

Relative Contributions of Perceived Organizational Support and Organizational Justice to Extension Personnel's Job Satisfaction

Olugbenga Jelil. Ladebo, Mrs. Comfort Oyekale. Adamu & Mr. Olalekan Jacob. Olaoye

Abstract

This paper presents results indicating that perceived organizational support (POS) and organizational justice (procedural and distributive) are complementary concepts in explaining the job satisfaction of extension personnel from two Agricultural Development Programs in Nigeria. 229 extension personnel returned completed surveys (i.e. 88.07% responses). Results of a hierarchical moderated regression analysis showed that POS and organizational justice (procedural and distributive) explained unique variances in job satisfaction. POS moderated the relationships between job satisfaction and perceptions of distributive and procedural justice. Findings from this study suggest that the job satisfaction could be enhanced through ensuring that the extension personnel perceive managerial actions and behaviors as being just and equitable.

Keywords:

Extension Personnel, Job Satisfaction, Perceived Organizational Support, Organizational Justice, Nigeria