

## **Job Satisfaction and Performance of Kogi State Ministry of Women Affairs and Social Development**

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### **Abstract**

*This study investigated the effects of job satisfaction on performance of Kogi State Ministry of Women Affairs and Social Development. The specific objectives of the study were to assess the effect of employee job satisfaction on the performance of key functions of the Ministry, including training of women's cooperatives in the state among others. In order to achieve these objectives, the study adopted the descriptive survey design and population consisting of 142 staff of the Ministry. Hertzberg Two Factors theory guided the study. The sample size was 140 respondents of the various departments of the Ministry using multistage sampling technique and the Krejcie and Morgan Table to select the sample size. Furthermore, the instrument for the collection of data for this study was questionnaire. The data obtained were analysed using simple percentages method. Results from the study revealed among others that employee job satisfaction in KSMWA & SD affected the performance of its key functions including training of women's cooperatives. Based on the findings, it was recommended among others that the Kogi State Government should increase the budget allocation and releases of her women ministry to ensure that it takes more programmes for women's cooperatives in the state.*

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**Key words:** Job satisfaction, performance, women, Kogi State

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### **INTRODUCTION**

Across the globe, women constitute a very significant and indispensable portion of the population. No wonder in recent time, women related issues all the world have come to positive focus. This was as a result of the realization of what the world might have been missing by not involving them positively in the development process of nations. Although a few countries, especially the developed ones, have appreciated and empowered to a large extent their women in order to play their roles and contribute their own quota to the development of their societies, many others,

especially the developing countries have not appreciated fully the important roles women can play in the transformation of their countries when empowered. According to Orucha (2023), the progress and development of any nation is the women in the society.

Considering the place of women in development, Ministries of Women Affairs are created to cater for women, children and the vulnerable. Particularly, the Ministry of Women Affairs goes with different appellations depending on states. In some, it is merged with other social-related responsibilities. Hence, they are called Ministry of Women and Social Development. It is responsible for gender issues, children matters as well as social equalities. The core mandate of the Kogi State Ministry of Women and Social Development is to formulate policies that protect the rights of women in the state and push for empowerment programme that will pave way for women to gain financial independence. Consequently, the Kogi State Ministry of Women and Social Development is poised to perform functions as encourage and boost economic activities of women and programmes that boost their empowerment, coordinate and monitor women's programmes and provide technical support to women non governmental organisations. Others are to provide a platform for the training of women's cooperatives, promote civic, political, social and economic participation of women, and review laws that affect the wellbeing of women in the state and Nigeria at large (Kogi State Ministry of Women Affairs and Social Development, 2021).

An assessment of the status of women in Kogi State, indicated that women in political and top administrative positions are either harassed or intimidated. A PDP women leader was killed and her house burnt down following the last gubernatorial election in the state. There could not be any more intimidation than this. In the same manner, another woman senatorial candidate in the concluded National Assembly election suffered similar fate. It was even alleged that major roads to her strongholds during the said election was literally cut off to suffocate her dreams of winning elections (Olejede, 2022).

In addition, Kogi State is one of the states with many months of unpaid salaries to her civil servants. This is in the midst of high cost of living across the state. Women suffer most in this situation as girls or mothers. As weaker sex, they could be manipulated into prostitution and domestic violence. The situation made them lost their livelihoods and the dignity in their houses and the community at large (Obasa, 2022). Another dimension to the conditions of women and the girl child in the state is the increasing out of school children, particularly girls. Most families now find it difficult to send their wards to schools. Without good education, the capacities and opportunities of these children are deeply affected. Researches have equally indicated that in Kogi State, particularly in the rural areas, marriages involving girl-minors are on the increase. Early marriage of under-aged girls denies them opportunities and turn them to sex machines as well as child mills.

Over the years, the Kogi State Ministry of Affairs and Social Development has embarked on sensitization advocacy on issues undermining the dignity of women, children and the vulnerable without adequate result. There advert jingles on radios and television to educate people on women issues in the state. At other times, the Ministry organized training for her staff for capacities for implementation of the state laws on women and children.

However, despite these efforts, the Kogi State Ministry of Women and Social Development is not efficient and effective, in terms of service delivery. This is majorly due to poor organizational

productivity, which is a result of defective motivational tools employed by the State Government and the Ministry. Hence, it is a worrisome development that the welfare and well-being of the state civil servants are not adequately catered for, which sums up the low job satisfaction evidently present among employees (Ofuani, 2021).

The economic conditions prevalent in the state and the country at large presently are very depressive. Many workers are frustrated because of constant threats of retrenchment, rationalization and the need to meet up with the present day economic pressures. Workers generally complain of lack of job satisfaction in their jobs, mostly because of inflationary trends. Most workers, especially women, have taken to private practice while in government employment. This situation is likely to heighten their truancy in their work places. In the light of these problems of retrenchment, one begins to wonder whether women in paid employment are currently satisfied with their jobs. Based on this premise, this study assessed the effect of employees' job satisfaction on performance of Kogi State Ministry of Women and Social Development.

Regrettably, according to the Kogi State Ministry of Women and Social Development 2021 Annual Report, Kogi women has not been accorded enough support by government to boost their job satisfaction. Ofuani (2020) laments that unannounced retrenchment was carried out the outgoing government of the state and could be one of the factors accounting for low job satisfaction. Furthermore, Ali and Farooqi (2021) found in their studies that females are less satisfied from their jobs in relation to role work overload due to both home and family responsibilities.

Furthermore, Olejede (2022) in her study of women in top management positions in Kogi State identified barriers hindering women's access to top public administrative positions. These include societal prejudice, corporate culture and multiple responsibilities of women. In most cases, employers prefer to recruit and promote men rather than women on the premise that women are less achievement oriented and are often distracted from their jobs by domestic duties. The multiple roles of women as caretakers of homes and office workers also tend to divide women's attention in different directions with negative consequences on performance at work and promotion. There are equally absence of child-care facilities for women employees was also discovered to be significant barrier to women's performance in public administrative positions.

Despite the fact that scholars have stressed the roles of women in development in various forms, sufficient attention has not been paid to job satisfaction in Kogi State Ministry of Women Affairs and Social Development. This is a gap that this study intends to fill by assessing the effects of employee job satisfaction on the Ministry's performance of its core mandates.

### **Research Questions**

This study was guided by the underlisted research questions.

1. How has job satisfaction in Kogi State Ministry of Women Affairs and Social Development affected the training of women's cooperatives in the state?
2. What are the effects of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on the review of laws affecting wellbeing of women in the state?
3. To what extent has job satisfaction in Kogi State Ministry of Women Affairs and Social Development affected promotion of women participation in the State?

4. To what extent has job satisfaction in Kogi State Ministry of Women Affairs and Social Development affected coordination and monitoring of women's programmes in the state?

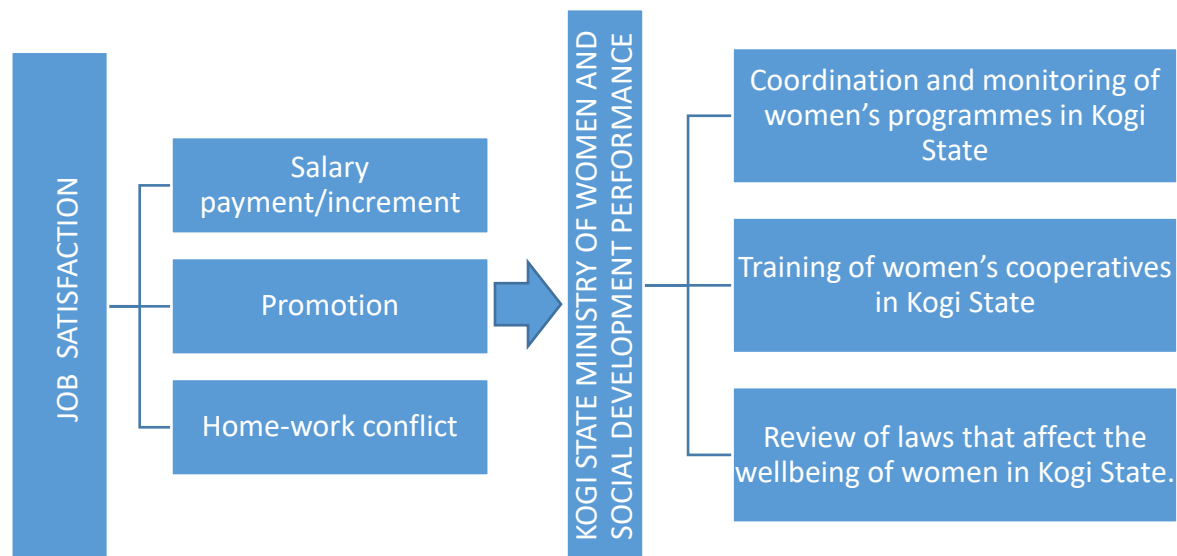
### Objectives of the Study

In line with the research questions, the general objective of this study was to assess the effect of job satisfaction on performance of Kogi State Ministry of Women Affairs and social development. Specific objectives of the study were to:

1. Explore how job satisfaction in Kogi State Ministry of Women Affairs and Social Development affected training of women's cooperatives in the State.
2. Determine the effects of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on review of laws affecting wellbeing of women in the State.
3. Examine the effects of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on promotion of women participation in the State.
4. Assess the effects of employee job satisfaction in Kogi State Ministry of Women Affairs and Social Development on coordination and monitoring of women's programmes in the State.

### Conceptual Review

#### Job Satisfaction and Performance Indicators of Kogi State Ministry of Women Affairs and Social Development.



Source: Designed by the researchers, 2023

## **Job Performance**

According to Terason (2018), job satisfaction is a positive state of emotion that directs an individual to respond effectively to a situation. It is a feeling of pleasure that enables one display signs of happiness when evaluating the situations surrounding one's job or the feeling a worker has about his entire job or some unique aspects of his job like how salaries and wages are fixed, level of independence given him to carry out his assignments or coworkers. Ali and Farooqi (2021) see it as the perception that employees have about their work which could be negative or positive and determine to a great extent their level of happiness or satisfaction with their jobs. Lower levels of job satisfaction may adversely affect workers' life, in form of lower life satisfaction, poor health, poor performance and attendance.

## **Women Participation**

In practice, women's rights as citizens are more of denial than their realization. She also asserts that women's experience of citizenship is treated as a devalued status in relation to men's citizenship and therefore not feasible in the policy process. It is not uncommon for gender blind critics to indict women for political inactivity and challenge them to come up to male standard of political participation and savvy to achieve political equality, without considering barriers in the way of women's participation.

Several factors constrain women's participation in politics in Nigeria. The first one is discriminatory socio-cultural practices which men consciously or unconsciously practise against women. It is perceived more or less as an aberration for women to participate in public affairs. Women who ventured into politics are labeled as "prostitutes" or "wayward women" (Olejede, 2022). Women are almost entirely excluded by the negative institutional environment despite an increasing growth in the number of educated women in Nigeria. This phenomenon is an outcome of negative socio-cultural practices against women. The few women who were bold to enter into the political arena were used for mass mobilization campaigns and dumped after party victories.

## **Theoretical Framework**

The study adopted Herzberg Two Factors theory. Herzberg's Two Factor Theory is an essential frame of reference for managers who aspire to have clear understanding about job satisfaction and issues related to job performance. The theory is a beneficial reminder that two key different job aspects exist: what individuals at work do in terms of job tasks (job content), and the work situation in which they do it (job context). Herzberg undertook a study which established what employees essentially desire and hope to get from their jobs. The respondents had to give full description of situations in the organization in which they are contented (satisfied) or felt bad (dissatisfied).

The gotten feedback was therefore classified into both satisfaction and dissatisfaction. Features such as advancement, recognition, achievement, work itself, growth and responsibilities were grouped under job satisfaction and being referred to by Herzberg as motivators, he as well brought together features such as conditions of work, work supervision, interpersonal relationships among workforces, organization's policy and administration and then considered them as hygiene factors.

It is therefore suggested that managers should always make efforts in eliminating poor hygiene sources of job dissatisfaction in the place of work and as well try to build satisfier factors into the employees' job content so as to amplify opportunities for job satisfaction.

Hence, it can be said that Herzberg two factor theory is significant and applicable to this study given that it makes it known that workforces do have two classes of needs which have to be addressed and met. This theory as a result is helpful to guide in ascertaining determinants of workers' satisfaction in the workplace such as the Kogi State Ministry of Women and Social Development.

## **METHODOLOGY**

The study adopted survey design. The population of this study was 220 including ten (10) leaders of registered women cooperatives in the State and the two hundred and ten (210) staff and officials of Kogi State Ministry of Women Affairs and Social Development, which make up its eight departments.

The sample size of this study consisted of 142 respondents drawn from the Ministry and selected registered women co-operatives. A multistage sampling technique was adopted as the sampling technique. A multisatage sampling procedure was used because the was done by stage by stage. First, Census sampling was adopted. Furthermore, a cluster sampling technique was used to categorize the respondents into clusters.in doing this the researcher utilized the departments in the ministry and the registered co-operatives. The clusters in this case are similar. A simple random sampling was employed in drawing out the required respondents from each of the departments and co-operatives studied. Then, the Krecie and Morgan (1970) Table of Specification was used to select the final sample size. The staff of Kogi State Ministry of Women and Social Development with 210 staff has 132 samples while ten (10) leaders of registered women cooperatives has 10 according to the table.

The sources of data collection for this study were primary and secondary. The primary data for this study was obtained through questionnaire administered to the staff of Kogi State Ministry of Women and social development and Focus Group Discussion (FGD) with selected registered women cooperatives among the three (3) Senatorial Districts of the State. The principal sources of the secondary data for this study was obtained through the review of relevant literature or use of materials from textbooks, website pages, journals, newspapers and magazines, periodicals, government publication/documents, workshop papers and official administrative documents.

Data collected were presented using tables. These tables showed the frequency and percentages of responses from the questionnaire respondents. With these tables, it was very easy to see the data of the opinion of respondents at a glance and conclusions were easily drawn. In order to analyse the data collected, the secondary data was subjected to intense analysis. Simple percentage was adopted to analyse responses generated from the questionnaire.

## **Summary of Findings**

The major findings of the study were:



1. There was a significant impact of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on training of women's cooperatives in the state.
2. There was a significant impact of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on review of laws affecting wellbeing of women in the state.
3. There was a significant impact of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on promotion of women participation in the state.
4. There was a significant impact of job satisfaction in Kogi State Ministry of Women Affairs and Social Development on coordination and monitoring of women's programmes in the state.

### **Discussion of Findings**

The first research question showed that employees of the Kogi State Ministry of Women Affairs and Social Development accepted that their job satisfaction impacts training of women cooperatives in the State. They indicated that their key satisfiers for performance (salary, friendly treatment from seniors etc) are inadequate and lacking. This is because 79 (56.43%) of the respondents are of the view that there is no fixed time for such training exercise for women in the State. Furthermore, 65 (46.43%) maintained that such training programmes are usually organized at Senatorial Districts of the State and 50 (35.71%) opined that such exercises are held at the local government headquarters. It was reported that some of the training programmes for women cooperatives in the state include snail farming, tailoring and bid-making, vegetable farming and cosmetic production. Of this programmes, tailoring and cosmetic production dominated at 53.57% and 31.43% respectively. These are programmes that require much cost for startups and sustainability, long periods of training and learning etc.

Hence, those programmes that women, especially at the rural levels can take without much costs are undermined. These are especially agro-related programmes like vegetable farming, snail farming etc. Consequently, a good number of such businesses failed shortly after they were established. The study reported that 71.43% of the respondents agreed that those trained in the programmes were quitting their businesses. Other challenges of the Ministry in training women cooperatives in the state were given as mainly poor awareness (35.71%) and inadequate funding (42.86%). These results corroborate the findings by Aju and Adeosun (2021) who noted that government programmes for rural women cooperatives are alien to what they are used to and what easily obtains within their immediate environments. Also, Ezeokafor, Jacobs and Ekwere (2021) supported this view when they observed that training programmes for women cooperatives in Nigeria are poorly funded and conducted without the involvement of local stakeholders in the critical planning stage. These results are not strange to the researcher because it has been reported and observed that the choice of programmes to be trained for women cooperatives is not those of the people. They make little or no input in choosing programmes. These decisions are usually taken at the top and forced on the people. So they largely find it difficult to adjust and cope. Hence, their businesses fail. However, the researcher is of the view that if the women cooperatives are involved in the designing of programmes and every stage of the exercises, the issues of poor awareness would be taken care of. With this, Ministry will be more effective in training of women cooperatives in Kogi State.

The second research finding indicated that members of staff of the Kogi State Ministry of Women Affairs and Social Development accepted that their job satisfaction affects review of laws affecting the wellbeing of women in the State. About 87.14% of the staff opined that they are not satisfied in their job. Furthermore, findings revealed that key satisfiers according to them such as salary, friendly treatment from superiors, good working equipment are not encouraging. In addition, our findings indicated that Kogi women are not provided with adequate job opportunities; traditional practices against women in the state have not reduced significantly (78.57%); even though women employees of child-bearing ages are given adequate maternity leaves (87.71%) and adult literacy programmes for women who lost schooling opportunities are not effective (89.29%). The result supports the comment by Orucha (2023) that a fair salary is a strong satisfier for workers in developing economy with too many mouths to feed and the government failing in its key obligations to the citizenry. In the same vein, Onu, Madukwe and Agwu (2021) noted that formal education skills for a girl child are sufficient empowerment to live satisfactorily. These results may be expected because major challenge facing women in Kogi State is adult illiteracy which has made it difficult for many of them to grow in their careers. This is because educational diplomas are always needed for advancement in civil service. The findings also revealed on the other hand that traditional practices against women has not reduced significantly in the state. Certain roles in the public service seem to be taken as not too good for women. This is not surprising to us because the state is predominately Muslim. In most Muslim societies, certain roles are not religiously expedient for women. However, the researcher is of the firm belief that with appropriate review of laws in education, belief systems seen to be affecting women capacity building negatively in the state, women job opportunities would improve; women adult illiteracy and traditional practices against women would equally reduce significantly.

The third research finding of the study showed that the members of staff of Kogi State Ministry of Women Affairs and Social Development perceived that their job satisfaction affect promotion of civic, political, social and economic participation of women in the state. About 87.14% of the staff opined that they are not satisfied in their job. Furthermore, findings revealed that key satisfiers according to them such as salary, friendly treatment from superiors, good working equipment are not encouraging. The findings further revealed that the salary of staff in the Ministry is not good enough and does not come regularly and promptly, superiors are very hard on their subordinates, there is poor relationship among ranks in the Ministry and facilities for work are not adequate and in good conditions for better performance. These findings have resulted in the Ministry not able to secure fair representation for women in political and administrative positions in the state. These include the local government legislative councils and State House of Assembly. The situation seems not to be very different in other appointments in the local and state governments executive appointments. In addition, women in the civil service of the state are discriminated against in appointment and promotion into strategic positions. The findings suggest that due to poor job satisfaction among the employees of the Ministry, they have not been able to embrace their duties to achieve the core mandates. This is in line with the position of Idowu (2017) that poorly motivated employees are deficient in the effective planning and implementation of the core tasks of their organisations. According to him, such employees constitute nuisance to the effective functioning of the entire system of the establishment. In similar study, Nwogu and Okonkwo



(2022) argued that in Muslim dominated states of the country, women are discriminated against in filling strategic positions in the executive, legislative and judiciary arms of government. In such places and organisations, men see them as natural and religiously not permitted to occupy positions where they head them. This finding is not surprising as because the research has observed where persons in position of authority would say even publicly that the place and education of women/wives is for their kitchens. Furthermore, the belief system in all religion in the state seem to suggest that women should not speak up or seen to contest positions with their men counterpart. However, investment in women education, equal opportunities for men and women in the civil service, public reorientation towards women and review of repugnant laws against women would significantly improve employee satisfaction of staff of Kogi State Ministry of Women Affairs and Social Development with positive impact on the Ministry's performance.

Finally, the fourth research finding revealed that staff of Kogi State Ministry of Women Affairs and Social Development accept that their job satisfaction impacts the coordination and monitoring of women's programmes in the state. About 87.14% of the staff opined that they are not satisfied in their job. Furthermore, findings revealed that key satisfiers according to them such as salary, friendly treatment from superiors, good working equipment are not encouraging. The findings further revealed that the salary of staff in the Ministry is not good enough and does not come regularly and promptly, superiors are very hard on their subordinates, there is poor relationship among ranks in the Ministry and facilities for work are not adequate and in good conditions for better performance. These findings have resulted in the Ministry not able to maintain effective coordination and monitoring of women programmes in the state. Also, the finding suggest that employees of the Kogi State Ministry of Women Affairs do not voluntarily take responsibilities. They would engage in other activities to make up for benefits their jobs could not offer them. Some are involved in petty trading, extortion and other corrupt tendencies because they are not paid good salaries and in good time. This finding is related to the submission of Okongwu (2021) that a poorly remunerated agency would be very inefficient in regulatory functions. This is clear because such agency staff would easily succumb to little inducements. So, the option would be to empower the Ministry by ways of training, merit-based appointment and promotion, good and prompt salary to enable the staff bring in their best in the service to the state.

### **Conclusion**

The perception employees have about their work affects job performance significantly. It constitutes the satisfaction with situations surrounding one's job or feelings of happiness towards one's work conditions. These entails salary, promotion, home-work balance, office relationship and recognition issues in the workplace. The study concluded that these basic employees job satisfaction factors are inadequate in the Ministry. Hence, it has affected the performance of the functions KSMWA &SD negatively. Training of women's cooperatives, review of laws affecting wellbeing of women, promotion of civic, political, social and economic participation of women as well as coordination and monitoring of women's programmes are still poor in the state. However, when these basic job satisfaction issues are properly addressed, they would improve staff commitment manifesting in the achievements of the core mandates of the women ministry in the state.

## Recommendations

From the findings above, the study recommended that:

1. The Kogi State Government should increase the budget allocation and releases of her women ministry to ensure that it takes more programmes for women's cooperatives in the state.
2. The Kogi State Ministry of Women Affairs and Social Development should prioritize staff training and development to expose them to key laws and practices affecting wellbeing of women and call for their reviews.
3. Kogi State Ministry of Women Affairs and Social Development should embark on sensitization campaigns against discrimination of women in administrative and political appointments/promotions in the state.
4. The Kogi State Ministry of Women Affairs and Social Development should introduce a quarterly meeting of departmental/unit heads with key women groups in the state for programmes impact assessment.

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