

An Exploratory Analysis of Demographic, Intrinsic and Extrinsic Factors as Determinants of Job Satisfaction Level of a Conservation Agency's Employees in Nigeria

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Authors' contributions

This work was carried out in collaboration between all authors. All the authors designed the study. The study was supervised by authors OJL and SAO while author AAO executed the research, and wrote the first draft of the manuscript, managed the literature searches and analysed the data. All authors read and approved the final manuscript.

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ABSTRACT

Aims: This study determined the current aggregate levels of job satisfaction, the intrinsic, extrinsic and demographic factors that are related to the job satisfaction of Nigeria National Park Service employees.

Study Design: This study was a questionnaire survey.

Place and Duration of Study: The study was conducted in the seven National Parks being administered by Nigeria National Park Service. The parks are Chad Basin, Cross River, Gashka

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Gumti, Kainji Lake, Kamuku, Okomu and Old Oyo National Parks. It was conducted from 2008 to 2010.

Methodology: The study population was the employees of Nigeria National Parks. List of employees was obtained from each of the parks; the total number of employees was estimated to be 2000 individuals from which 231 (representing 11.6% of the population) were randomly selected for the study. About 300 questionnaires were distributed from where 231 were returned, amounting to 77% response rate. Data collection was through self-administered questionnaires. Job satisfaction was assessed using the modified form of Minnesota Satisfaction Questionnaire and the modified form of 2002 Virginia Soil and Water Conservation District (VSWCD) Employee Evaluation.

Results: The study showed that the overall job satisfaction of the employees was low. All the employees were not satisfied with any item of intrinsic job satisfaction factors while they were only satisfied with one item of extrinsic job satisfaction factors. They were also satisfied with five items of VSWCD employee evaluation issues. Education and monthly pay were the predictors of their overall job satisfaction while there were correlations between intrinsic and extrinsic job satisfaction factors and overall job satisfaction.

Conclusion: The study has contributed to the existing knowledge of job satisfaction, particularly as related to conservation organisations' employees. The study showed that job satisfaction level of Nigeria National Parks employees was low. They were not satisfied with any items on intrinsic job satisfaction factors while they were only satisfied with one item on extrinsic satisfaction. It is highly imperative for Nigeria National Parks Service to improve the working conditions, including pay and all other job satisfaction factors of employees in order to enhance their job satisfaction level.

Keywords: Job; satisfaction; intrinsic; extrinsic; determinants; employees.

1. INTRODUCTION

The study of job satisfaction has been one of the most investigated concepts in organizational, and industrial psychology [1]. Employee job satisfaction is a topic for most professions [2]. Job satisfaction is important because physical wellness, job productivity and occupational commitment are the results [3]. It has been stated that job satisfaction of employees plays a vital role for organization performance both in developed and developing countries [4]. Job satisfaction remains one of the most important variables in the study of work, either as a dependent or independent variable. In the end, as the law of effect would have it, it is satisfaction that rides human choice and action [5]. A relationship between job satisfaction and performance has also been established. In human relations theory, job satisfaction functions as a variable mediating between social relations (with supervisor, co-workers, management) on the one hand and performance and productivity on the other hand. This can be called the satisfaction-cause-performance hypothesis: that job performance depends on the workers being satisfied, and conversely, that job performance will suffer if the worker is dissatisfied [5]. Job satisfaction has a positive impact on productivity, presence and performance. Satisfied workers

like to perform more willingly and happily, which increases productivity [6].

Job satisfaction has been defined by various authors. Nearly most of the definitions of job satisfaction present a corresponding resemblance with those of attitudes because job satisfaction is considered as an attitude [7]. Job satisfaction is defined as the degree of pleasure an employee derives from his or her job [8]. It was also defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences [9]. Job satisfaction has also been referred to as an attitudinal variable that reflects how people feel about their jobs overall as well as various aspects of them. In simple terms, job satisfaction is the extent to which people like their jobs [10]. The elements of job satisfaction that arise from the nature of the work itself have been described in the literature as "motivators" [11] or as "intrinsic factors" [12] [13] that tend to influence job satisfaction. They include the specific nature of the work, recognition, achievement, and the possibility of growth, advancement, and responsibility [14]. Certain "extrinsic" factors or "hygienes" that tend to influence job dissatisfaction have been described [11,12,13]. They include salary, benefits, and institutional environment. Both the extrinsic (hygiene) and the intrinsic (motivation) factors are predictors of job satisfaction [15].

Literatures have shown that many job satisfaction components are associated with job satisfaction. Work related demographic factors are related to job satisfaction [6]. Researchers have also found that years of service with the same organization contributed to job satisfaction [16]. It has been found that the length of workers' employment with a company was an indicator of job satisfaction [17]. It has also been observed that workers satisfied with their supervision had higher overall levels of job satisfaction [18]. Thus, when workers perceived that their supervisor was competent, cared about them, and respected them, their level of satisfaction was higher; in addition, workers who saw their supervisors as incompetent, insensitive and self-centred had lower job satisfaction [19]. High supervisor support is positively correlated to job satisfaction [20,21,22,23]. In addition, studies have found that growth opportunity had a significant positive association with job satisfaction [22], and promotion opportunities did correlate to job satisfaction [21]. Pay, benefits, growth opportunities, job relevance and job security affect job satisfaction [24]. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction. The factors "recognition, supervision and relationships explained variability in overall level of job satisfaction [25].

Various studies have also indicated that demographic variables are possible factors that lead to job satisfaction and dissatisfaction [26]. Different demographic backgrounds usually resulted in different types of employees and how to manage them [27,28]. Gender is an important factor in job satisfaction. It was observed that there are no simple conclusions about the differences between males and females and their job satisfaction [26]. Research results regarding job satisfaction and gender differences have been inconsistent [1]. Studies reviewed indicated that males are more satisfied with their jobs, while others indicated that females are more satisfied [29]. It has also been observed that there are little or no gender differences regarding job satisfaction [30]. Previous studies showed that female were less satisfied than male [25].

Demographic backgrounds such as educational level [31,32], marital status [33,34], age [35,36] and organizational tenure [37,38] have also been found to be related to job satisfaction. Most studies have shown that job satisfaction increased with age, or that job satisfaction vacillated or fluctuated with age [1]. Studies

found a U-shaped job satisfaction and age [34]. With regards to education, it has been shown that workers with more education have a higher job satisfaction level, while other studies indicated that workers with more education have a lower job satisfaction level [29]. It has also been indicated that individuals with higher level of education have a lower level of job satisfaction [34]. Research suggested that a clear conclusion cannot be drawn concerning job satisfaction and its relationship to marital status [29]. According to studies, married men have higher life satisfaction than the never married ones [33]. Since life satisfaction is often positively attached to job satisfaction, thus it seemed fit to state that married men have higher job satisfaction than non-married ones [39].

Given the relationship between job satisfaction and performance [14], it is extremely important that managers of conservation organisations, particularly in developing countries understand the various elements of the theoretical frameworks related to job satisfaction since such an understanding provides a solid basis for decisions related to employees. If an employer needs a highly motivated, innovative, productive human resource, the importance of job satisfaction should not be forgotten [7].

Although there are numerous publications on job satisfaction, there have, however, been relatively very little empirical data on the job satisfaction of Nigeria's highest conservation agency (i.e. Nigeria National Park Service). This study was aimed at determining the current aggregate levels of job satisfaction, the intrinsic, extrinsic and demographic factors that are related to the job satisfaction of Nigeria National Park Service employees. Specifically, the objectives of the study are: 1] to identify the overall job satisfaction of Nigeria National Parks employees, 2] to determine the demographic predictors of the employees overall job satisfaction; and 3]. to determine the intrinsic and extrinsic motivation factors that are related to employees' overall job satisfaction. We hypothesized that: 1] there is no significant difference in overall job satisfaction of the Nigeria's conservation agency employees based on geographical locations of the National Parks, 2] demographic factors of the employees are not good predictors of their job satisfaction; and 3] overall job satisfaction of the conservation agency's employees is not related to the intrinsic and extrinsic job motivation factors. This article is useful in providing the basis for decision-making in terms of resource allocation, support,

programming, and improvements in institutional climate by conservation agencies and organisations. Knowing what factors promote job satisfaction as well as dissatisfaction, enables the incorporation of positive factors into the work environment and, if possible, eliminate many of the factors that cause dissatisfaction [2].

2. MATERIALS AND METHODS

The study was conducted in the seven National Parks being administered by Nigeria National Park Service. The parks are Chad Basin, Cross River, Gashka Gumti, Kainji Lake, Kamuku, Okomu and Old Oyo National Parks. The study population consisted of individuals employed with any of Nigeria National Parks. List of employees was obtained from each of the parks, at the time of this study, the total number of employees combined from all the parks was estimated to be 2000 individuals from which 231 (representing 11.6%) of the population) were randomly selected for the study. A 10% sample size is normally considered optimal for generating adequate results during analysis [40]. About 300 questionnaires were distributed from where 231 were returned, amounting to 77% response rate. Data collection was through self-administered questionnaires. Currently, the questionnaire is the most popular method used to assess workers' job satisfaction [41]. Job satisfaction is a subjective and personal matter, so the questionnaire may be the best method to assess the attitudes of workers [42].

Several methods have been used to evaluate job satisfaction. One of these methods is referred to as the global approach, which measures overall job satisfaction [39]. It has been suggested that global satisfaction is not equivalent to the sum of the facets measured [43], while some researchers have agreed that global job satisfaction is the sum of the satisfactions associated with each component of an employee's job [39]. Job satisfaction was assessed using the modified form of Minnesota Satisfaction Questionnaire (MSQ) [43] and the modified form of 2002 Virginia Soil and Water Conservation District (VSWCD) Employee Evaluation [2]. The main reason why VSWCD Employee Job Satisfaction Issue was used in conjunction with the MSQ short form was because the former had been tested on conservation employees, which are the focus of this study, and the latter is a generally acceptable measure.

The Minnesota Satisfaction Questionnaire is a well-regarded measure of job satisfaction [45]. The 20-item short form MSQ used a 5-point Likert Scale (from 1=very dissatisfied to 5= very satisfied, including two dimensions: Intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic job satisfaction includes 12 items that refer to activity, ability utilization, achievement, and so forth, while extrinsic job satisfaction includes 6 items that refer to supervision-human relation, company policies, compensation, and so forth [45]. Two survey items (working conditions and co-workers) are specific to the general satisfaction score; neither is characterized as intrinsic and extrinsic. In terms of reliability, for intrinsic job satisfaction Scale, the coefficients ranged from 0.84 to 0.91, and for the extrinsic job satisfaction Scale, the coefficients varied from 0.87 to 0.92 [44]. Previous studies reported the Cronbach's Alpha of 0.85 for intrinsic and extrinsic job satisfaction scales respectively, while Cronbach's Alpha of 0.90 was for general job satisfaction Scale. White also reported Cronbach's Alpha of 0.81 for 2002 VSWCD Employee Evaluation [2]. For this present study, the Cronbach's Alpha Coefficient was 0.95 for intrinsic job satisfaction Scale, and 0.83 for extrinsic job satisfaction scale, and 0.89 for general satisfaction scale of MSQ short form. However, for 2002 VSWCD Employee Evaluation, the Cronbach's Alpha was 0.77 (Table 1).

Furthermore, in this study, MSQ was rated as 1= very dissatisfied, 2= dissatisfied, 3= satisfied and 4=very satisfied. The 2002 VSWCD was rated as 1= very dissatisfied, 2= dissatisfied, 3= Satisfied, 4= very satisfied, 5= extremely satisfied, and 0= not applicable. Demographic variables were measured as gender (1= male, 0= female), age (actual age of the respondent as at the time of the study), marital status (1= married, 0= single), household size (actual number of individuals living in each household), education (1= secondary, 0= tertiary), monthly pay (actual amount being received as salary by each employee at the end of each month in Naira), years of service (actual year in the employment of Nigeria National Park), and park location (1= north, 0= south). Data were presented and analyzed using descriptive statistics such as means and standard deviations. Mean scores were utilized to assess the respondents' intrinsic and extrinsic job satisfaction levels, and were interpreted in the range of 1.00 to 2.49 as dissatisfied and from 2.50 to 4.00 as satisfied and 0.00 as not applicable. T-test was used to

compare differences in job satisfaction among the staff based on location of the parks (i.e., north and south). In addition, multivariate regression was used to determine the demographic predictors of the employees' overall job satisfaction while Pearson's correlation was used to test the relationship between intrinsic and extrinsic job motivation factors and overall job satisfaction.

Table 1. Reliability of MSQ and 2002 VSWCD employee evaluation measures

Job satisfaction factors	Cronbach's alpha coefficient	Author
MSQ		
Intrinsic	0.84-0.91	Weiss et al. 1967 [44]
Extrinsic	0.77-0.82	„
General	0.87-0.92	„
MSQ		
Intrinsic	0.85	White, 2008
Extrinsic	0.85	„
General	0.90	„
2002	0.81	„
VSWCD		
MSQ		
Intrinsic	0.95	Present study
Extrinsic	0.83	„
General	0.89	„
2002	0.77	„
VSWCD		

3. RESULTS AND DISCUSSION

3.1 Results

Demographic factors of respondents were presented in Table 2. A total of 195 (84.4%) males and 36 (15.6%) females responded to the survey. The mean age of the respondents was 35.7 years, with a median of 35.0 years and a mode of 30 years. Ages ranged from a minimum of 22 years to a maximum of 58 years. About 78% reported being married while 21.2% were single. The mean household size of the respondents was 4.9 individuals, with a median of 5.0 individuals, and a mode of one (1) individual. Household size also ranged from a minimum of one (1) individual to a maximum of 14 individuals. In addition, 54.5% had secondary education while 45.5% had had tertiary education. The mean monthly pay (salary) of the respondents was ₦24, 244 (US\$ 149.7), with a median of ₦17, 900 (US\$110.5), and a mode of ₦15, 000 (US\$ 92.6). The monthly pay, however,

ranged from a minimum of ₦92, 000 (US\$567.9). Also, the mean year of service was 8.9 years, with a median of 8.0 years, and a mode of 8.0 years. The years of service, however, ranged from less than a year to a maximum of 35 years. In terms of job responsibility, Park Protection and Conservation had the highest number of respondents with 71.4%. Four of the parks are located in the north of the country (Chad Basin, GashakaGumti, Kainji Lake and Kamuku) while three are in the south (Cross River, Okomu and Old Oyo). About 49.4 of the respondents (114 employees) were from the four parks in the north and 50.6% (117 employees) were from the three parks in the south of the country.

From the 12 items of intrinsic job satisfaction, respondents were not satisfied with any of the items, with mean scores ranging from 1.84 to 2.33. In addition, from the six items that assessed extrinsic job satisfaction, the respondents were satisfied with only one item, with mean scores ranging from 1.55 to 2.72. They were satisfied with supervision-technical. For general satisfaction scores, they were also satisfied with co-workers with a mean score of 3.16 while they were dissatisfied with working conditions with a mean score of 1.67 (Table 3). For VSWCD Employee Evaluation Issues, from 12 items, respondents were satisfied with four items, with mean scores ranging from 1.96 to 3.23 and two items not applicable to them. They were satisfied with work relationships (mean= 3.23), clearly defined job responsibilities and work goals (mean= 2.80), health insurance benefit (mean= 2.52), and new employee orientation (mean= 2.96) (Table 4). For overall job satisfaction, 51.1%, 21.6%, 20.3%, 6.9% and 0% of the respondents were very dissatisfied, dissatisfied, satisfied, very satisfied and extremely satisfied respectively (Fig. 1).

Table 5 presents the overall job satisfaction level of Nigeria National Parks employees based on the selected demographic factors. With regard to gender, 74.4% and 63.9% of male and female participants were dissatisfied respectively. For age, 85.7% of those in age groups of 22-32 years were dissatisfied, 65% for 33-42 years, 63.66% for 43-52 years and 50% for those whose age group is greater than 52 years. In terms of marital status, 70.3% and 81.6% of the married and single participants were dissatisfied respectively. About 73% and 71% of respondents with household size ranging from 1-5 and 6-10 individuals were dissatisfied while 71.4% of those whose household size were above 10 individuals

were satisfied. In addition, 88.1% of respondents with secondary education and 54.3% of those with tertiary education were dissatisfied respectively. For monthly pay, 87.5% of those whose pay was between ₦1,000-₦20,000 (US\$6.2-US\$123.5) were dissatisfied while it was 52.5% for ₦21,000-₦40,000 (US\$129.6-US\$246.9), 57.7% for ₦41,000-₦60,000 (US\$253.1-US\$370.4). However, all the respondents with monthly pay above ₦60,000 (US\$370.4) were satisfied with their job. With regard to year of service, 82.9% of the employees whose years of service were between 0-5 years were dissatisfied, 78.4% for 6-10 years, 55.9% for 11-15 years, 52.6% for 16-20 years, 63.6% for 21-25 years and 100% for 26-30 years. However, all those whose year of service falls between 31-35 years were satisfied with their job. For job responsibilities, 80.6% of Park Protection and Conservation Staff were dissatisfied; this was 66.7% for Ecotourism Staff, 69.2% for Park Engineering and Management Staff, 100% for Medical staff and 50% for Staff in Management Information Unit. However, 66.7% of administrative staff were satisfied with their job. Furthermore, 73.7% and 71.8% of the employees whose Parks are located in the

Northern and Southern parts of the country were dissatisfied respectively.

Results of hypotheses are presented in Tables 6, 7 and 8. For hypothesis one, the result indicated that there was no significant difference ($T = -0.50$, $p = 0.62$) in overall job satisfaction of the Nigeria's conservation agency's employees based on the geographical locations of the National Parks (Table 6). Thus, the null hypothesis is accepted. In addition, the selected demographic factors were good predictors of the overall job satisfaction of the employees ($p < 0.01$) (Table 7). The null hypothesis is rejected. Education ($\beta = 0.28$, $t = 3.85$) and monthly pay (salary) ($\beta = 0.32$, $t = 3.55$) were the predictors of overall job satisfaction explaining 27% of the relationship between the selected demographic factors and the overall job satisfaction level of the employees. However, gender, age, household size and years of service did not predict the overall job satisfaction. The result further indicated that there were significant and positive correlations between the overall job satisfaction of the employees and the intrinsic and extrinsic motivation factors (Table 8). Thus, the null hypothesis is rejected.

Table 2. Demographic factors of respondents

Demographic factors	Min.	Max.	Frequency	%	Mean	Median	Mode
Gender							
Male			195	84.4			Male
Female			36	15.6			
Age (in years)	22	58			35.7	35.0	30
Marital status							
Married			182	78.8			Married
Single			49	21.2			
Household size	1	14			4.9	5.0	1
Education							
Secondary			126	54.5			Secondary
Tertiary			105	45.5			
Monthly pay (₦)	5,000	92,000			24,244	17,900	15,000
Year of service	<1	35			8.9	8.0	8.0
Job responsibility							
Park protection & conservation			165	71.4			Park protection & conservation
Ecotourism			21	9.1			
Park engineering & management			13	5.6			
Administration			27	11.7			
Medical			1	0.4			
Management information Unit			4	1.7			
Park location							
North	0	4	114	49.4			
South	0	3	117	50.6			

3.2 Discussion

Result on gender in this study was consistent with the previous findings that reported more male respondents than females [46]. This might also be because the core of conservation work of Nigeria National Park Service is protection, which gives paramilitary status with male dominating the service. However, this percentage representation of women gender was lower than what was also reported by earlier studies [47]. Studies have also reported higher number of females than males [2]. The mean age was also lower than what was obtained by earlier studies [2,47]. The result of marital status was also consistent with previous observations with a higher percentage of married respondents [46,2]. Fairly large household size observed was also in tandem with previous findings [46]. That the majority of the Nigeria National Parks employees had secondary education was consistent with earlier research [46] but contrary to the observation that reported 50% of VSWCD employees having Bachelor's degree [2]. In terms of pay (salary), the mean monthly pay observed here was higher than what was reported earlier [46] because the conservation agency studied was being administered by State Government as a game reserve with different salary scale from that of Federal Government agencies. Also, the reported mean annual salary of \$36,373.54, which was \$3031.13 (N91,043.06) per month was reported by studies conducted in the United States [2]. The mean year of service of the respondents was lower than 18.2 years that was earlier reported [46] but was higher than

6.52 years reported among VSWCD employees [2].

Table 3. Intrinsic, extrinsic and general job satisfaction scores of the employees for MSQ short form (N= 231)

Job aspect (intrinsic)	Mean	Standard deviation
Variety	2.06	0.77
Social services	2.13	0.64
Moral values	2.33	0.63
Independence	1.93	0.81
Activity	2.20	0.90
Ability utilization	2.10	0.91
Security	1.96	0.85
Achievement	1.84	0.94
Creativity	1.95	0.84
Responsibility	2.29	0.84
Social Status	2.23	0.79
Authority	1.97	0.84
Job aspect (extrinsic)		
Supervision-technical	2.72	0.69
Supervision-human Relations	2.13	0.94
Recognition	1.82	0.92
Company policies and practices	1.89	0.86
Compensation	1.55	0.77
Advancement	1.65	0.85
Job aspect (general)		
Working conditions	1.67	0.85
Co-workers	3.16	0.65

Note: Means calculated using a scale in which 1= Very Dissatisfied to 4= Very Satisfied

Table 4. Job satisfaction scores of the Nigeria National Parks Employees for 2002 VSWCD employee evaluation issues (N= 231)

Job satisfaction issue	Mean	Standard deviation
Flexibility with professional scheduling	2.47	0.78
Type of work performed	2.82	0.78
Relationship with district board	0.0	0.00
Work relationships	3.23	0.65
Professional development	1.96	0.95
Management and supervision	2.17	1.04
Clearly defined job responsibilities and work goals	2.80	0.64
Health and insurance benefit	2.52	1.11
New employee orientation	2.96	0.62
Salary or wage	1.52	0.83
Life insurance benefit	0.0	0.00
Career advancement opportunities	2.16	0.98

Note; Means calculated using a scale in which 0= Not Applicable, 1= Very Dissatisfied to 5= Extremely Satisfied

Table 5. Demographic description of Nigeria National Parks employees overall job satisfaction levels (N= 231)

Demographic factors	Satisfied	Dissatisfied	Total
Gender			
Male	50 (25.6)	145 (74.4)	195
Female	13 (36.1)	23 (63.9)	36
Age group (in years)			
22-32	13 (14.3)	78 (85.7)	91
33-42	36 (35.0)	67 (65.0)	103
43-52	12 (36.4)	21 (63.6)	33
Above 52	2 (50)	2 (50)	4
Marital status			
Married	54 (29.7)	128 (70.3)	182
Single	9 (18.4)	40 (81.6)	49
Household size			
1-5	37 (26.8)	101 (73.2)	138
6-10	24 (28.6)	60 (71.4)	84
Above 10	5 (71.4)	2 (28.6)	7
Education			
Secondary	15 (11.9)	111 (88.1)	126
Tertiary	48 (45.7)	57 (54.3)	105
Monthly pay (in Naira, ₦)			
1,000-20,000	17 (12.5)	119 (87.5)	136
21,000-40,000	28 (47.5)	31 (52.5)	59
41,000-60,000	15 (57.7)	11 (42.3)	26
Above 60,000	5 (100)	0 (0.0)	5
Year of service			
0-5	13 (17.1)	63 (82.9)	76
6-10	19 (21.6)	69 (78.4)	88
11-15	15 (44.1)	19 (55.9)	34
16-20	9 (47.4)	10 (52.6)	19
21-25	4 (36.4)	7 (63.6)	11
26-30	0 (0.0)	2 (100)	2
31-35	3 (100)	0 (0.0)	3
Job responsibilities			
Park protection & conservation	32 (19.4)	133 (80.6)	165
Ecotourism	7 (33.3)	14 (66.7)	21
Park engineering & management	4 (30.8)	9 (69.2)	13
Administration	18 (66.7)	9 (33.3)	27
Medical	0 (0.0)	1 (100)	1
Management information unit	2 (50)	2 (50)	4
Park location			
Northern	30 (26.3)	84 (73.7)	114
Southern	33 (28.2)	84 (71.8)	117

Percentages (%) are in parentheses

Contrary to the findings among VSWCD employees [2], the respondents were not satisfied with all the intrinsic job satisfaction factors; they were satisfied with only one item of extrinsic job satisfaction factors whereas White reported satisfaction with three extrinsic factors [2]. For general satisfaction and VSWCD employee evaluation issues, the results were contrary to findings with VSWCD employees [2]. Align with past studies, demographic factors

were observed to be predictors of job satisfaction [48]. This is however not consistent with observation of previous studies that observed that demographic factors were not better predictors of job satisfaction [25,49]. With regard to the observations on education and salary (pay) as predictors of job satisfaction, studies observed that overall job satisfaction was not significantly affected by education level [50] while salary was a good predictor of job satisfaction

[51]. Monthly income has also been reported to be a better predictor of job satisfaction [52]. Consistent with this study, gender, age, and education have been reported not to predict job satisfaction [52,53]. However, studies have also observed gender to be a good predictor of job satisfaction [54,55]. The findings also indicated significant relationship between intrinsic and extrinsic job satisfaction factors and the overall job satisfaction. Previous studies also found significant relationships between the overall job satisfaction and the intrinsic and extrinsic job satisfaction factors [56,57].

3.3 Management Implications of Findings

Management implications of level of job satisfaction of Nigeria National Parks employees are far reaching. For conservation organisations, job satisfaction is very pivotal to the attainment of conservation goals and objectives, and as such, human resource management should be considered as important as the management of the resources. This is because satisfied employees have the propensity of exerting high efforts in meeting organizational goals and objectives than dissatisfied ones. Coupled with the challenges of funding, poverty and illiteracy among host communities, lack of understanding of conservation concept among larger public, meeting conservation goals poses significant concern in protected areas management in

Nigeria. Thus, employees' job satisfaction could also be related to numerous impediments of protected areas management.

It has been stated that being satisfied with one's employment is advantageous for both the employee and employer [2]. Past results indicated positive relationship between job satisfaction and performance [58]. Also studies have shown that job satisfaction is indeed positively related to job performance [59]. Job satisfaction has also been reported as having influence on desirable work behavior. Job satisfaction is correlated with other kinds of desirable behavior at work-there is less sabotage, stealing, doing work badly on purpose, and spreading rumors or gossip to cause trouble [60]. For instance, past studies highlighted anti-conservation behaviour and activities among protection staff in Yankari Game Reserve; which include allowing poachers to enter the reserve when they could not be arrested, relaxing without conducting anti-poaching patrol when on patrol duties, collecting bribes from arrested poachers and grazers and then released them, killing fishing and some small mammals as food, giving tips to poachers on the location to operate in the reserve [46]. The effect of satisfaction on desirable work behavior was stronger for those over thirty-five years of age, probably because they would engage in such behavior if they have a very strong sense of grievance [61].

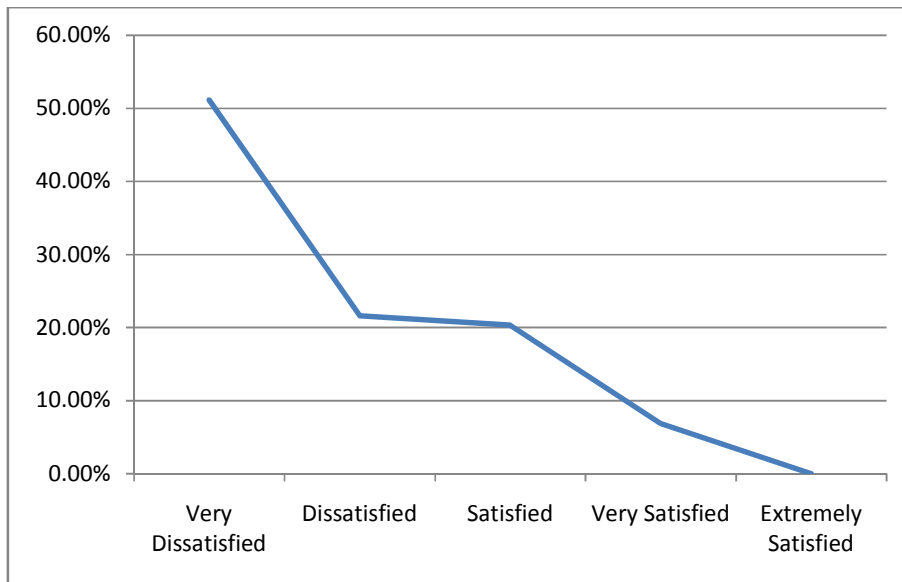


Fig. 1. Overall satisfaction level of Nigeria National Parks Employees

Table 6. Independent samples test of difference in conservation agency employees' overall job satisfaction level based on park locations

	Levene's test for equality of variances								
	F	Sig.	T	Df	Sig (2-tailed)	Mean difference	Standard error	95% confidence interval of the difference	
								Upper	Lower
Overall job satisfaction									
Equal variances assumed	0.47	0.50	-0.50	230	0.62	-0.07	0.13	-0.32	0.19
Equal variances not assumed			-0.50	230	0.62	-0.07	0.13	-0.32	0.19

Table 7. Demographic predictors of the employees' overall job satisfaction

Demographic factors	β value	t value
Gender	0.03	0.48
Age	0.13	1.40
Household size	-0.00	-0.02
Education	0.28	3.85**
Monthly pay	0.32	3.55**
Years of service	-0.08	-0.87
R	0.52	
R ²	0.27	
Adj. R ²	0.25	
R ² change	0.27	
df	230	
Sig.	0.00	

**P = .001

One of the reasons for highlighted undesirable work behavior could be explained from the perspective of economic conditions represented by monthly pay (salary) [46]. Before the present increase in minimum wage in April 2011 to ₦18,000 (U\$111), the gross monthly pay for an employee on salary grade 3 step 1 in any of the Nigeria National Parks was ₦11,467.25 (U\$70.8), whereas, the counterpart on the same grade level and step in Forestry Research Institute of Nigeria (FRIN), an organisation under the supervision of Federal Ministry of Environment as Nigeria National Parks was collecting ₦19,460.48 (U\$120.1). This was an indication that they received lower wages than their counterparts in the same Ministry. This was despite that it was generally believed that working as an employee of Nigeria National Parks (particularly the protection staff, i.e. rangers) is highly risky, with high tendency of being shot or killed by poachers. Adding to this was the unending and unfulfilled promises of improved scheme of service since 2007, which could have resulted in an improved working conditions including pay. The practice of deducting ₦300 (U\$1.85) monthly from their meager pay of protection staff for patrol vehicles'

fuelling might have also contributed to their low level of satisfaction. All these might have led the protection staff into some undesirable behaviours which have resulted into reduction in the population of wild animals and plants in Nigeria's protected areas. Employees that are satisfied engaged more in a wide variety of 'good citizenship' behavior at work – they were more punctual, dependable, helpful, cooperative and tidy, and they created less waste, made fewer complaints and were angry less frequently [62].

Table 8. Correlations between the overall job satisfaction of the conservation agency's employees and the intrinsic and extrinsic job satisfaction factors

Variable	Correlation value (r)	Sig.
Intrinsic job satisfaction factors		
Variety	0.53**	S
Social service	0.59**	S
Moral value	0.47**	S
Independence	0.49**	S
Activity	0.47**	S
Ability utilization	0.50**	S
Security	0.60**	S
Achievement	0.69**	S
Creativity	0.60**	S
Responsibility	0.49**	S
Social status	0.51**	S
Authority	0.69**	S
Extrinsic job satisfaction factors		
Supervision-technical	0.24**	S
Supervision-human relation	0.57**	S
Recognition	0.68**	S
Policies	0.57**	S
Compensation	0.66**	S
Advancement	0.65**	S

**P = .001; S=Significant

Another impact of low level of job satisfaction is the employees' intention to quit. Observations (through interactions) showed their unhidden

intention to quit for other jobs; even among those employees that have put in considerable number of years into the service. It has also been opined that the intention to quit is predicted by low satisfaction [61]. It is when employees cannot get any satisfaction that they start singing and leave [63].

4. CONCLUSION

The study has contributed to the existing knowledge of job satisfaction, particularly as related to conservation organisations' employees. The study showed that job satisfaction level of Nigeria National Parks employees was low. They were not satisfied with any items on intrinsic motivation factors while they were only satisfied with one item on extrinsic motivation factor. Furthermore, they were satisfied with five items on VSWCD Employee Evaluation issues. There were no significant differences in the overall job satisfaction of the employees based on the geographical locations of the parks. The selected demographic factors were good predictors of the employees' job satisfaction level with education and monthly salary (pay) as predictors of their satisfaction. There were positive and significant relationships between intrinsic, extrinsic motivation factors and the overall job satisfaction. The potential implications of low level of satisfaction by the agency's employees include poor work performance, undesirable work behavior and their intention to quit, with all these having negative consequences on conservation and management activities of the parks. It is highly imperative for Federal Government through the Nigeria National Parks Service to improve the working conditions, including pay and all other job satisfaction factors of these employees in order to enhance their job satisfaction level. Their working conditions should be as obtained in other organisations under Federal Ministry of Environment, which is the supervising ministry, as well as what obtains in other paramilitary organisations in the country with a comparable level of risks.

CONSENT

All authors declare that no written consent was needed in publishing this article

ETHICAL APPROVAL

All authors hereby declare that no ethical approval was needed in conducting the study.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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