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**HUMAN RESOURCE MANAGEMENT IN
AGRICULTURE: A NEGLECTED COMPO-
NENT OF AGRICULTURAL
DEVELOPMENT**

By

Professor Michael Tunde Ajayi
(Professor of Agricultural Administration)

*Department of Agricultural Administration, College of Agricultural
Management and Rural Development (COLAMRUD)
Federal University of Agriculture, Abeokuta, Nigeria.*



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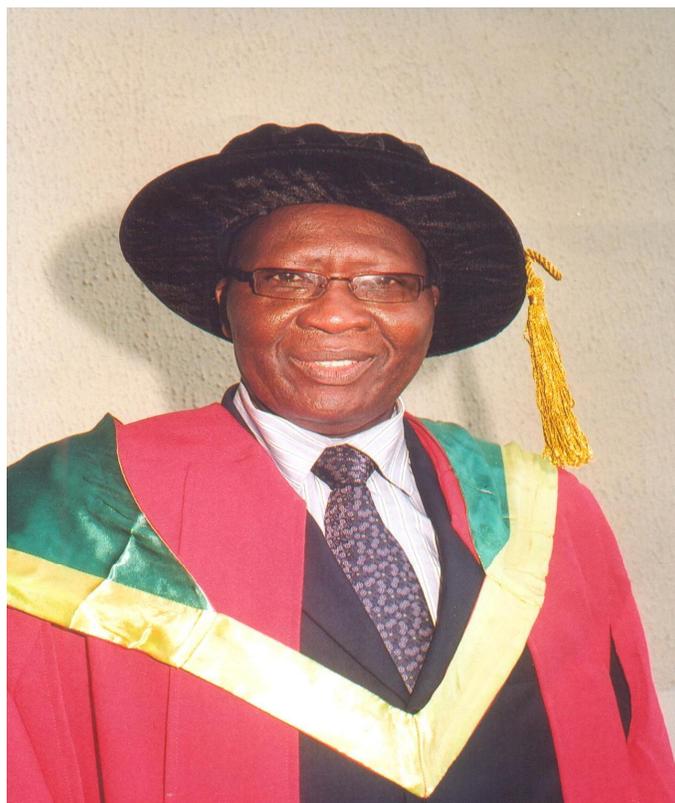
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Professor Michael Tunde AJAYI
B.Sc., M.Sc., Ph.D. (Ibadan)
(Professor of Agricultural Administration)

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**HUMAN RESOURCE MANAGEMENT IN
AGRICULTURE: A NEGLECTED
COMPONENT OF AGRICULTURAL
DEVELOPMENT**

The Vice Chancellor, Sir,
The Deputy Vice-Chancellor (Academic),
The Deputy Vice-Chancellor (Development),
The Registrar,
Other Principal Officers of the University,
The Dean, COLAMRUD
Other Deans and Directors,
Head, Department of Agricultural Administration
Members of Senate and other Colleagues,
My Lords Spiritual and Temporal,
Friends of the University/Special Guests,
Erudite Academics,
Distinguished Ladies and Gentlemen,
Gentlemen of the Press,

1.0 INTRODUCTION

It is a great privilege and honour to present the 40th Inaugural Lecture of the Federal University of Agriculture, Abeokuta (FUNAAB). This happens to be the first inaugural lecture to be delivered from the Department of Agricultural Administra-

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tion of the College of Agricultural Management and Rural Development. In fact, FUNAAB is the first University offering Agricultural Administration in Nigeria and the second in Africa after University of Ghana, Legon. I thank FUNAAB Management for this opportunity to give an account of my academic stewardship in both the research institute and the university system.

Today's lecture focuses on Human Resource Management as it relates to agriculture. This is an important area of agricultural development which **has not** been given adequate attention in most developing countries including Nigeria. The lecture of today is challenging because it affects all of us working in agricultural institutions. It will also serve as an opportunity to highlight the importance of Agricultural Administration in agricultural sector.

1.1 Concept of Agricultural Administration

Mr. Vice-Chancellor Sir, permit me to start this lecture by explaining the concept of Agricultural Administration in which the topic of this lecture (Human Resource Management in Agriculture) is a major component. Simply, Agricultural Administration is an integration of agriculture and administration as shown in Figure 1.

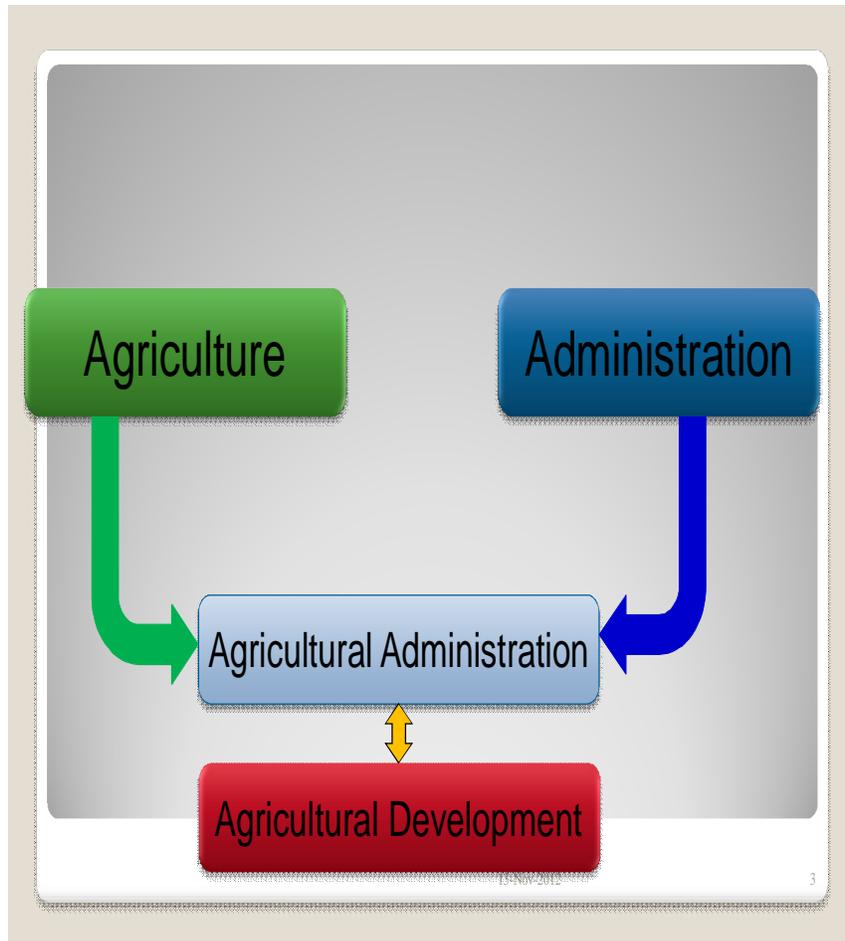


Figure 1: Integration of Agriculture and Administration

Source: Ajayi (2013)

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Agricultural administration is the act of directing, guiding and coordinating the activities of members of staff of an agricultural organization with a view to achieving the objectives of the organization (Akinsorotan, 2007).

However, Ogunbameru (2001) observed that agricultural administration is in three major hierarchies namely: **Top management level** which is responsible for planning and coordinating; **middle management level** which is involved with overseeing performance and controlling while the **lower management level** which is the largest group is for supervision so as to make sure employees follow procedures in the organization to achieve organizational objectives.

Administration is a concept that deals with human, financial and material resources with the most critical component being the **management of human resources**. The processes involved in administration are usually connected with planning, organizing, selecting, coordinating, controlling, delegating, etc. (Figure 2).

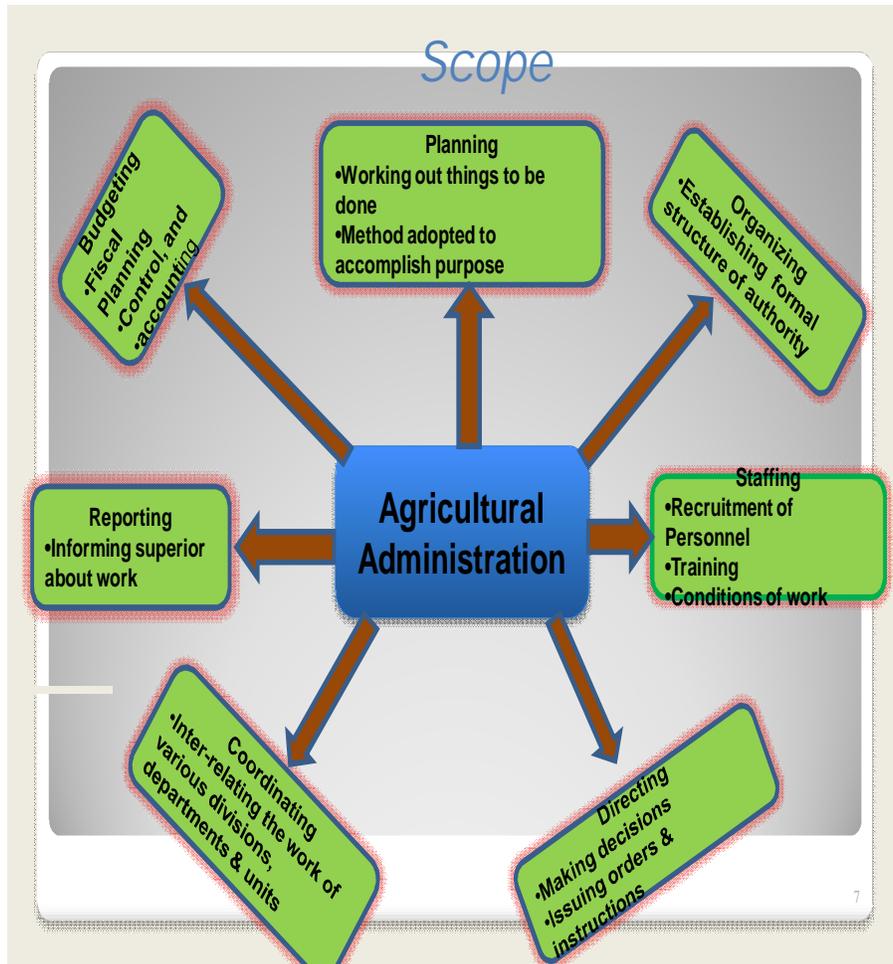


Figure 2: Concept of Agricultural Administration

Source: Ajayi (2013) adapted from Ogunbameru (2001)

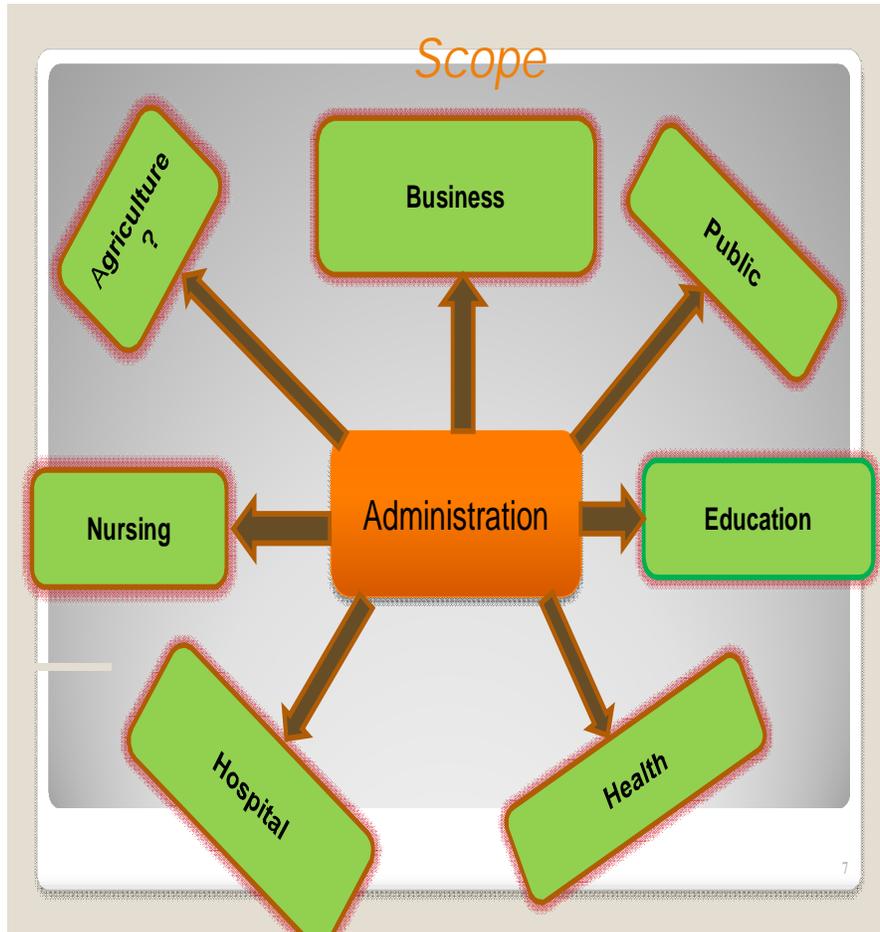
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Therefore, an Agricultural Administrator is regarded as a planner, organizer, communicator, motivator, budgeter, executor, counsellor, evaluator and a friend.

Mr. Vice-Chancellor Sir, Agricultural Administration is therefore an innovation to fill the gap of managing material, financial and human resources of agricultural organizations with a view to achieving the objectives of the organizations. It is believed that effective and improved agricultural practice requires agricultural staff well equipped with necessary basic practical administrative knowledge and skills. According to Buford, Bedeian and Lindner (1995), agricultural managers are responsible for planning, organizing, managing human resources, budgeting, coordinating and controlling their respective agricultural organizations.

Secondly, Mr. Vice-Chancellor Sir, Agricultural Administration is similar to other disciplines linked to administration, such as Business Administration, Educational Administration, Public Administration, Health Administration, Hospital Administration, Nursing Administration and only very recently, Agricultural Administration (Figure 3). The interesting thing about the integration of all these disciplines with administration is that they are the same in basic principles of administration but each addresses specialized issues drawing examples from their respective disciplines.



**Fig. 3: Integration of disciplines with Administration.?
= Whether to be or not to be?**

Source: Ajayi (2013)

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In addition to the technological know-how that agricultural officers and extension staff must have, they also need sound knowledge of administrative processes to effectively execute their assignments as efficiency in administration is the bedrock and cornerstone of every successful career as in other disciplines identified in Figure 3. According to Ogunbameru (2001), 'best professionals in various fields are not necessarily best managers or administrators in those fields.'

Agricultural Administration as a course of study, is a Bachelor Agriculture Degree Programme in which agricultural administration students will take all agricultural courses just like their counterparts in the B. Agriculture programme up to 400 Level and in the final year (500 Level) take their major courses in the Department of Agricultural Administration and other related departments.

The major courses students will take at the 500 Level include:

1. Administrative process and theory of administration
2. Management communication and Leadership
3. Team building and conflict resolution
- 4. Human resource management**
5. Psychology for agricultural personnel
6. Agricultural legal issues
7. Programme and strategic planning

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Compulsory electives are:

- Agricultural business Management
- Project Management
- Agricultural Finance

2.0 CONCEPT OF HUMAN RESOURCES MANAGEMENT

Mr. Vice-Chancellor Sir, there is an increasing evidence and recognition that what matters for development, more than natural resources and man-made physical capital is **human resource**. To support this view, there is a biblical evidence in Genesis 1: 26 which states that: 'God said, let us make man in our image after our likeness and let them **rule over** the fish of the sea, and over the fowl of the air, and over the cattle and **over all the earth** and over all creatures that move along the ground.' This means that God has made this assertion that human beings are the ones to control all other things on earth for their benefits.

To further highlight the importance of Human Resource Management, Friday Olokor in the Sunday Punch Newspaper of November 11, 2012, wrote "Human assets are the active ingredients of development while other resources are passive. It is therefore evident that no organization can rise above the quality, level of sufficient motivation and knowledge of human assets." He went further that "the main reason why the

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technical committee on Power Holding Company of Nigeria (PHCN) failed to attain the target of 4,000 megawatts between 2007 and 2009 despite huge resources committed to it was that tagging the committee as “technical” created the impression that all that matters most in attaining the 4,000 MW was power equipment rehabilitation with complete neglect of human assets in PHCN.”

Human resource management therefore refers essentially to people in work organizations endowed with a range of abilities, talents and attitudes, influencing productivity, quality and profitability (Bratton and Gold, 1999). Cuming (1980) defines human resource management as being concerned “with obtaining the best possible staff for an organization and having gotten them, looking after them so that they will want to give their best to their job”.

Lindner (2001) defines human resource management as the process of assuring that competent employees are selected, developed and rewarded for accomplishing organizational objectives. In general, human resource management aims at ensuring that the employees of an organization are used in such a way that the employers obtain the greatest possible benefits from their abilities and the employees obtain both material and psychological reward from their work (Graham, 1991).

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This means that biologically, human resource management in any organization ascertains that “**sybiosis**’ takes place indicating that there should be mutual benefit between the organization and the employees. An important aspect of human resource management pertinent to note is the fact that the field has moved from a traditionally administrative function to a strategic one that recognizes the link between engaged talented people and organizational success.

Therefore, the rapid population growth in the country demands for increased food production through proper management of human resources in the agricultural sector which is the bane of any nation’s economy.

Any organization that will stand the test of time in highly competitive environments must necessarily adopt a realistic human resource system. This is because while the **Kingdom of Heaven** runs on righteousness, the organizations of this world are practically run by **men** (Human Resources). Hence, it takes the effective management of human resources to enhance the survival of an organization.

3.0 HISTORY OF HUMAN RESOURCE MANAGEMENT

As with many disciplines, the study of managing people has witnessed a lot of nick naming over time. Mr. Vice-Chancellor

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Sir, it is interesting to note that human resource management started more or less with agriculture as it started at the evolution of man, when man had to collect fruits and other materials and during the 1800s, the United States economy also depended primarily on agriculture and small family businesses and therefore human resource management practices were then conducted by the most senior employees of the business.

Human resource management as a specialized function in organizations began its growth about 1900. During this period, personnel function was largely administrative without a personnel department while recruitment was casual and the job seasonal. Therefore personnel function was then tagged Labour Administration. However, in the 1920s, employment became relatively stable and permanent and hence the word "staff " was added to become Labour and Staff Administration (Bankole, 2003).

In the first quarter of the 19th century, human resource management centered on individual employees while in the second quarter of the century, it was focused on groups. It was at this period that it was discovered that the employees had a stronger determination for their performance than wage incentive. Thus, labour was recognized as social beings whose needs and aspirations must be met and therefore the term, Personnel Administration was embraced. However, at this

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time, the act of managing people was still considered as simple routines which existed in popular manuals as anybody, whether line or staff managers could follow these routines and there seemed to be no need for creating a personnel department.

Between 1950s and 1960s improvements were made in the selection and training of employees and it was realized that the management of people through manuals was inadequate, consequently a new name "Personnel Management" was adopted. There was also improvement between middle 1960s and early 1970s with the creation of personnel departments in most organizations. This was not unconnected with the recognition that personnel management was more than mere record keeping and organizing Christmas parties.

By the beginning of 1980s, more organizations became more concerned with their personnel management responsibilities. It was at this period that the name was changed to "Human Resource Management" as more practitioners felt that the new name was more appropriate because it adequately represented the wider scope and more complex activities involved in personnel functions.

4.0 IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN AGRICULTURE

It has become obvious that human resources are the life-blood of an enterprise. Even within the wonders of modern technology, human resources are the most versatile and adaptive resources available to many organizations. Giwa (1990) also reported that 'without the organization and management of the human resources, perhaps there will be no nations, state and life would be nasty, brutish and short.'

Parsons (2002) said "human resource management is becoming a bigger issue in agriculture because farms have started growing from single family unit to multiple family and employees dependent operations." Also, Berde (2006) observed that human resource management as a managerial function plays an important role in agriculture particularly in the management of large commercial farms and agricultural organizations.

According to Oloruntoba and Ajayi (2003), efficient management of personnel working in agricultural organizations is essential to boost their morale and improve agricultural productivity. Similarly, Bennel and Zuidema (1989) reported that one important responsibility of agricultural managers is to ensure that there is efficient utilization of human resources with the specific skills, attitudes and motivation that would allow the

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organizational objectives to be attained.

Generally, the essential strategic attribute of human resources is that they represent the organization's capacity to make appropriate decisions and respond to environmental threats and opportunities. The organizations are therefore highly dependent upon human resources for their success and survival. This dependence has become stronger because of new global challenges. In the agricultural sector, these challenges are many which include increased poverty, food insecurity, climate change, new technologies and civil strife in many countries, etc. Unless there is proper or adequate human resource management approach in the agricultural sector of most developing countries to tackle these challenges, the words of Giwa (1990) that nations may not exist without proper management of human resources may come to pass.

The reason for all these assertions is not far-fetched, because according to Ogunbameru (2001), not every agricultural specialist or professional can function effectively as a manager, administrator or director. It is one thing to have academic qualifications in agriculture but it is another thing to be able to manage, administer or direct agricultural programmes and personnel effectively. More importantly, it is not everybody that can motivate staff to perform in order to achieve agricultural goals. Human resource management in agriculture is therefore

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an essential part of agricultural development. That is why Priti Shah said “it is an established fact that Human Resource Management will have a profound impact on agricultural productivity—productivity per hectare and productivity per worker employed. Human resource management with all its firepower which is showing phenomenal success in other sectors of the economy will definitely lead to increase in productivity and resolve inequality and conflicts in agriculture.”

5.0 CHALLENGES OF HUMAN RESOURCE MANAGEMENT IN AGRICULTURE

Despite the importance of human resource to organizations and in agricultural production, it is the most difficult to manage. This is because, unlike materials, capital and time, human beings have senses for reasoning and ability to respond to or resist the various stimuli that may be considered intolerable.

Furthermore, dealing with people presents many complexities due to differences in personalities, attitudes or emotional levels, learning styles, communication skills and technical competencies. Despite these differences, the mission of the agricultural manager or director is to get the task accomplished as well to motivate the employees to perform their responsibilities better.

According to Fapojuwo, Ajayi and Adeogun (2011), human

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resource managers are also faced with challenges which pose threat to the normal running of agricultural businesses. These challenges range from workforce diversity, emerging technologies, regulatory changes, structural changes to organization and management changes within the organization.

Akinsorotan (2007) also noted that the administration or management of agricultural programme is challenging because many people are supervised over a wide area across Nigeria, whereby a variety of functions are performed and several strata of management are involved. Other challenges involved in human resource management include lack of appreciation for merit and hard work, delaying promotion, inadequate motivation, and inadequate health services among others (Okoh, 1998).

According to Byars and Leslie (2000), new technologies and management approaches have added to the challenges facing human resource managers today. Computerized systems are now being used to maintain easily accessible employee data that are valuable in job placement and labour utilization. The major challenge of human resource management then is how to motivate the employees to give in their best so as to improve agricultural productivity.

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6.0 MY RESEARCH CONTRIBUTIONS TO KNOWLEDGE

6.1 Components of human resource management:

The human resource management functions include a variety of activities. They include human resource planning, job analysis, recruitment or staffing, training or staff development, motivation, management of rewards and incentives, establishing and maintaining of work relationship, performance appraisal, etc. However, for the purpose of this lecture, five of these basic human resource management functions are given attention to as these are the areas I have made contributions within the last decade. The functions are recruitment, training, motivation, management of rewards and incentives as well as performance appraisal.

6.2 Recruitment/Staffing

Recruitment involves the process by which organizations solicit, contact potential appointees and establish whether it would be appropriate to appoint any of them (Watson, 1994). Watson (1994) also reported that staff recruitment is an important administrative responsibility or function in any organisation because the quality of staff determines the success or failure of the organisation. As regards agricultural institutions, recruitment of the right kind of people is important because the job of agricultural staff calls for technical skills as well as commitment and willingness to educate the rural farmers

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(Ajayi and Omoregbee, 2008).

There are many methods of selecting staff for an organisation. As regards the selection of agricultural staff, Vijagaragan and Singh (1997) observed that generally, agricultural

Table 1: Respondents' perception of the approaches used for the recruitment of staff

Recruitment Approaches	Mean (\bar{X})	Standard Deviation
- Oral interview should only be used for selection	4.88	0.82
- OND should be the required qualification for recruitment of EAs	4.86	0.81
- Jobs should be advertised using several media	4.84	0.74
- Criteria for selection should be made known to applicants during interview	3.94	0.75
- Employment agencies should be used for recruitment	2.34	0.90
- B.Sc. holders should also be recruited as EAs	1.44	0.95
- Written examination should be included in the selection process	1.40	0.68

(Likert- Scale: Strongly agree = 5, Agree = 4, Undecided =3, Disagree = 2, Strongly disagree = 1).
Source: Ajayi and Omoregbee (2008)

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organisations in developing countries use simple knowledge test and a brief interview to select agricultural staff. However, Ajayi and Omoregbee (2008) reported that agricultural staff of Delta Agricultural Development Programme preferred oral interview and condemned the use of written tests as part of the selection process of candidates for agricultural jobs (Table 1).

They were of the opinion that being higher level officers, they should not be tested, although a few of them observed that the use of written tests is inevitable based on the number of applicants for a limited number of vacancies.

Mr Vice Chancellor Sir, to be realistic with the current unemployment situation in Nigeria, it is actually inevitable to avoid the use of written tests in the selection process. For example, the Punch Newspaper of 12th February, 2013 carried a report on page 52 as follows: "16000 applicants target 100 vacancies in Judicial Commission", In a situation like that, management has no better option than to first weed out some people with a written test in order to get the best people for the positions because the use of oral interview alone will be very subjective. Generally, it is believed that a combination of methods is the most appropriate in selecting staff for agricultural organisations as the efficiency of a single method may not produce the desired candidates for the position.

6.3 Training

6.3.1 Importance of training

The role of training in any organization cannot be over-emphasized. Training is the process of acquiring knowledge, skills and attitude to perform to standard or effectively.

According to Lindner (2001), for any organization to survive it must train and develop its employees to enhance workers' performances. In support of this view, Agumagu and Nwaogwugwu (2006) reported various staff development programmes for agricultural extension agents in Abia and River states of Nigeria resulted in high level of job commitment and performance.

According to Oyeyinka, Ajayi and Bolarinwa (2010), human resource development is about the development of people within organizations and can be defined as the process of increasing the knowledge, skills and capabilities of people within a given organizational context, that is: **training, education and development.**

Mr. Vice-Chancellor Sir, permit me to explain more on these three terminologies which many people use interchangeably. However, Nadler (1984) distinguished the three terminologies very well. He described training ***“as those activities which are designed to improve human performance on the job the employee is presently doing or is being hired to do.”***

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He also described education ***“as those human resource development activities which are designed to improve the overall competence of the employee in a specified direction and beyond the job now held.”*** Finally, according to Nadler (1984), ***“development is concerned with preparing the employees so that they can move with the organization as it develops changes and grows.”***

Therefore, Ajayi (2001) reported that training can help in building national capabilities for agricultural research and food production in Africa by increasing the corps of competent research workers and extension personnel. The changing nature of agricultural science makes staff development and training for agricultural staff indispensable. Emphasis in all staff development programmes should be to improve and enhance skills of employees to be more competitive. To further show the importance of training even at farmers' level, significant relationships have been found between training and adoption of technologies by farmers (Ajayi (2005), Ajayi, Banmeke and Okafor (2008), Aphunu and Ajayi (2010)).

However, training of staff has not been given priority in many agricultural institutions in Nigeria. Oyeyinka, Ajayi and Bolarinwa (2010) found that more than half of the agricultural staff interviewed in two research institutes and ADP in

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Edo State, Nigeria indicated that they have not gone for any in-service training in the previous five years (Table 2).

Table 2: Types of In-Service Training Received by Staff in the last five years

Types of In-Service Training	Always		Sometimes		Not at all		Total	
	Freq	%	Freq	%	Freq	%	Mean	Std Dev
Regular in-service training	5	7.7	26	40.0	34	52.3	1.55	0.6
Special in-service training	2	3.1	29	44.6	34	52.3	1.51	0.6
In-service training during study leave	6	9.2	12	18.5	47	72.3	1.37	0.7
Extension education in-service training	1	1.5	10	15.4	54	83.1	1.18	0.4

*Regular (mean ≥ 2.00)

Source: Oyeyinka, Ajayi and Bolarinwa (2010)

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Inadequate training of employees has been due to many factors such as inadequate funding (Towe, (1995) and Adebayo (2000)), inadequate training facilities (Ajayi (2001), Oyeyinka, Ajayi and Bolarinwa (2010)), inadequate training needs assessment (Ajayi (2000 a), Omoregbee and Ajayi, (2009)).

6.3.2 Training Needs Assessment

Training needs assessment is an important aspect of training which has not been given adequate attention by many agricultural organizations in developing countries. Bolarinwa, Ajayi and Oyeyinka (2010) reported that with global changes and challenges, regular training needs assessment is necessary in agricultural organizations to discover gaps and proffer solutions through staff training and development. This is because the process of training should start with identification of training needs as **not all** performance related problems can be solved by training. This assertion was supported by Allo (2001) who reported that one of the main factors limiting the development of effective training programmes for agricultural professionals in developing countries is the inadequacy of information on their training needs.

Mr. Vice-Chancellor Sir, to support the importance of training needs assessment in the selection process of those sent for training, Ajayi (2000 b) reported the responses of two participants in a training course for agricultural officers during needs

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assessment session as follows:

Trainer: "Can you tell us why you think you have been selected to attend this training course?"

First participant: "To be honest, I really don't know why I am here. I was simply told 'you are going on a course' and here I am".

Second participant: "I have been a supervisor for several years now and I have never attended any of these courses before. I suppose someone thought it was about time I went for one."

These two responses show clearly that wrong participants were sent for the training course and may not have achieved anything from the programme because they were not aware of what they wanted to achieve from the course. These statements also corroborated the finding of Ajayi (2000 a) that more than 50% of those surveyed in a study were not aware of the objectives of the training courses they attended. This means that many of those being sent for training courses most times are just sent to go and enjoy as they may not need the training thereby leaving behind the right people that need such training. This ultimately has a negative effect on the overall productivity of the organization.

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Ajayi (2000 b) also reported that the reason for these practices is that many employees in organization have one particular reason or the other for attending training courses (Table 3).

Table 3: Respondents' reasons for attending training

Reasons for attending training	Frequency	Percentage %
Course objectives met my needs	80	38.0
Supervisor asked me to attend	70	33.3
Strengthen my knowledge and skills	22	10.5
For financial gain	10	4.8
To share experiences with others	10	4.8
For promotion	10	4.8
Good to know other places	08	3.8
Total	210	100

Source: Ajayi (2000 b)

As regards areas of training needs, employees always have their preferences for areas of need as shown in (Table 4).

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Table 4: Respondents' ranking of areas of training needs

Areas of training needs	Mean \bar{X}	Std. Deviation
Data analysis	7.83	2.770
Market information service	6.83	2.837
ICT	6.54	3.173
Communication skills	6.48	4.039
Training of trainers	6.28	2.440
Use of computers	6.11	3.021
Programme planning	6.06	2.645
Educational process and human development	5.60	2.743
Research	5.15	3.701
Extension education	4.58	2.822
Agricultural administration	4.34	2.901

Source: Bolarinwa, Ajayi and Oyeyinka (2010)

As expected, because of the differences in functions and mandates of employees, there were significant differences in the areas of training needs of respondents in the ADP and research institutes (Table 5).

Table 5: Differences between training needs of staff in the ADP and research institutes

Areas of training needs	ADP Mean	Research Institutes Mean	t-test Value	Level of significance
Data analysis	7.23	3.45	12.09*	0.00
Market information service	5.43	6.47	3.90*	0.00
ICT	7.54	4.23	5.98*	0.00
Communication skills	3.60	6.87	4.02*	0.00
Training of trainers	5.65	5.47	1.37	0.71
Use of computers	6.32	4.36	3.33*	0.02
Programme planning	6.75	6.43	0.25	0.81
Educational process and human development	5.44	5.21	1.02	0.93
Research	6.85	2.14	10.46*	0.00
Agricultural administration	5.42	5.24	0.56	0.89

* Significant $p < 0.05$ Source: Bolarinwa, Ajayi and Oyeyinka (2010)

6.4 Motivation and Job Satisfaction

According to Bankole (2003), motivation is the inner drive that moves an individual to action or what spurs an individual towards a desired behaviour. Motivation for improved job satisfaction is an indispensable aspect of good management and is a pro-active human resource management strategy that

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could lead to increase in productivity and vibrant economy of a nation. This is because well-motivated staff will be encouraged to put in their best all the time as motivation encourages high productivity and organizational growth and development. Early work on motivation concentrated on ways by which the individual could be motivated to apply more effort and talent to the service of his or her employer. Hence the issue of motivation has received greater attention now than ever before in human resource management. Many theories of workers' motivation have been propounded.

The issue of motivation is an interesting and important issue in organizations because it is concerned with employees' job satisfaction or dissatisfaction. However, many people have different views about salary increase as a motivating factor. Individual job satisfaction at work is a function of the inherent characteristics of the job. Herzberg (1959) postulated the hygiene-motivation theory. The term hygiene is used to describe such things as physical working conditions, supervisory policies, the climate of workers/ management relations and salaries and fringe benefits. Hygiene factors are essentially preventive actions to remove sources of dissatisfaction. When any of these factors are deficient, employees are quite likely to be unhappy and to express their displeasure. According to Ghosh and Vijayaragavan (2001), employees' job satisfaction and per-

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formance are significantly determined by the work environment.

To corroborate this assertion, one of the most elaborate studies on employees' motivation in the United States of America involving 31000 men and 13000 women was carried out to determine what their potential employees desire most from a job. The result showed that for both groups, the most rated factor was job security and the next three motivating factors were advancement on the job, type of work and company proud to work for. Surprisingly, factors such as salary, benefits and working conditions were given low rating.

In Nigeria, just as in the United States of America, Banmeke and Ajayi (2005) reported that the major factors affecting the job performance of agricultural extension staff in Edo State were training on the job and regular payment of salary. Similarly, Ajayi and Banmeke (2006) reported that female extension staff regarded opportunity for promotion and growth as the most important motivational factors for their job performance. These were followed by opportunity for in-service training where salary was also rated as the least motivational factor by the female extension staff (Table 6).

These findings actually agreed with the view of Dalton (1982) that salary/wage and work conditions are naturally important

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in ensuring a motivated work force but are not the most important determinant of job motivation. Therefore, management of organizations should recognize that wage (pay and benefits) is only performing a preventive action to remove sources of dissatisfaction and cannot expect to be sufficient in itself for the attainment of effective motivation. The principal effect of salary increases is therefore to remove dissatisfaction and not to create satisfaction.

The results from workers in the private agricultural sector also supported this view. Oloruntoba and Ajayi (2003) found that agricultural staff in some private farms regarded promotion, good pension scheme and staff recognition as the most important on-the-job motivating factors. Similarly, Adeogun, Fapojuwo and Ajayi (2011) reported that employees of some private oil palm agricultural organizations regarded other motivating factors such as annual leave, leave bonus, opportunities for advancement and good work environment among others for their job performance other than the issue of salary increase (Table 7). Thus, agricultural organizations should acknowledge the social needs of employees and try to motivate them by increasing their job satisfaction.

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Table 6: Mean Rank distribution of female extension staff according to motivating factors for their job satisfaction

Motivation Factors	Friedman Mean Rank	Ranking Position
Opportunity for promotion and growth	5.83	1st
Opportunity for in-service training	4.97	2nd
Sense of achievement	3.14	3rd
Recognition of accomplishment	3.11	4th
Job responsibility	3.00	5th
Salary	2.64	6th

Source: Ajayi and Banmeke (2006)

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Table 7: Motivational factors affecting employees' job performance in Presco and Okomu Palm Oil companies

Motivational factors	Presco		Okomu		Total	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Annual Leave are Granted	4.21*	0.9	4.18*	0.6	4.19*	0.7
Leave Bonus are Given	4.10*	1.0	4.03*	0.6	4.07*	0.9
Opportunities for Advancement	3.79*	1.2	4.06*	0.6	3.92*	1.0
Good work Environment	3.82*	1.1	3.94*	0.5	3.88*	0.9
Responsibilities are Delegated	3.79*	1.2	3.29*	1.5	3.56*	1.4
Sick Leave are Granted	2.26	1.1	3.62*	1.2	2.89	1.3
Presence of Staff Bus	2.05	1.5	3.62*	0.9	2.78	1.4
Free Medical Care	2.18	1.3	2.53	1.2	2.34	1.2
Existence of Staff Canteen	1.67	1.2	2.82	1.1	2.21	1.3
Salary	2.23	1.4	2.15	1.2	2.19	1.3
Workers are Rewarded	2.13	1.3	2.03	1.0	2.08	1.2
Workers are commended officially	2.26	1.4	1.85	0.7	2.07	1.2
Presence of Good Pension Scheme	1.90	1.3	2.03	1.3	1.96	1.3
Un- delayed Promotion	1.79	1.1	2.06	1.0	1.92	1.1

* Important mean

Likert scale: Strongly agree=5, Agree=4, No response=3, Disagree=2, strongly disagree=1.

Source: Adeogun, Fapojuwu and Ajayi (2011)

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Mr. Vice-Chancellor Sir, a simple way of looking at motivational climate in an agricultural organization is to compare a workplace to a battery with both positive and negative sides as shown in Figure 4 adapted from Agricultural Employers' Manual. There are conditions that tend to **charge up** the employees represented on the positive side and those that will **drain them** down represented on the negative side. However, simply removing the drain-down factors will not necessarily result in charge up of employees but both sides of the battery must be considered.

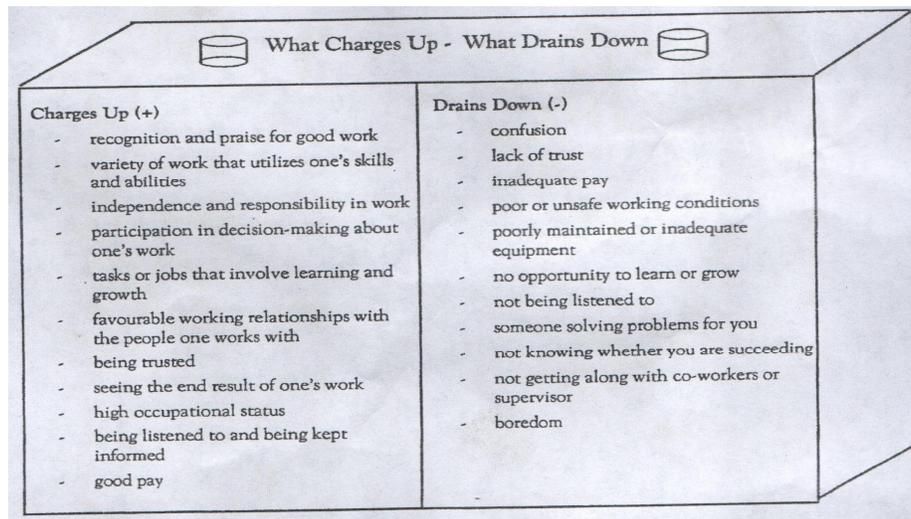


Fig. 4: Motivating factors that charge up and non-motivating factors that drain down employees

Source: British Columbia Farmers Employers' Handbook (1993)

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Mr. Vice-Chancellor Sir, based on this, I want to commend you and the University Council again for the good job done during the 2012 promotion exercise without which there might have been a **Staff Drain-Down** in the University work force.

6.5 Performance Appraisal

The importance of staff appraisal cannot also be overemphasized. It is useful for both the employees and the organization. It serves as a continuous process of feedback to the employees about how well they are performing their work for the organization. The exercise indicates which skills are lacking or need improvement and the rating often stimulates employees to perform better.

Performance appraisal is also a review of employee's performance based on the agreed objectives. In essence, it is the process of reviewing an individual's performance and progress on a job and assessing his potential for future promotion. It is also important to mention that the annual performance appraisal should be an objective assessment process and feedback to the employees about how well they are performing their work for the organization. However, what is common in the public organizations unlike in the private organizations is a subjective assessment by most supervisors using sentiments to avoid offending their subordinates. The result of this is that it

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affects the productivity of the employee and ultimately the productivity of the organization.

Secondly, performance appraisal should primarily not be for promotion purposes alone. This is because it is a common practice that employees in an organization feel that they do not need to fill the Annual Performance Evaluation Report (APER) Form because they have not applied for promotion or have reached the salary scale bar and therefore do not qualify for increment. It is therefore important for everybody to be assessed at the end of every fiscal year or as at when due.

From the employees' perspective, when an appraisal is not adequately carried out, it affects the emotional stability of employees which ultimately affect their productivity, job performance and staff turn-over (Akinsorotan, 2001). The other major problem with employees' appraisal is the inability of many organizations to follow up with the recommendations from such appraisals. Ajayi and Omoregbee (2008) reported that the major complaints of agricultural staff interviewed in Delta ADP were that appraisal was done mainly for promotion purposes and there were inadequate follow up with those identified to need further training and provision of rewards to those that deserved them (Table 8).

The follow-up of recommendations from employees' ap-

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praisal is essential as this is one of the important methods for assessing training needs (those employees that require further training). However, the situation in many organizations is that performance appraisal forms are just kept somewhere after the exercise without any reference to them again. The effect of this is that employees that require training/rewards are neglected and remain unproductive or frustrated since the performance gaps/deficiencies have not been filled. Irrespective of the situation, an appraisal scheme should focus on employees' performance on the job rather than on their personality traits.

Table 8: Respondents' level of satisfaction of approaches of the appraisal of agricultural staff

Appraisal Approaches	Mean(\bar{X})	SD
- Usefulness of appraisal	4.94	0.73
- Timing of appraisal	4.92	0.68
- Procedure used for appraisal	4.88	0.86
- Interaction between supervisors and subordinates during appraisal	4.76	0.82
- Feedback of appraisal to subordinates	4.59	0.92
- Rating of supervisors during appraisal	4.06	0.74
- Rewards after appraisal	1.41	0.64
- Follow-up action after appraisal	1.34	0.85

(Likert- Scale: Highly satisfied = 5, Satisfied = 4, Undecided =3, Dissatisfied = 2, Highly dissatisfied = 1)

Source: Ajayi and Omoregbee (2008)

6.6 The Neglect of Human Resource Management in Agriculture

Before highlighting how human resource management has been neglected or marginalized in agriculture (**to use the Nigerian word**), it is necessary to mention the actors involved in agriculture and show how they are related in agricultural development. To review human resources in agriculture in proper perspective, it is important to recognize the concept of an agricultural system as in Figure 5. This is adapted from the concept of Agricultural Knowledge and Information Systems (AKIS). AKIS shows the main actors in agricultural system. It is clear from Figure 5 that all the actors (educator/trainer, researchers, extension personnel, technicians etc) concentrate on farmers so as to be able to produce enough food to prevent food insecurity and to reduce poverty. However, the main actors who are the human resources that facilitate the agricultural production system are the most neglected or marginalized. They are not well motivated, trained and equipped in order to effectively carry out their functions to both the farmers and other stakeholders in the agricultural sector.

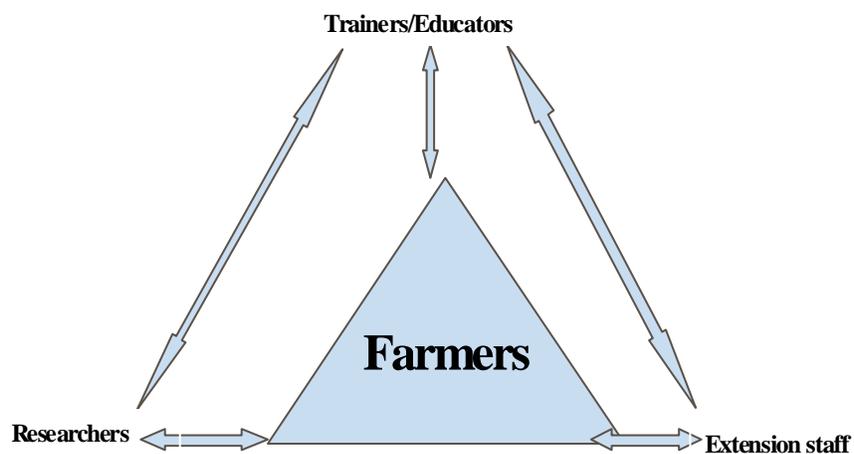


Figure 5: Concept of Agricultural System

The issue of marginalization of human resource management in agriculture is also recognised by Howard and McEwan (1989). These authors reported that “the increasing proportion of employees in agriculture indicates a need for more research in employees’ issues but the importance of personnel management is not universally recognized in this discipline.”

The practice of human resource management in agriculture is

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well recognized in the developed countries but are completely absent in the developing countries. However, Bitsch (2003), reported that human resource management research in agriculture was virtually absent before 1990 in the United States of America. Recently, many universities in the United States of America such as Michigan State University, Ohio State University, University of Florida, University of Vermont and University of California to mention a few have started offering courses in human resource management in agriculture. Also, to show the relevance and importance of personnel management in agriculture in the United States, Agricultural Personnel Management Association has been established.

In the developing countries, up till now, many people do not know that human resource management in agriculture exists or is necessary which was why it has not been given the deserved attention. As a result, many agricultural organizations have relied on human resource experts from other fields to take care of their administrative functions. That is why Bitsch (2009) reported that human resource management research has mostly focused on other industries with the neglect of agriculture. Bitsch (2009) further explained that one of the problems agricultural organizations face is that human resource management practices developed for big private organizations in other sectors are used for agricultural organizations which may not apply to the agricultural environment.

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Mr. Vice-Chancellor Sir, the issue of neglect has gone beyond the issue of inadequate human resource management in agricultural organizations. There has also been a long debate whether those in agricultural organizations have capacity to carry out human resource management activities in their organizations. To support this assertion, Hoffmann *et al* (2009) observed that "it is clear that the senior advisers in many agricultural organizations are in great need of further training in human resource management, training theory and instructional techniques." Also, Vijayaragavan and Singh (1997) reported that it is evident that agricultural organizations in developing countries face the major problems of professional incompetence and lack of motivating their employees. They observed further that this is due to the fact that many of these agricultural organizations do not have a well-defined human resource management system. This view was also supported by Lindner (2001) that there is no unified body of knowledge related to management or administration in agricultural organizations. This is because according to him, it is assumed that agricultural managers have less managerial competence than their business counterparts.

As a result of this, some people have suggested that agricultural organizations should hire formally educated and professionally trained administrators/managers from outside the agricultural organizations to manage their affairs (Campbell,

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1999).

What this means is that a school of thought believes that agriculturists cannot be good administrators or human resource management experts. May be this is the reason why in one Agricultural Development Programme (ADP) in Nigeria, after the Programme Manager retired, the Chief Accountant in the ADP was appointed as the Acting Programme Manager and was being considered to be the substantive Programme Manager in preference to an Agriculturist. Mr. Vice-Chancellor Sir, you can see how our discipline (Agriculture) is being marginalized. Incidentally, many of our administrators in different disciplines such as agriculture, medicine and engineering among others have proved all these assertions wrong as they have performed well as administrators.

The good news now is that there is a clarion call from other disciplines that agricultural organizations should improve their efforts to identify and develop the best internal candidates for administrative and managerial positions (Broshar and Jost, 1995, Stone, 1997). The general principle is to ensure that people in agricultural organizations can manage their own affairs. This is why the course in Agricultural Administration is auspicious at this particular point in time.

Similarly, to show the importance being currently placed on

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human resource management in agriculture, here is an extract from the news publication on the address of the Indian Minister of Agriculture in August 2012.

“Mir for better human resource management in agriculture”

GK NEWS NETWORK

Srinagar, Aug 22: Minister for Agriculture, Ghulam Hassan Mir has stressed on tapping better human resource for managing the Agriculture Department in the State. Chairing a high level meeting here today, the Minister said agriculture over the years has evolved into a big sector and now “it needs efficient and technically trained manpower to be handled by.”

He asked the officers of the Department to give special attention to better human resource management. Impressing the need for minimizing litigation, Mir asked the officers concerned to frame seniority and hold periodic reviews, besides effecting regular promotions to keep the interest and motivation of the employees intact.

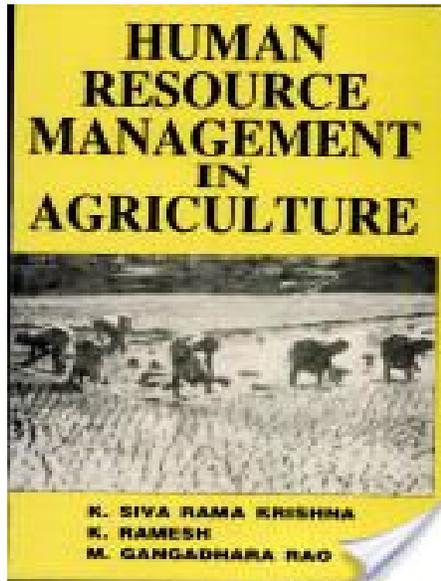
What this means is that the introduction of agricultural administration and human resource management in agriculture are part of innovations taking place all over the world so that people can do things differently for better performance and

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output. The era of doing things the same way is gradually diminishing giving way to innovation and modern concept. That is why there are now published books on human resource management as shown in the example here.

Human Resource Management in Agriculture



Discovery Publishing House

(Agricultural sector plays a dominant role in a country's economy. The workers employed in agriculture form the pivot and it is realised that they constitute human resource. It is for the

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first time that the concept of human resource is applied in agricultural sector)

Mr. Vice-Chancellor Sir, this is why I want to thank FUNAAB for establishing the first Department of Agricultural Administration in Nigeria even though it came five years after that of University of Ghana, Legon. I think I should also mention that both Legon and FUNAAB are now collaborating on agricultural administration curricular development and learning visits under the LEADHER project with funds provided by International Association of Universities (IAU) in France.

7.0 CONCLUSION

It has become obvious that the introduction of human resource management in agriculture within the ambit of agricultural administration is an innovation that can assist Agriculturists to successfully manage agricultural organizations. With the initiative of the Federal University of Agriculture, Abeokuta setting the pace in establishing the Department of Agricultural Administration, there is no doubt that more universities in Nigeria will follow the FUNAAB example.

Secondly, and more importantly, agricultural organizations, government institutions and private agricultural organizations hopefully will soon start to realize that in addition to the technologies being developed for farmers' productivity, there is a

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great need to pay more attention to human resources that are responsible for the effective changes in research and extension for agricultural development.

In summary, Mr. Vice-Chancellor Sir, considering the new global challenges, rapid technological changes, and reduced funding conditions, **efficient human resource management in agriculture may be one of the most enduring contributions to the solution of food problems and poverty in developing countries especially Nigeria. This is the thinking that if the right people are involved, they will probably do it right to the benefit of all.**

May be that was why after the end of the war between Eritrea and Ethiopia in 1997, Mr. Tekleab, Head of Eritrean Ministry of Research and Extension Services said:

“Improving our human resources is more important to us now than food security or food aid because without human resources, we will never achieve food security.”

It is now time for **agricultural graduates with knowledge and skills of human resource management who will make the necessary changes in agricultural sector are produced.**

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8.0 RECOMMENDATIONS

Mr. Vice-Chancellor Sir, distinguished audience, in ending this lecture, I wish to make the following recommendations.

1. Mainstreaming Human Resource Management into Agricultural Curriculum in the University

The situation in Nigeria where all graduates now work in any industry calls for a review of curricular in all universities to include human resource management as a course to all students irrespective of their discipline and areas of specialization. In FUNAAB, this should be included for all agricultural programmes at the lower level. This will maximize benefits and impact on policies and programmes in agricultural sectors and institutions to promote equality of opportunities for agricultural graduates among other professionals. This will enable us to prepare our graduates for leadership roles in a complex and fast-changing world.

2. Research into managing people in the agricultural sector

Human resource management is relevant and vital in agriculture just like in other disciplines. There is therefore a need for strong research base to support agricultural development by agriculturists themselves who have a good understanding/concept of what agriculture entails in addition to our peculiar-

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ity and not as other disciplines view or perceive agriculture. This is coming many years after it should have started but it is better late than never.

3. Agriculture as a profession

It is high time Agriculture became a "Profession." The perception of agriculture as a second class profession is not good for the profession. Unlike their counterparts in medicine, law and accountancy and other professionals, agricultural graduates do not easily have identifiable profession to enter when they leave school. This has discouraged many youths in studying agriculture. That is why I want to commend the Animal Scientists who have set the ball rolling by establishing "the Nigerian Institute of Animal Science" which has made the members of the Institute to be recognized as professionals. This is the way we should be going or else Agricultural staff will continue to be marginalized. There is nothing wrong in having Agricultural Administrators of Nigeria etc.

4. Motivation of employees working in Agricultural Organizations

For any nation that wants to make rapid strides towards economic and social advancement and most especially to pull its citizens out of poverty, agriculture should not be treated with levity. There is therefore a need for governments at all levels to motivate workers in agricultural organizations (Research In-

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stitutes, Universities, ADPs, and Research Council, etc.). A situation in which government will allow universities, agricultural research institutes and other agricultural organizations to be on strike for as long as six months in one year without addressing the pressing issues is not the best for agricultural development in the country. **This is because:**

“By employing only the hands of the workers and NOT their heads and hearts, organizations lose precious return on their investments in people.” (Kouzes and Posner).

5. Private-public partnership/Funding of agriculturalists for postgraduate programme in Agricultural Administration

There is need for both private and public agricultural organizations to sponsor further training of agricultural officers and graduates for postgraduate programmes in agricultural administration so as to improve the managerial competence of many staff in agricultural organizations. Alliance for Green Revolution in Africa (AGRA) based in Nairobi, Kenya and some International organizations in Ghana have sponsored agricultural graduates in both Anglophone and Francophone African countries for postgraduate programmes in Agricultural Administration at the University of Ghana, Legon. This partnership should also be encouraged in Nigerian Agricultural Organizations to foster Agricultural training and development

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among our graduates for enhanced managerial competence and food security.

9.0 ACKNOWLEDGEMENTS

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I wish to express my sincere appreciation to all the people who have assisted my academic career in some ways. I cannot but mention some of them. Firstly, I am grateful to my late parents who struggled so much in making sure I am educated but unfortunately they could not wait to see a day like this. May their gentle souls rest in perfect peace. I want to also publicly appreciate my senior brother, Mr. Samuel Afolabi Ajayi who funded my education from secondary school to the university level when I almost lost hope of being educated. I can never forget his tremendous efforts in making my education a reality.

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Special thanks go to the management of International Institute of Tropical Agriculture (IITA) for the wonderful international exposure given to me for 14 years that I worked with the Institute. IITA gave me a platform for human resource management and training through several opportunities at the United States Department of Agriculture and in other developed countries of the world. This enabled me to carry out my professional activities in almost all the sub-Saharan Africa countries.

I want to appreciate the immediate past Vice-Chancellor, Prof. O.O. Balogun under whom the Department of Agricultural Administration was established and I was recruited into FUNAAB. I also thank the current Vice-Chancellor, Prof. O.B. Oyewole for his passion for academic excellence that facilitated a LEADHER Grant which my department benefited from in collaboration with the University of Ghana, Legon in the field of Agricultural Administration.

I appreciate my Dean, Prof. S.O. Apantaku who has been very friendly as we have worked harmoniously since I joined FUNAAB. I also appreciate my colleagues in the College of Agricultural Management and Rural Development especially our parent department, Department of Agricultural Extension and Rural Development which gave birth to my department. Thanks also go to our first landlord, the Department of Com-

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I thank you all for listening.

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