

EMERGING LINK BETWEEN EMPLOYEES' MOTIVATIONAL FACTORS AND ORGANIZATIONAL COMMITMENT IN MINISTRY OF AGRICULTURE AND ADP IN OSUN STATE, NIGERIA

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Abstract

The study was designed to assess the relationship between employees' motivational factors and organizational commitment in Ministry Agriculture and Agricultural Development Programme, Osun State, Nigeria. Structured and validated questionnaire with Cronbach Alpha Coefficient of 0.82 level of consistency was used to collect data from 125 respondents. The data was subjected to descriptive and inferential statistics. Results revealed that mean age of the respondents was 43.75 while 83.9% of the respondents were married and 61.6% had BSc. / HND certificates. Majority (92.9%) had spent between 1-30years in the service. Motivational factors received in the organization were encouragement from superior (\bar{X} =3.50), encouragement from subordinates (\bar{X} =3.38), and staff recognition (\bar{X} =3.17). Effects of motivation were improved decisions making processes (\bar{X} =4.16), improved corporate image (\bar{X} =3.88) and building of positive conflict management skills (\bar{X} =3.84). Employees commitment tendency to the organization was categorized into Continuance (\bar{X} =3.4) Normative (\bar{X} =3.42) and Affective Commitment (\bar{X} =3.27). 72.3% of the respondents were at moderate level of commitment. Tested hypotheses revealed that income (r =0.010, p <0.05) and years of experience (r =0.034, p <0.05) were significantly related to motivational factors' accessibility. There was significant relationship between quality of motivational factors and organizational commitment (r = 0.005, p <0.05) while significant difference (t =0.022, p <0.05) in the quality of motivational factors in the Ministry and ADP was revealed. Organization was recommended to improve on training development and quality of motivational factors for the employees in order to enhance their levels of commitment to the organization.

Key Words: Links, Employees' Motivation and Organizational commitment

Introduction

Motivation as a concept related to many phenomena and particularly the accomplishment of task by employees as a result of their commitment to their

organization. It is a process of initiating a conscious and purposeful action. Motive means an urge or combination of urge to induce conscious or purposeful action. In this direction, organizational commitment

of employees is mostly being deterred by unethical attitudes of many organizations' managers towards work relating issues of their employees. Their inability to records and reward the performance and commitment of their workers adequately de-motivate employees at work. Osabiya (2015) considered, organizational commitment as workers' physical and psychological commitment to the achievement of goals and ideals of an organization that he or she belongs to, whatever may be the source of this feeling of commitment. According to George and Sabapathy (2011). Organizational commitment refers to an individual's loyalty or bond to his or her organization. Motivating staff is always leading to opportunity of broaden their skill to match up with the organizational demands. Munir *et al.* (2015) opined that, major duty of a successful organization is to maintain the continuity of the work in a powerful manner and assist the industry to survive and meet up with his corporate responsibilities.

When more consideration is made to this, the success of any faces of the business can be traced to ability of managers to provide a motivating environment as an encouragement to commit its workers to the organization. The challenge for managers in most today's business is to keep the staff motivated and performing well in the work place. Motivation is giving people incentive that cause them to act in desired ways while Nelson (2013) described it as the process of arousing and sustaining goal-directed behavior. In this manner, managers and administrators have to know the behavior of each one of the employees and what might motivate them individually. In this regard, by understanding workers' desire,

administrators can determine what incentive to use in order to motivate them. The primary aim of many organizations is to benefit from positive employees' behavior in the workplace by supporting a win-win situation for both the company and workers. Organizational commitment from this point of view is characterized by employee's acceptance of organizational goals and their willingness to exert effort on behalf of the organization. Miller, (2003) also states that organizational commitment is a state in which an employee identifies with a particular organization and its goal, and wishes to maintain membership in the organization. Organization commitment is however evaluated to be the degree to which an employee is desired to maintain membership of the organization due to interest and association with the organization's goals and values.

Porter and Lawler (1968) have developed Vroom's expectancy theory into a more comprehensive theory of work motivation. According to their theory, the effort expended on task will depend on the value of rewards for performing the job well and the expectation that the rewards will follow. In this model, what Vroom called 'instrumentality' is simply labeled 'the effort performance link' which depends on individual perception, this as well means the degree to which the individual feels that what they are required to do is consistent with the perception of their role. In the same direction, there is a substantial goal-performance relationship when people are devoted and committed to their goals. (Locke and Latham, 2002).

Consequently, the continuous need for motivation by employees from their employers and the need for organizational commitment from employees by employers need to be balanced for

optimum productivity. When employees are motivated to work, they tend to be consistent with their duty, feel satisfied to carry out their daily activities and protecting the organizational properties and accountable to the organization when it comes into play. It is against this backdrop that this study is designed to make an assessment of the emerging link between employees' motivation and organizational commitment in the Ministry of Agriculture and Agricultural Development Programme in Osun State, Nigeria.

Methodology

The study was carried out in the Ministry of Agriculture and Agricultural Development programme, Osun State, Nigeria. Osun State is located in southwestern part of Nigeria. It covers a land area of approximately 14,875 square kilometres. In term of location, Osun State lies between longitude 04° 00' and 05° 05' E and latitude 05° 58' and 08° 07' N. The state is bounded in the south by Ogun State; in the North by Kwara State; in the West by Oyo State; and in the East by Ondo and Ekiti States. A Multi- Stage sampling procedure was involved in the selection of one hundred and twenty five (125) respondents (25.51%) from the population of four hundred and ninety (490) employees in the two organizations. Stage one consists of purposeful selection of the organizations. In stage two and three, stratified and simple random sampling method were used for selection of departments and employees (respondent) respectively. In order to ascertain the validity of the instrument

used for data collection for the study, the instruments' content was scrutinized through the experts' judgement and to check the overall reliability of the questionnaire, it was subjected to the Chronbach's Alpha of internal consistence. The value obtain for the Chronbach's Alpha coefficient was 0.82, which proves that the reliability of the instrument used for the investigation was high enough to produce a valid and vibrant results.

Data were collected on socioeconomic characteristics of the respondents which were measured on ordinal and nominal levels; Qualities of employees' motivational factors was taken on standardized specific factors according to Rizwan *et al.* (2005) and Shadare *et al.* (2009) and measured on 5-point Likert type of scale of minimum score of 15 and maximum score of 75. Effect of motivation on organizational commitment was taken on 15 question items and also measured on 5 point Likert type of scale at a minimum score of 15 and maximum score of 75 while organizational commitment was measured by adopting 24 question items developed by Allen and Meyer (1990) with the scale of strongly agree, Agree, undecided, disagree and strongly disagree.

Data collected for this study was subjected to both descriptive and inferential statistics. Descriptive Statistics such as frequency counts, percentage and mean score were used for the presentation of the objectives while Chi-Square, Correlation Analysis and Independent T-test were utilized to test the study hypotheses.

Table 1: Distribution of the Respondents according to their Department and Organizations

Agricultural organizations	Department	Total Population of Staff	Respondents selected
Ministry of Agriculture	Tree Crop project	32	7
	Administrations and supplies	38	8
	Produce service	26	7
	Research and statistics	35	9
	Veterinary Services	14	8
	Livestock	48	8
	Fisheries	42	9
	Agricultural services	30	8
	Finance and Accounting	20	10
	Youth Engagement	15	9
	Total	300	83
OSSADEP	Agricultural research and extension	45	9
	Administration	30	10
	Finance	25	6
	Commercial services	42	9
	Planning	48	8
	Total	190	42
	Grand Total	490	125

Result and Discussion

Socioeconomic Characteristics of the Respondents

As depicted in table 2, the socioeconomic characteristics of the respondents were captured. According to the result, the mean age of the respondents was 43.75 ± 9.5 with 33.0% fell within the age bracket of 31-40years and 32.11% between 41-50years. Others were 27.7% and 7.1% that fell between 51-60years and less than 30years respectively. This result implies that respondents were mostly youths and hence, should have strength to perform better on their jobs. The result is in line with Williams, 1984 and Rogers (1968) who declared younger age to be positively associated with ability to undertake vigorous activities on the job. Further on the table is sex distribution, which depicts that 53.6% were male while 46.4% were female. Results show that male tends to be more involved in agribusiness and related specializations than female employees. This is supported by Irving *et al.* (1997) who postulated men to be more committed to organizational

work than women. On marital agenda, 83.9% of the respondents were married; 11.6% were single while 2.7% were widow. Only 1.80% were divorcees. Result shows that majority of the respondent were married. The result is supported by Bameke (2012), who reported that there are more married researchers in Agricultural Research Institutes in Nigeria. Further on socioeconomic characteristics, educational level and years of experience were investigated. As shown on the table, majority (61.6%) possessed either B. Sc or HND certificates, 16.1% had OND/NCE and 14.3% were Master degree holders. Findings show that employees were well educated and must be committed to their duties. This result is supported by Ogunfiditimi and Meretiwon (1981) who attributed educational level to the success of agricultural works. On the year of experience, it was revealed that 42.0% had been working in the organization for about 10years about 50% between 11-30years while only 7.1% of the respondents had been in the services of the organization for

about 30years. This result shows that the work environment is conducive and hence promotes the employees' commitment to their organization. The finding confirms the assertions of Li *et al.* (2007) that employees with less or equal to 10years of working experience are seen to be less stressed because they are in initial years of their career making and enjoying their jobs maximally. Results on income profile of the respondents revealed that 33.0%

earned below ₦41,000 monthly, 45.6% earned between ₦41,000 to 100,000, 13.4% took between ₦101,000 – N140,000. It was only 6.3% of the respondents who earned above ₦160,000 monthly. This result implies that majority among the respondent earned averagely in the organization and which will have a great deal on their commitment to the organization if not properly addressed.

Table 2: Socioeconomic characteristics of the Respondents

Variables	Frequency	Percentage	Mean	Standard deviation
Age (years)				
≤30	8	7.1		
31 – 40	37	33.0		
41 – 50	36	32.1	43.75	9.42
51 – 60	31	27.7		
Sex				
Male	60	53.6		
Female	52	46.4		
Marital status				
Single	13	11.6		
Married	94	83.9		
Divorced	2	1.8		
Widowed	3	2.7		
Educational level				
SSCE	8	7.1		
OND/NCE	18	16.1		
BSc. / HND	69	61.6		
MSc. / MA	16	14.4		
PHD	1	0.9		
Working experience (years)				
1-10	47	42.0		
11-20	28	25.0		
21-30	29	25.9		
Above 30	8	7.1		
Income (₦)				
Below 41000	37	33.0		
41000-60000	17	15.2		
61000-80000	17	15.2		
81000-100000	17	15.2		
101000-120000	10	8.9		
121000-140000	5	4.5		
141000-160000	2	1.8		
Above 160000	7	6.3		

Quality of Employees Motivational Factors

A need is a requirement for survival and well – being. Motivation of a person

depends on the strength of their needs. Result in table 3 depicts that the motivational encouragement received from superior ($\bar{X} = 3.50, 1.05$) was the

most quality and cherished by the respondents. This is followed by encouragement by the subordinate (\bar{X} =3.38, 1.08), effective recognition at works (\bar{X} =3.17, 1.15), proper organizational structure (\bar{X} =3.13, 1.16) and bonus administration (\bar{X} =3.02, 1.19). Other notable motivational factors were good compensation package (\bar{X} = 2.93, 1.21), democratic management style (\bar{X} = 2.93, 1.300), good working environment (\bar{X} =2.92, 1.16), appreciation for job well done (\bar{X} =2.9, 1.17), promotion in the organization (\bar{X} =2.77, 1.34) and salary scheme (\bar{X} =2.75, 1.17). The least in the record was training and development programme available (\bar{X} =2.69, 1.20), improved retirement pension scheme

(\bar{X} =2.70, 1.40) and good health/Safety scheme (\bar{X} =2.73, 1.15). Furthermore, employees were made into categories of motivations, 17.0% were highly motivated while 62.8% and 20.5 were in moderate and low motivation respectively. This result implies that majority (62.8%) were moderately motivated, while the quality of training, retirement pension scheme and; health/safety administration were poor. This results contradict Al-madi (2017), who recommended training as a substantial strategy for motivating workers. Right with quality motivational factors are fundamental to creation of organization effectiveness, commitment and success of the organizational goal.

Table 3: Quality of employees' motivational factors

Quality Employees' Motivational Factors	VU n (%)	U n (%)	N n (%)	D n (%)	VD n (%)	\bar{x}	S.D
1 Encouragement received from superiors	6 (5.4)	14 (12.5)	25 (22.3)	52 (46.4)	15 (13.4)	3.50	1.05
2 Encouragement received from subordinates	6 (5.4)	20 (17.9)	24 (21.4)	49 (42.8)	13 (11.6)	3.38	1.08
3 Effective recognition at work place	8 (7.1)	26 (23.2)	33 (29.5)	29 (25.9)	16 (14.3)	3.17	1.15
4 Proper Organization structure	13 (11.6)	20 (17.9)	29 (25.9)	40 (35.7)	10 (8.9)	3.13	1.16
5 Bonus Administration	16 (14.3)	21 (18.8)	29 (25.9)	37 (33.0)	9 (8.0)	3.02	1.19
6 Good compensation package	14 (12.5)	30 (26.8)	28 (25.0)	28 (25.0)	12 (10.7)	2.95	1.21
7 Democratic management style	22 (19.6)	18 (16.1)	32 (28.6)	26 (23.2)	14 (12.5)	2.93	1.30
8 Good working environment	10 (8.9)	38 (33.9)	26 (23.2)	27 (24.1)	11 (9.8)	2.92	1.16
9 Appreciation for work well done	17 (15.2)	22 (19.6)	37 (33.0)	27 (24.1)	9 (8.0)	2.90	1.17
10 Promotion in the Organization.	26 (23.2)	26 (23.2)	20 (17.9)	28 (25.0)	12 (10.7)	2.77	1.34
11 Salary scheme	18 (16.1)	35 (31.3)	20 (17.9)	35 (31.3)	4 (3.6)	2.75	1.17
12 Conducive Performance appraisal method	24 (21.4)	21 (18.8)	35 (31.3)	24 (21.4)	8 (7.1)	2.74	1.22
13 Good health and safety scheme	14 (12.5)	42 (35.7)	24 (21.4)	24 (21.4)	8 (7.1)	2.73	1.15
14 Improved retirement pension scheme	33 (29.5)	23 (20.5)	10 (8.9)	37 (33.0)	9 (8.0)	2.70	1.40
15 Training and development programs available	22 (19.6)	31 (27.7)	25 (22.3)	28 (25.0)	6 (5.4)	2.69	1.20

Employees' motivational factors categorization			
Rating scores	Frequency	Percentage	Decision
≤35	23	20.5	Low
36-55	70	62.5	Moderate
56-75	19	17.0	High

Specific Effects of Motivation on Organization Commitment

When workers are adequately motivated, they are tended to be committed and effective in the organization's operations. As revealed in table 4, motivation brought about improvement in the quality of decisions making processes in the organization ($\bar{X}=4.6, 0.90$), promotes and improves overall image of the organization ($\bar{X}=3.84, 0.97$). Others were openness and enhanced communication ($\bar{X}=3.82, 0.92$), promotion of spirit of team work and sense of responsibility ($\bar{X}=3.80, 0.89$), enhanced cooperation ($\bar{X}=3.78, 0.85$) and satisfaction of organization policies ($\bar{X}=3.77, 1.07$). The least in the results were development of competency at work ($\bar{X}=3.67, 0.9$), Productivity and innovativeness ($\bar{X}=3.70, 1.06$), enhanced performance ($\bar{X}=3.71, 1.03$) and judicious utilization of scarce commodity ($\bar{X}=3.72, 1.06$) among others. The results further show that 68.8% of the employees were in the high motivation effect while 27.7% and 3.6% of the employees were in moderate and low motivation effects. This result is in line with Guay *et al.* (2010) who assumed, that motivation assist in good decision-making process and assisting individual to operate in line with goal-oriented behavior and promote corporate image of the organization.

Organizational Commitment among the Employees

Results in table 5 presents the organizational commitment levels of the

employees. The mean continuance commitment was 3.46 while having desired to stay put in the organization ($\bar{X}=3.64, 1.13$), feeling of not leaving the organization ($\bar{X}=3.64, 1.18$) and feeling too hard even, if wanted ($\bar{X}=3.58, 1.18$) were the major attributes under the continuance commitment mode. Affective commitment had the mean of 3.27, and the major affective commitment characteristics were organization having a great deal of personal meaning to me ($\bar{X}=3.57, 1.48$), not thinking of attaching to another organization ($\bar{X}=3.45, 1.15$) and feeling happy to spend the rest of my career in the organization were the major attributes under the sub-heading. In Normative commitment, ($\bar{X}=3.71, 1.29$), thought that things were better with workers' career ($\bar{X}=3.71, 1.29$), thought that people move from company to company too often ($\bar{X}=3.66, 1.24$) and feeling that loyalty is moral obligation required ($\bar{X}=3.53, 1.20$) were also the major attributes. Level of organizational commitment revealed that 25.9% and 72.3% of the employees were highly and moderately committed to the organization while only 1.8% were in low level of the commitment to the organization. This result is in line with Miller (2003) who states that "high organization commitment means identifying with ones employing organization. Hence, the willingness to stay in an organization is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer and Allen, 1997).

Table 4: Specific Motivational Effects on Organizational Commitment

	Specific Motivational effects	SD n (%)	D n (%)	U n (%)	A n (%)	SA n (%)	\bar{x}	S.D
1	There is improvement in the quality of decisions making processes	2 (1.8)	5 (4.5)	10 (8.9)	51 (45.5)	44 (39.3)	4.16	0.90
2	It promotes and improve the overall image of the organization.	4 (3.6)	13 (11.6)	9 (8.0)	53 (47.3)	33 (29.5)	3.88	1.08
3	Building of positive conflicts management skills	2 (1.8)	12 (10.7)	15 (13.4)	56 (50.0)	27 (24.1)	3.84	0.97
4	Brings about improved openness and enhanced communication within the organization	0 (0.0)	13 (11.6)	20 (17.9)	53 (47.3)	26 (23.2)	3.82	0.92
5	It enhances employees' spirit of team work and sense of responsibility	3 (2.7)	7 (6.3)	19 (17.0)	64 (57.0)	19 (17.0)	3.80	0.89
6	Reduction in employees' discrimination within the organization.	0 (0.0)	12 (10.7)	26 (23.2)	48 (42.9)	26 (23.2)	3.79	0.92
7	Brings about enhanced cooperation between management and staffs.	1 (0.9)	10 (8.9)	19 (17.0)	65 (58.0)	17 (15.2)	3.78	0.85
8	Brings about satisfaction with the organizational policies.	3 (2.7)	14 (12.5)	19 (17.0)	46 (41.1)	30 (26.8)	3.77	1.07
9	There is enhance home and office management capabilities	2 (1.8)	9 (8.0)	27 (24.1)	51 (45.5)	23 (20.5)	3.75	0.94
10	There is reduced level of negligence and performance drudgery.	2 (1.8)	13 (11.6)	19 (17.0)	54 (48.2)	24 (21.4)	3.75	0.98
11	There is high level of transparency within the organization	2 (1.8)	14 (12.5)	16 (14.3)	59 (52.7)	21 (18.8)	3.74	0.97
12	There is judicious utilization of organization's scarce commodity	3 (2.7)	13 (11.6)	25 (22.3)	42 (37.5)	29 (25.9)	3.72	1.06
13	Leads to enhanced employees' performances	1 (0.9)	18 (16.1)	19 (17.0)	48 (42.9)	26 (23.2)	3.71	1.03
14	There is high Organizational productivity and innovativeness	2 (1.8)	17 (15.2)	22 (19.6)	43 (38.4)	28 (25.0)	3.70	1.06
15	Development of individual employees' competency at work	3 (2.7)	18 (16.1)	19 (17.0)	46 (41.1)	26 (23.2)	3.67	1.09

SD = Strongly disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly agree, \bar{x} = Mean, S.D = Standard Deviation

Effects of motivation on organizational commitment categorization

Rating score	Frequency	Percentage	Decision
≤35	4	3.6	Low
36-55	31	27.7	Moderate
56-75	77	68.8	High

Table 5: Organizational commitment level

Organizational Commitment	SD n (%)	D n (%)	UD n (%)	A n (%)	SA n (%)	\bar{x}	S.D
Continuance Commitment						3.46	
1	3 (2.7)	18 (16.0)	26 (23.2)	34 (30.4)	31 (27.7)	3.64	1.13
2	4 (3.6)	18 (16.1)	25 (22.3)	31 (27.7)	34 (30.4)	3.64	1.18
3	6 (5.4)	17 (15.2)	24 (21.4)	36 (32.1)	29 (25.9)	3.58	1.18
4	5 (4.5)	16 (14.3)	27 (24.1)	37 (33.0)	27 (24.1)	3.58	1.14
5	8 (7.1)	19 (17.0)	29 (25.9)	27 (24.1)	29 (25.9)	3.45	1.24
6	9 (8.0)	22 (19.6)	26 (23.2)	29 (25.9)	26 (23.2)	3.37	1.26
7	10 (8.9)	23 (20.5)	21 (18.8)	38 (33.9)	20 (17.9)	3.31	1.24
8	17 (15.2)	22 (19.6)	27 (24.1)	26 (23.2)	20 (17.9)	3.09	1.33
Normative commitment						3.42	
9	7(6.3)	17(15.2)	20(17.9)	26(23.2)	42(37.5)	3.71	1.29
10	6 (5.4)	18 (16.1)	21 (18.8)	30 (26.8)	37 (33.0)	3.66	1.24
11	5 (4.5)	23 (20.5)	20 (17.9)	36 (32.1)	28 (25.0)	3.53	1.20
12	6 (5.4)	19 (17.0)	32 (28.6)	30 (26.8)	25 (22.3)	3.44	1.17
13	6 (5.4)	22 (19.6)	35 (31.3)	29 (25.9)	20 (17.9)	3.31	1.14
14	9 (8.0)	17 (15.2)	37 (33.0)	34 (30.4)	15 (13.4)	3.26	1.12
15	17 (15.2)	18 (16.1)	26 (23.2)	23 (20.5)	28 (25.0)	3.24	1.39
16	16 (14.3)	19 (17.0)	30 (26.8)	24 (21.4)	23 (20.5)	3.17	1.33
Affective Commitment						3.27	
17	16 (14.3)	15 (13.4)	14 (12.5)	23 (20.5)	44 (39.3)	3.57	1.48

18	I think I could easily be attached to another organization as I am to this one	8 (7.1)	16 (14.3)	27 (24.1)	42 (37.5)	19 (17.0)	3.45	1.15
19	I would be very happy to spend the rest of my career with this organization	17 (15.2)	12 (10.7)	23 (20.5)	30 (26.8)	30 (26.8)	3.39	1.38
20	I enjoy discussing my organization with people outside	10 (8.9)	19 (17.0)	22 (19.6)	49 (43.8)	12 (10.7)	3.30	1.15
21	I really feel this organization's problem are my own	11 (9.8)	32 (28.6)	18 (16.1)	30 (26.8)	21 (18.8)	3.16	1.30
22	I do not feel emotionally attached to this organization	12 (10.7)	28 (25.0)	28 (25.0)	18 (16.1)	26 (23.2)	3.16	1.33
23	I do not feel like part of the family at my organization	12 (10.7)	29 (25.9)	32 (28.6)	20 (17.9)	19 (17.0)	3.05	1.25
24	I do not feel a sense of strong belonging to my organization	21 (18.8)	17 (15.2)	31 (27.7)	21 (18.8)	22 (19.6)	3.05	1.37

SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly agreed. \bar{x} = Mean, S.D = Standard Deviation

Organizational Commitment categorization

Rating score	Frequency	Percentage	Decision
≤56	2	1.8	Low
57-88	81	72.3	Moderate
89-120	29	25.9	High

Testing of the Study Hypotheses

Pearson product moment correlation analysis was utilized to test the relationship between respondents' socioeconomic characteristics and quality of motivational factors. As depicted in table 5, results revealed that income level ($r = 0.010$, $p < 0.05$) and years of experience ($r = 0.034$, $p < 0.05$) were significantly related to of motivational factors provided by the organization. This result implies that the more the income

and years of employees' experience, the more the employees' accessibility to the motivational factors in the organization. The result agreed with Stanley (2012) that money and incentive generally have the dominancy to magnetize, refrain and motivate individual towards higher performance, and that the fact that employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy.

Table 6: Pearson Product Moment Correlation analysis on selected respondents' socioeconomic characteristics and quality of motivational factors

Variable	Correlation Coefficient(r)	P. Value	Decision
Income	0.242	0.010	Significant
Years of working experience	0.304	0.034	Significant
Age-Educational level	0.028	0.769	Not Significant

Pearson Product moment correlation Analysis of employees' motivation and organizational commitment

The relationship between the employees' motivational factor and

organizations commitment was also investigated with PPMC, result revealed that positive and significant relationship ($r = 0.005$, $p < 0.05$) was obtained. This result revealed that good quality of motivational

factors in an organization will go a long way to effect high commitment of the employees to the organization. This result is in line with Kurose (2013) who posit

that a natural way to motivate workers at any level is to offer them psychological incentive and financial inducements.

Table 7: Pearson product moment correlation Analysis of employees' motivation and organizational commitment

Variables	R	P-value	Decision
Employees' motivational factors and organizational commitment	0.263	0.005	Significant

Differences in the quality of motivational factors available to employees in the` ministry of Agriculture and ADP in Osun State

Table 7 shows the result of T-Test analysis showing the differences in the motivational factors available in Osun State Ministry of Agriculture and Agricultural Development programme. The result revealed that there was a significant difference (t = 0.022, p<0.05) in the motivational factors available in the study organizations. This result shows that

despite, the fact that the two organization are owned by government in the same State, it is evident that administration of motivations was different. This difference might obviously due to differences in their managerial boards, goal and corporate mandates. This result is in line with skinner (1953) that employees' behaviour can be explained by consequences and differences in the environment, and therefore, not necessary to take for cognitive expectations or other factor than motivation.

Table 8: Analysis of Differences between the Quality of Motivational Factors Available to Employees of Ministry of Agriculture and ADP, Osun State

Variable	Location	Mean	S.D.	T-Value	Sig	Decision
Quality of Motivational Factors Available to Employee	OSMA	43.57	10.21	0.857	0.022	Significant

Conclusion and Recommendation

The most significant employees' management issues in recent time is motivation and reward scheme. Employee don't only want a good salary and benefit package, they also want to be recognized, valued and appraised for their good work. When they feel recognized and involved, they are less likely worry about money and security. The study was designed to investigate the emerging link between the employees' motivation and organizational

commitment in Osun state Ministry of Agriculture and Agricultural Development Programme. Structured and validated questionnaire was utilized to collect data from one hundred and twenty five selected respondents from the two organizations on their socioeconomic characteristics, quality and effect of motivation on organizational commitment and level of organizational commitment. Result revealed that income and years of experienced were significantly related to

organizational commitment. Quality of motivation was average; there was a high effect of motivation on organizational commitment while level of organizational commitment was moderate. Employees' motivation was positively and significantly related to employees' commitment and finally, result of independent T-test revealed significant differences in the quality of motivational factors in the Ministry of Agriculture and Agricultural Development Programme in Osun State, Nigeria.

Organization is recommended to boost the income and training development among the employees. Quality of motivational factors should be made Uniform in all sectors of Agriculture in the state since the goal is similar. Government is enjoined to re-evaluate and re-engineer the current motivational factors to a better and improved one so as to boost the commitment level of the employee in the organization to the higher level and hence, improved productivity.

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