

**POLICIES AND REGULATIONS ON EMPLOYEES' JOB SATISFACTION: EVIDENCE FROM
SELECTED PRIVATE FARMS IN NIGERIA**

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ABSTRACT

Organisational policies and regulations are very essential for the personal and professional growth of the workforce in any organisation. Employees always seek for career growth opportunities and, in this context, human resource policy functions stimulate them to stay in their current job. Non-implementation of welfare policies results into different levels of job satisfaction among employees of several organizations. This study examined policies and regulations on employees' job satisfaction; evidence from selected private farms in Ogun State, Nigeria. Simple random sampling was used to select 129 respondents from private farms (Animal Care Konsult, Ogere and Covenant Farms,) in Ota, Nigeria. Data were analysed using descriptive and inferential statistics (means, frequency count, percentages and Ordinary Least Squares (OLS)) regression. Results revealed that most of the respondents (72.9%) were male with a mean age of 32.4 years, Results also revealed that recruitment and selection policies ($\bar{x} = 3.08$) and annual leave policies ($\bar{x} = 2.92$) were prevalent policies and regulations among the respondents. Furthermore, 51.2% of the respondents perceived their organizational policies and regulations are favorable. Results further revealed that 58.0% of the respondents had a high level of job satisfaction. Ordinary Least square regression showed that performance appraisal and management policy ($\beta = 0.342$, $p < 0.05$) and annual leave opportunities policy ($\beta = 0.341$, $p < 0.05$) were significantly influenced by job satisfaction in the study organizations. The study recommends that managers at different level should ensure the implementation of policies and regulations that will reduce employees' job dissatisfaction.

Keywords: *Organisational policies, regulations, private farms and job satisfaction*

INTRODUCTION

Many organisations have now recognized that human resources play an important role in gaining a competitive advantage in today's highly competitive global business environment ((Abiona *et al.*, 2022; Oyeleye *et al.*, 2022; Park and Kim, 2021; Yousef, 2017 and Maicibi, 2012). In any organization, human resource management policies are the basis of optimal utilization, management, employees' job satisfaction and performance (Vahid and Dehghanpour, 2021; Yousef and Shadi, 2021 and Danish and Usman,

2010). Therefore, there is a need for every agricultural organisation to formulate policies and regulations which not only aid the achievement of goals and objectives but also align with the preference of the employees. The human resource department is often identified with the formulation and execution of these policies. Policies are made by the organisation to make an effective decision as a part of the system. It supports and affects the performance, relationship, resource, and functions of organisations. Policies defines the rules, values, and procedures to guide or handle certain issues relating to human and systems (Kim *et al.*, 2021; Ali, 2019; Adeogun *et al.*, 2016; Abdullah *et al.*, 2009 and Memon *et al.*, 2010). Policy is a course or method of action selected by any goal driven organisation out of several alternatives that guides and determine present and future decisions and positions on matters of public preference or social concern. Policies and regulations are guidelines formulated by an organisation to govern its actions which helps in the running of the organization achieving its short- and long-term goals (Al-Hussami *et al.*, 2021; Kim and Lee, 2012; Shraddha, 2018 and Martin and Martin, 2015). Regulations on the other hand, are authoritative orders with a course of law intended to promote order and efficiency in an organisation. That is, regulation has the effect of a law and is considered as a restriction that is imposed by authorities to make people follow the desired code of conduct that guide day to day running of the organisation (Alexander, 2020; Bahatti *et al.*, 2020; Tarba *et al.*, 2019; Anyakoha, 2019 and Memon *et al.*, 2010). According to Adams (2003), organisation rules and regulations are among the strategies designed to instill good conduct, value and ethics on employees in order to promote the image of the organisation such as self -control, orderliness, good behaviour and obedience to organization's authority (Abiona *et al.*, 2022; Kallialt *et al.*, 2020 and Ahment *et al.*, 2017). Tsai and mezher, 2020; Syed *et al.*, 2018; Anthony, 2017; Yousef, 2017; Jeet *et al.*, 2014 and Adams, 2003). In most developing countries, most organisation consists of the diverse workforce that requires critical management which make them set policies that is suitable to their cultures and practices (Abiona *et al.*, 2021; Steiner, 2020; Cooper, 2020 and Zaidan *et al.*, 2019). In most time these policies are written in policy book and effectively communicated to an employee working in each department which is been improved on to differentiate between rules and

norms (Al-Mutairi *et al.*, 2020; Dhaoui, 2020; Abiona *et al.*, 2018 ; Samuel *et al.*, 2014 and Kwenin *et al.*, 2013). According to Col Lee (2020); Abiona *et al.*, (2021); Steiner (2020); Cooper (2020) and Lamba and Choudhary (2013) considered policies as important ingredient that helps the organisations, to achieve their aims and goals especially the one that is backed up with authorities that compel staff to follow the desired code of conduct in any profit driven organisation. It is important to note that policies are generally aimed towards achieving a goal, whereas regulations are restrictive in nature and impose sanctions for non-compliance in any organisation which may lead to dissatisfaction of some employees (Zulfikri and Trisninawati, 2022; Yu and Han, 2021; Oyeleke *et al.*, 2020; Anyakoha, 2019 and Barbeito, 2004). Job satisfaction is a complex and controversial construct on which there is no single definition that totally match how satisfied human being are because of unlimited wants and needs (Alzahrani *et al.*, 2022; Kim and Lee, 2022; Abiona *et al.*, 2017 and Kinsley and Walden, 2018). It is a crucial indicator of how employees feel about their job and describes how much they are contented with their job (Wang *et al.*, 2021; Cooper, 2020; Yousef, 2017 and Barbeito, 2004). Job satisfaction is the positive emotional state resulting from an employee's job experience (Dhaoui, 2020; Anyakoha, 2019; Memon *et al.*, 2010 and Parker, 2008). It explains the extent to which employees like or dislike their job which make satisfaction level of employees also associated with increase in output of the organisation coupled with flexible policies and regulations. According to Hajiali *et al.*, (2022); Rukmana *et al.*, (2022) and Celik (2011), job satisfaction is the general expression of workers' positive attitudes built up towards their job and its nature. That makes them delightful base on the advancement of workers in institution they are working with (Chege, 2016 and Gull *et al.*, 2012). Based on this background, this study assess policies and regulations on employee's job satisfaction: evidence from private farms in Ogun State, Nigeria.

Materials and methods

The research was conducted in two agricultural institutions (Animal Care Services Konsult Nigeria Limited, Ogere and Covenant University Farm, Ota) in Ogun State, Nigeria.

Covenant University Farm

Covenant University (CU) farm is a private profit-oriented business organization under the arm of the Covenant University Ota, Ogun State, Nigeria. The University established this farm on about 1000 hectares of land for the cultivation of both cash and food crops (Cassava, plantain, oil palm, water melon, cucumber, pawpaw, tomatoes, pepper and vegetables, among others). The primary goal of Covenant University Farms is to facilitate research, training, and practical experience for students, enabling them to gain hands-on knowledge in modern agricultural

practices. This farm also contributes to the University's commitment to promoting sustainable agriculture, food security, and entrepreneurship in Nigeria. Covenant University Farms serves as an exemplary model of integrating academic learning with practical agriculture, fostering innovation, and preparing students for careers in the agricultural industry.

Animal Care Services Konsult (NIG) Ltd

Animal Care Services Konsult (NIG) Limited popularly referred to as Animal Care, is a wholly indigenous Nigerian company in the business of commercial poultry production, commercial livestock feed milling, aquaculture, manufacturing, procurement and distribution of animal health products and technical laboratory services. This organisation was established in 1979 and has grown over the years to become a leading operator of livestock products in the North and East of Nigeria.

Population of the Study and Data Collection

The population of the study comprise of employees of Covenant University Farm and Animal Care Services Konsult Limited, Ogere Remo, Ogun State, Nigeria. Out of 228 employees in the study areas, 44.8% of the staff was selected through multistage random technique and a total of 129 respondents were interviewed for the study. The data for the study were obtained using structured questionnaire. The questionnaire was structured into sections to generate information about the personal characteristics, perception of employees on regulations and policies and employee's job satisfaction were measured using 4 points Likert rating scale of "Strongly Agree=4," "Agree =3," "Disagree =2," and "Strongly Disagree =1 for all the positive statements and negative statements were reversed accordingly and this was further categorized into two level of satisfaction as high and low. Data were also analysed using frequency, percentage, mean, standard deviation Chi-square, Pearson Product Moment Correlation, Ordinary Least Square regression.

RESULTS AND DISCUSSION

Personal characteristics of the respondents in the study area

Table 1 reveals that both organisations are dominated with males (72.9%). This is expected because of the nature of the farm activities. More so, the workload associated with these agricultural organisations could contribute to gender specification during recruitment process (Abiona *et al.*, 2021; Steiner, 2020; Cooper, 2020 and Lamba and Choudhary, 2013). Age is one of the social factors that determine the level of dynamism and level of experience of an employee's ability to take decision and actively participate in the organisational functions. Based on this, most (86%) of the respondents in the two study organisations were less than or equal to 40years of age, while others (18%) are above 40years. The mean age of the respondents were 32.4years, which is an indication

that private agricultural organisations are likely to be more preferred by young individuals who are still in their active age (Suryani and Resniawati, 2022; Saputra and Mahaputra, 2022; Abiona *et al.*, 2018; Yuen *et al.*, 2018 and Torlak and Kuzey, 2019). It is worthy of note that, majority (55.8%) of the respondents were married while others (40.3%) were single. This is also an indication that both private agricultural organisations are largely made up of workforce who have family responsibilities in addition to their job requirements. According to Abiona *et al.* (2021) and Fakoya (2000) who asserted that marriage holds significance in our society as it is commonly believed to bestow a sense of responsibility upon individuals, thereby influencing their way of life.

Moreso, the mean for monthly income in both study locations was ₦50,155.04. This corroborates the

findings of Ayansina *et al.*, (2020); Omole *et al.*, (2018); Abiona *et al.* (2018); Kahn *et al.* (2013) and Ibeun (2002) that if any employee earns better in an organisation, it will have a great deal on their level of satisfaction and also obey most policies and regulations established by the organisation. More so, it was discovered that most of the respondents had spent some reasonable time in that organisation with a mean of 6.25years, this results implies that there is likelihood of employees’ satisfaction with the organisation's policy and regulations laid down in both locations of study. This results is also supported by the views of Steiner (2020); Tarba *et al.*, (2019); Abiona *et al.*, (2017); Abiona *et al.*, (2016) and Lambert (2006) that the longer a person stays with an organisation, the more their investment in terms of time and resources in their possession.

Table 1: Personal characteristics of respondents

Variables	Categories	Frequency	Percentage	Mean
Gender	Male	94	72.9	
	Female	35	27.1	
Age (years)	≤20	4	3.1	32.4
	21-30	48	37.2	
	31-40	59	45.7	
	41 and above	18	18.0	
Marital status	Single	52	40.3	
	Married	77	59.7	
Income (₦)	Less than 40,000	70	54.3	50155.04
	41,000 and above	59	45.8	
Years of Service (yrs)	≤10	107	82.9	6.25
	11 and above	22	17.0	

Data: 2021

Policies and Regulations of the respondents

Table 2 presents the policies and regulations being implemented in both private organisations. Major policies and regulations that were well established in the study locations were: Recruitment and selection policies (\bar{x} = 3.08), leave policies (\bar{x} = 2.92) and employees discipline, grievances and complaints policies (\bar{x} = 2.91) are most preferred policies and regulations identified in the study areas. Recruitment and selection policies were the most preferred policies identified by the respondents. That is, there is formal induction, orientation and familiarization process designed to help newly recruits staff to understand the organisation better. This results is in line with the views of Cooper (2020); Dhaoui (2020); Smith and Johnson (2019) and Shipton *et al.*, (2005) who reported that the use of effective human resource management practices (such as including sophisticated methods used for recruitment and selection, orientation, appraisal, and training) in any form do envisage organisational innovation in

terms of products and services. This also agrees with the report of Abiona *et al.*, (2022); Wang *et al.*, (2021); Yousef (2017) and Dess and Jason (2001) who were of the opinion that in business strategy implementation, the involvement of line managers in the entire staffing process (drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owners of the recruitment and selection process along with human resource unit playing a facilitator’s role to ensure that policies and regulations as regards recruitment are implemented. Moreover, policies on annual leave in the organisations were also preferred by the respondents. This implies that, most of the respondents enjoy their annual leave anytime they are due with some remuneration. This results is in line with Abiona *et al.*, 2019; who opined that most employees use their leave for personal assignment

and a medium to calm their nerves. It is worthy to note that, discipline, grievances and complaints policies ($\bar{x}= 2.91$) were identified as policies that give room for employees' observations, complaints and sanctioning for breach of contracts. That is respondents were aware of disciplinary procedures which are clear and well-coordinated. This observation is in line with the opinions of Bhatti *et al.*, (2020); Oyeleye *et al.*, (2020); Anyakoha (2019) and Khalid *et al.*, (2014) who were of the opinion that organisation should signal policies and regulations in such a way that employees interpret it as fair, just and right. This policy signal must be well interpreted to

the extent that they will be able to exhibit satisfaction and job performance (Abiona *et al.*, 2022 and Khalid *et al.*, 2014). Therefore, majority of the respondents (51.2%) perceived a favorable organisational policy and regulations while 48.8% of the respondents were unfavorable to the policies and regulations in the study locations. This results is supported by the assertions of Yousef and Shadi (2021); Torlak and Kuzev (2019); Shields *et al.* (2015); Malik *et al.* (2013) who were of the opinions that staff will be favorably disposed to policies and regulations that influenced their job satisfaction positively.

Table 2: Policies and Regulations of the Employees in the Study Organisations

Policy and Regulations	Mean	Standard Deviation
Recruitment and Selection	3.08	0.88
Leave Policy	2.92	0.93
Discipline, grievance and complaints	2.91	0.68
Performance appraisal and management	2.85	0.89
Training and Development	2.82	0.90
Insurance, health and safety policy	2.74	0.86
Career planning	2.70	0.80
Participation policy	2.67	0.98
Security and termination policy	2.56	0.82
Unfavourable	48.8%	
Favourable	51.2%	

Data: 2021

Levels of Job Satisfaction in the Study organisations

Saputra and Mahaputra (2022); Hajiali *et al.* (2022) and Šatera *et al.* (2015) looked at job satisfaction as basically how much an individual likes or dislikes their job, which could have both negative and positive effect on the job and later affect the productivity of the organisation (Abiona *et al.*, 2022; Nurrohmat, and Lestari 2021; Adhika *et al.*, 2021; Sari and Susilo 2018 and Abiona *et al.*, 2017). Table 3 present the level of employees' job satisfaction in study organisations. Respondents were satisfied because they enjoy their co-workers ($\bar{x}= 3.10$) which make them do many things at work ($\bar{x}= 2.81$). Also, most of the respondents feel a sense of pride in doing their job ($\bar{x}= 2.80$) which also make them feel sense of development through the training and development programs of their organisation ($\bar{x}= 2.78$). This result implies how satisfied respondents were in the study areas. That is, when policies and regulations meet employees desire, their levels of job satisfaction will be high (Suryani and Resniawati

2022; Suhardi *et al.*, 2022; Hajiali *et al.*, 2022 and Abiona *et al.*, 2020). More so, Yousef and Shadi (2021); Fekete and Torma (2021); Bhatti *et al.*, (2020); Cooper (2020); Dhaoui (2020); and Abiona *et al.* (2014) emphasized that job satisfaction is significant in any goal driven organisation because it has a negative and positive effect on the attitude and beliefs of people which may affect their behaviour in discharging of their duties in their respective organisation. It is worthy of note that, most of the respondents were satisfied with organisational disciplinary action ($\bar{x}= 2.64$) and also with policies and regulations of the organisation ($\bar{x}= 2.66$). This result implies that, the better their understanding of the regulations and rules of their organisations, the higher the level of satisfaction of such employees in that organisation (Hajiali *et al.*,2022; Abiona *et al.*, 2017). It was noted and established that majority (58.9%) of the respondent's falls into the category of high level of satisfaction. This is an indication to some extent that most respondents were satisfied with the policy and regulations of the study locations.

Table 3: Respondents level of Job satisfaction

Job satisfaction statements	\bar{x}	S.D
I enjoy my co-workers	3.10	0.61
I like doing the things I do at work	2.81	0.66
I feel a sense of pride in doing my job	2.80	0.80

I feel a sense of development through the training and development programs my organisation offers.	2.78	0.95
I am satisfied with my organisation disciplinary actions	2.72	0.82
I am satisfied with my organisation's policy and regulations	2.66	0.67
I feel significant in the organisation with the employee participation policy in place	2.63	.638
I am satisfied with the freedom to take initiatives with how my job is done	2.48	0.87
There is balance between my work and other life engagement	2.47	0.79
I do not feel that the work I do is appreciated	2.47	0.72
I am satisfied with the employment security the organisation offers me	2.43	0.93
I feel satisfied with my chances for salary increase	2.41	0.92
I sometimes feel my job is meaningless	2.16	0.83
I am satisfied with the pay I receive for my job	1.97	0.84
My supervisor is unfair to me	1.84	0.86

Categorization: Low(15-37) =41.1%

High(38-60) = 58.9%

Data: 2021

Relationship between independent variable and employees' job satisfaction

The personal characteristics of the respondents (age, gender, and monthly income, year of experience, marital status, and sex) were entered into the model to act as control (Table 4). Age ($b = 0.61$, $p < 0.05$), years of experience ($b = 0.57$, $p < 0.01$) and monthly income ($b = 0.25$, $p < 0.05$) were significantly related to job satisfaction. This implies that the lesser the age of workforce in the organisation, the better is their job satisfaction as indicated in the personal data of the respondents. Also years of experience have a positive relationship and significant at 1 percent level of probability. This result simply showed that most of the employees have gathered much experience that could serve as a checker for following the policies and regulations of the organisation for better satisfaction. Lastly, the implication of the significant relationship between monthly income and job satisfaction is a reflection of being able to earn much in order to afford some level of comfort and also to meet basic needs such as food, clothing, and shelter by the employees, which may help them focus more at work, neglect some of the harsh policy and be more committed to their job. More so, employees feel de-motivated or unsatisfied with their job when they don't get the fair amount in their organisation against the services rendered by them. Therefore, if the family of an employees is large, the policies of the organisation may not be favorably to them, which may affect their job satisfaction.

Furthermore, policies and regulation data were coded in the model and were shown to had significant relationship between compensation and rewards ($b = 0.68$, $p < 0.05$) and training and development ($b = 0.56$, $p < 0.001$), job security ($b = 0.64$, $p < 0.001$), performance appraisal and management ($b = 0.60$, $p < 0.001$), participation ($b = 0.97$, $p < 0.001$), career planning ($b = 0.50$, $p < 0.001$), leave opportunities ($b = 0.65$, $p < 0.01$), discipline, grievances and complaints ($b = 0.84$, $p < 0.05$), insurance health and safety ($b = 0.68$, $p < 0.001$) and job satisfaction. Compensation and rewards were positively significant to employee's satisfaction, which implies that employees in the organisation were satisfied with the kind of compensation and rewards policies established in the study location. This results is supported by Rachman *et al.* (2020); Torlak and Kuzey (2019); Widyaningrum and Rachman (2019); Abiona *et al.* (2017) and Byremo, (2015) who asserted that positive or constructive rewards can be advantageous to the organization and help the management to have positive influence over the employees, and at the same time, has the interest of the organisation at heart. Training and development policy on the other hand, has positive significant influence on job satisfaction. This implies that the interference of training and development with the employee help them to build more confidence with the kind of policy and regulation governing their job which will increase their level of

job satisfaction. Also, performance appraisal was found to be positively significant to employee's job satisfaction. This results implies that employee get appraised after reasonable delivery of their duties. This observation is in tandem with the report of Abiona *et al.*, (2020); Ali (2019) and Kwenin *et al.*, (2013), who were of the opinion that continuous appraisal of the employee in a goal drive organisation will increase their level of job satisfaction. Periodic assessment is one of the basic rewards that employee gets in their respective organisation which serve as booster to development of the institutions (Suhardi *et al.*, 2022; Hajiali *et al.*, 2022 and Ali, 2019).

Table 4: Contribution of independent variables to employees' job satisfaction

Variables	Std. Error	Coefficient	t-value
Constant	2.491	17.124	6.874
Age	0.084	0.691	2.782**
Sex	0.023	0.543	1.123
Marital status	0.654	0.321	1.234
Years of experience	0.094	0.578	1.976*
Income	0.157	0.258	2.345**
Recruitment and selection policy	-0.197	-0.73	-1.372
Compensation and reward policy	-0.242	0.681	2.486**
Training and development policy	0.149	0.561	1.878*
Employment job security and termination	0.147	0.641	1.677*
Performance appraisal and management policy	0.213	0.609	2.860***
Employee participation policy	0.465	0.975	1.685*
Career planning policy	0.212	-0.507	1.904*
Leave opportunities policy	0.215	0.653	3.037***
Employees discipline grievances and complaints	0.221	-0.849	-2.221**
Employee insurance health and safety policy	0.234	-0.408	-1.987*

Data: 2021 Note: Sig @10%*, 5% and 1%*****

Conclusion and recommendations

The effect and influence of policies and regulations on employees job satisfaction was well pronounced based on the findings. The study established that organisational policies and regulations were positively significant to employee's job satisfaction in terms of compensation and rewards, training and development, job security, appraisal, participation, leave opportunities and health insurance scheme. Based on the conclusion of the study, the following recommendations were made;

1. Private agricultural organisations (farms, research institutions and academic institutions) should have periodic review of their existing organisational regulations and policies with respect to employees' response to those practices.
2. Managers of agricultural organisations should ensure to implement the existing policies (work-life balance policies) in such a way that dissatisfaction will be reduced among the staff.
3. Private agricultural organisational bodies (associations) should develop some common regulations and policies based on agreed standard

which will serve as a guide to existing and newly created firms or industry in order to bridge the existing gap that could lead to employee dissatisfaction especially in most developing countries.

4. Management should ensure that employees are incorporated into designing of policy and regulations for proper growth of both the employee and employer.

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