	.704	2.83*	.656
Respect for coworkers	2.68*	.634	2.57*	.359
Assistance to coworkers-welfare	2.78*	.555	2.61*	.626
Relationship/interaction at work	2.84*	.624	3.11*	.554
Relationship beyond work place	3.22*	.584	3.62*	.601

Source: Field data, 2016; Mean * ≥ 2.5

training and staffing situation. These are expected to be incentives or motivations for job performance and retention of staff. Also, [Onumadu & Ifeanyi-Obi. \(2015\)](#) found that majority of extension workers were not satisfied with remuneration and allowances, opportunities for promotion and their general work environments. Also, [Javadi et al., \(2016\)](#) showed that job benefits, professional development and spousal support affected job satisfaction. [Getahun, \(2016\)](#) found that the majority of Directors of Agriculture were dissatisfied with their job. According to [Widisinghe & Sandika, \(2015\)](#), product development officers (PDOs) of a private extension company were satisfied with the working environment, work responsibilities and available teaching material such as leaflets while they are dissatisfied with rewards, fuel and telephone bill allowances, and job security and regarding overall job satisfaction while the majority (76%) were at the indifferent level. There could be high staff turnover if the opportunities are available elsewhere. Performance could increase with satisfaction and readiness to work is dependent on the working condition. [Spector, \(2008\)](#) stated that a job relates to commitment and therefore to an individual's attitude towards his/her work. Satisfaction affects performance and vice versa to achieve organizational goals both are apt. Workers' turnover, poor welfare, worker burnout, and poor JS have remained key issues affecting the capacity and effectiveness of extension services in Nigeria ([Ladele et al., 2015](#)).

3.3 Constraints to satisfaction with organizational climate (OC) by FEWs

Table 3 shows the major constraints to JS with the organizational climate of extension workers in Edo State Agricultural Development. In general, the result shows that the major constraints to JS include poor funding ($\bar{x} = 3.56$), poor reward system ($\bar{x} = 3.32$), inadequate equipment and facilities (\bar{x}

$= 3.24$), no opportunity to change ($\bar{x} = 2.94$), inadequate training opportunities ($\bar{x} = 2.89$), conflicting job demand ($\bar{x} = 2.82$), bureaucratic organizational rules and procedures ($\bar{x} = 2.81$) and low morale/redundancy ($\bar{x} = 2.85$). Omotayo, Chikwendu and Adebayo (2001) found that extension personnel lack clear information on their role responsibilities and performance expectations. [Getahun, \(2016\)](#) that the major causes for extension workers' job dissatisfaction were work overload, extremely low pay, difficult and disadvantaged work environment, poor social status, and poor interpersonal relationships with co-workers.

3.4 Relationship between personal characteristics and job satisfaction

Table 4 shows the relationship between JS with organizational climate and the personal characteristics of respondents. Results show that work experience ($r = 0.237$), grade level ($r = 0.184$) and age ($r = 0.197$) were significant and positively correlated with JS. The older, more experienced, with larger households, monthly income earning and higher GL of the FEWs, the more they perceived that they were satisfied with their job. The younger, less experienced, lower level extension workers tended to be less satisfied. This could be because of the high unemployment rate in the state, preventing the older staff from changing jobs. [Javadi et al., \(2016\)](#) showed that job benefits, professional development and spousal support affected JS while [Sugiarto, \(2018\)](#) found that organizational climate and organizational commitment positively affected job satisfaction. [Ibrahim et al., \(2008\)](#) found significant relationships between job satisfaction and payment of allowances, rate of promotion, regular training and level of education of extension workers. [Ladele et al., \(2015\)](#) found that workers' turnover, poor welfare, worker burnout, and poor JS have remained key issues affecting the capacity and effectiveness of extension services in Nigeria.

Table 3. Constraints to job satisfaction with organizational climate-related items by FEWs

Constraints	Mean	Standard Deviation	Rank
Poor funding by government	3.56*	.526	1
Poor reward system/poor incentives	3.32*	.672	2
Indiscipline	3.28*	.712	3
Inadequate equipment and facilities	3.24*	.677	4
No alternative job/no opportunity to change job	2.94*	.652	5
Inadequate training/capacity building opportunities	2.89*	.627	6
Inadequate help from other employees	2.85*	.691	7
Organizational rules and procedures/bureaucracy	2.81*	.683	8
Inadequate materials to work with	2.72*	.648	9
Low morale of employees	2.66*	.625	10
Poor recognition of efforts	2.58*	.538	11
Poor or inadequate job supervision	2.52*	.663	12
Personality problem	2.52*	.611	12
Policy inconsistency/poor transparency	2.51*	.661	13
Distractions by other employees/	2.48	.652	14
Inadequate information or ineffective communication	2.45	.704	15
Poor management/leadership	2.43	.631	16
Poor welfare initiative	2.36	.532	17
Limited opportunity for creativity	2.32	.615	18
People are difficult to relate with	2.28	.492	19
Poor orientation	2.18	.712	20
Expecting too much/greed	1.03	.701	23

Source: Field data, 2016; Mean ≥ 2.5 = *Serious

Table 4. Relationship between job satisfaction and personal characteristics

Independent variables	r-value	Significance
Age (years)	0.172*	0.029
Educational qualification	-0.096	0.058
Working Experience (years)	0.173*	0.046
Household size (No.)	0.081	0.062
Training Attended (No.)	0.029	0.931
Monthly Income (N)	0.101	0.053
Grade level	0.216*	0.026

* Correlation is significant at 5%

4.0 Conclusions

The FEWs perceived that the organizational climate-related items such as discipline and promotion were put in place but were not adequate. They were satisfied with mostly interactional/relationships with coworkers' items, especially those which are social and seem not to be cost involving and dissatisfied with the reward system. The older FEWs with larger households, tend to be more satisfied with the organizational climate. Constraints to JS included poor funding which could have been responsible for poor logistics support and inadequacy of equipment and facilities. Based on the findings, Edo State ADP should be revamped through more funding for staffing, a conducive environment and equipment to work with. Salaries and the reward system of the ADP should be improved upon to attract younger workers and also achieve JS. There is a need to encourage staff development and training to enhance competency and confidence among FEWs which could enhance JS.

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