

Job Satisfaction among Employees of Kano Zoological Garden, Kano, Nigeria

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Abstract

Job satisfaction leads to ensuring that a higher productivity is derived from all employees within an organization. However, in order to create an environment for employee satisfaction, it is vitally important to know which factors most affect workers satisfaction, hence this study assessed job satisfaction among employee of Kano Zoological Garden, Kano, Nigeria in order to ascertain human resources needed for the competitive performance of the organization with personal observation and interview of forty-four (44) employees of the zoo through semi-structured questionnaire. Findings revealed that the study area is male dominating with 81.81% whose majority (81.83%) with post-secondary school qualifications had work for more than ten years. 79.54% employees of the organization are satisfied with the current working conditions in the study area, hence majority (81.30%) showed enthusiasm towards the nature of their work. 76.30% respondents agreed that the organization had created and practiced a fair, equitable and satisfactory promotion system, 74.20% are of the opinion that relationships with their superiors are healthy while 69.09% agrees that there were regular training and development opportunities to help improve their capacities and recognition for outstanding performance. Also, the 68.18% respondents that acknowledged having satisfactory relationship with their co-workers, thus increasing job satisfaction while 64.59% of respondents agreed that current salary wages structure is satisfactory when compared to other state government agencies. Three major determinants (working conditions, remuneration and promotion) were responsible for employee job satisfaction. However, remuneration had the highest effect on employee job satisfaction though; the organization still faced major challenges of inadequate working equipment, funding and relevance training for workers.

Keywords: Job satisfaction, Employees, Working conditions, Welfare, Remuneration.

Introduction

Job satisfaction describes the feelings attitudes or preference of individuals regarding work. It indicates how content an individual is towards his or her work. Armstrong (2006) defines job satisfaction as the attitudes and feelings people have about their work. Positive and favourable attitude towards the job indicate job satisfaction, Negative and unfavourable attitude indicate dissatisfaction. Job satisfaction is a very important component to employees in any organization (SHRM, 2011). Hence, Organisations normally commit their resources to stimulate employee job satisfaction for the purpose of its benefit to the workers and the organisation as a whole (Lim, 2008).

From a humanitarian perspective, people merit to be treated fairly and with respect hence job satisfaction is an indication of a good treatment of employees. It also indicates the emotional well-being or psychological health of employees. Also, job satisfaction from a utilitarian perspective could influence employees to develop behaviours that may retire organizational progress. According to Murray (1999), job satisfaction ensures that existing employees are retained so as to save the cost of engaging new ones. Job satisfaction is significant to association with life satisfaction (Buitendach & Dewitte, 2005), organizational commitment (Cullinah, 2005) and job performance (Buitendach & Dewitte, 2005). Sarah (2012) noted that strategic employee recognition, improved working condition, job security and training play a pivotal role and consequently employee satisfaction leads to ensuring that a higher productivity is derived from all employees within an organization. Researches underlined fundamental, extrinsic and selfless motivations as the most important groups of reasons influencing some career choice. Identified motivations have included working with various groups, making a social contribution, making a social contribution, making a difference, job security, job benefits, enjoyment of services, compatibility with other interests and activities, compatibility with family life, and self-education (SHRM, 2011).

There is adequate empirical evidence linking workplace conditions to job satisfaction (Lambert *et al.*, 2001). In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. Therefore, this study assessed job satisfaction among employee of Kano Zoological Garden, Kano,

Nigeria in order to ascertain human resources needed for the competitive performance of the organization. The study area is Kano Zoological Garden (Audu Bako Zoological Garden), Kano State. Established in 1972, the Zoo covers a total area of 40.47 ha. It is located 3km away from the old city of Kano nationally renowned for its tourist attraction and lies between latitudes 11°58'4"N and longitude 8°31'32"E. The Zoo currently has 58 different species, consisting of 300 individual animals which includes; four Lions, eight Hyenas (stripped and spotted), two adult Ostriches, Elands, Elephant, Giraffes, Hippopotamus, Horney badger, Duikers, Bushbuck, Baboons, Jackal, Civet cat, Buffalo, Chimpanzee, Monkeys, porcupines, Gazelles Zebra, Warthogs, Horse, Pythons, Crocodiles, Crane crown, Marabus stock, Geese, Peacock etc.. It was designed to conserve animals for people to see, render recreational services, serve as a research centre and provide practical educational instructions. Kano Zoo was the second of its kind in West Africa after Cote d'Ivoire, and was accredited by the Pan-African Association of Zoos and Aquaria (PAAZA) (Lawan, 2011).

Research instruments

To obtain information, questionnaire was prepared to cover all the aspects of this study. Interviewing method was adopted to collect information of staffs'. Randomness was strictly ensured for better output. Primary data were obtained using questionnaire while Secondary information such as statistical data, reports and maps were sourced from various Government and Non-government organizations such as: Kano Zoological Garden Administrative office, relevant papers and reports of International Organizations through internet search, Journals and papers relevant to the study.

Sample population = 148

Sample size = 45 (30% of the sample size)

Number of questionnaire returned = (44)

Response rate = (97.78%)

Data Processing and Analysis

Available data were processed, analysed using Special Package for Social Science (SPSS 17) and interpreted to find the result of the study. After completion of data collected, the responses to the questions to job satisfactions and other secondary data in the study

area were transferred to a master sheet to facilitate tabulation. The analyzed data were represented in tabular and graphical form.

Results

Socioeconomic characteristics of respondents

The demographic data shows that the study area is male dominating with 81.81% of the respondents while 18.19% are female as shown in table 1. Majority (31.81%) are within the ages of 31-40 years and 41-50 years while 2.27% (only one respondents) is <20 years though 25% are within 51 years and above. It is evident from the study that there is high of level of educational qualification in the organisation as 81.83% of respondents had post-secondary school qualifications (29.57% postgraduates certificate holder, 11.36% university graduates, 20.25% Higher National Diploma and 20.25% National Diploma) respectively. It is further revealed that most respondents (50%) have had between above ten (10) years working experience.

Table 1: Socioeconomic characteristics of employees in Kano Zoological Garden

Variables	Frequency	Percentage %
Gender		
Male	36	81.81
Female	8	18.19
Total	44	100
Age		
Less than 20	1	2.27
21-30	4	9.09
31-40	14	31.81
41-50	14	31.81
51 and above	11	25.00
Total	44	100
Educational Status		
Primary school certificate	2	4.54
Senior school certificate	6	13.63
ND	9	20.45
HND	9	20.45
University Graduate	5	11.36
Postgraduate certificate	13	29.57
Total	44	100.00
Department		
Security Department	7	15.90
Wildlife Department	6	13.63
Zoo Service	18	40.90
Planning Research hand	4	9.09
Statistics	4	9.09
Administration and Gen. Service	9	20.45
Total	44	100
Years of service		
Less than 5 years	5	11.36
5-10 years	17	38.63
Above 10 years	22	50.00
Total	44	100

Source (Field Survey, 2019).

Satisfaction on current working conditions among employees in the study area

Figure 1 show that majority (79.54%) employees of the organization are satisfied with the current working conditions in the study area while 6.81% are not satisfied, though 13.63% are uncertain whether they satisfied or dissatisfied. This implies that most respondents felt

that the general working conditions in the Kano Zoological Garden were conducive.

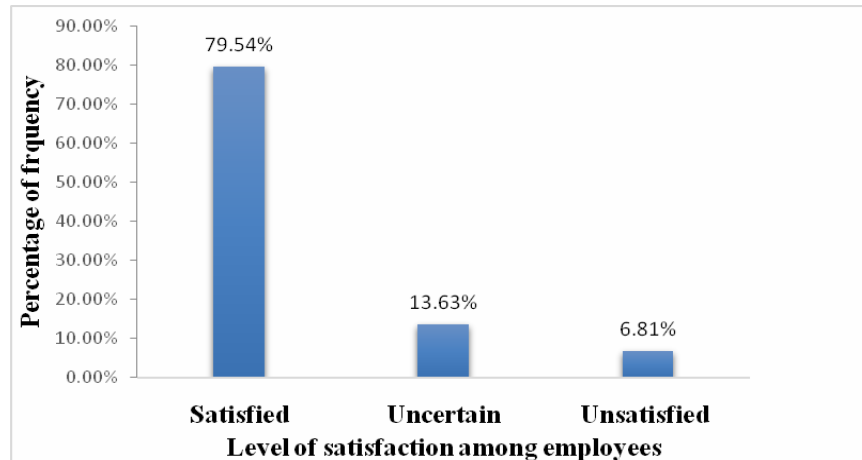


Figure 1: Perceived satisfaction on working conditions among employees in the study area

Source: Field Survey, 2019

Employees' evaluation of working conditions in the study area

According to the findings (table 2), employees' rating of working conditions in the study area revealed that majority respondents (81.30%) showed enthusiasm towards the nature of their work while 15.20% are uncertain. 76.30% respondents agreed that promotion processes is in order. This suggests that the organization had created and practiced a fair, equitable and satisfactory promotion system. Employees (74.20%) are also of opinion that relationships with their superiors are healthy while 69.09% agrees that there were regular training and development opportunities to help improve their capacities and recognition for outstanding performance. Also, the 68.18% respondents that acknowledged having satisfactory relationship with their co-workers confirmed that building allies across the organization helps employees accomplish their work and organizational goals; making the workplace more enjoyable, thus increasing job satisfaction.

This study established that 64.59% of respondents agreed that current salary wages structure is satisfactory when compare to other state government agencies, this implies that most employees in Kano

Zoological Garden are comfortable with their remuneration package.

Other averagely rated working conditions by the respondents are retirement plan (63.64%) and safety standard at workplace (61.36%). However, only few respondents were pleased with current social welfare (51.36%) and medical facilities (42.28%).

Table 2: Employees’ evaluation of working conditions in the study area (%)

Factors	Satisfied	Uncertain	Unsatisfied
Salary/Compensation	64.50	33.40	2.10
Promotion process	76.30	18.80	4.90
Relationship with superior officers	74.20	21.70	4.10
Nature of work	81.30	15.20	4.50
Safety at the workplace	61.36	25.00	13.63
Training and development	69.09	20.54	10.36
Relationship with co-workers	68.18	22.72	9.09
Social welfare	51.36	32.27	16.36
Retirement plan	63.64	29.54	6.82
Medical facilities	42.28	36.81	20.91

Source: Field Survey, 2019.

Perceived determinants for improving working conditions and job satisfaction in the study area

The study explored six (6) determinants of job satisfaction. The determining factors include provision of improved safety and working facilities, intervention projects by the state government, promotion for hardworking staff, employment of more staffs and provision of good training skills for the workers as well as prompt salary payment and incentives.

From the study, it is clearly indicated that prompt payment of salary wages and other incentives is the first (1st) major determinant for job satisfaction as mentioned by majority (38.64%) of respondents. 20.45% of employees in the study acknowledged provision of improved safety and working facilities as a major determinant for their job satisfaction (2nd ranked). The study further explored that good promotion practices (13.64%) and

adequate training and development programmes for the workers (11.36%) are also admitted (3rd and 4th ranked respectively) as important factors for job satisfaction among the employees. However, intervention projects by the state government and employment of more staffs are the least (9.09% and 6.82%) important conditions for job satisfaction in the study area.

Table 3: Perceived determinants for improving working conditions and job satisfaction in the study area

Suggested determinants	Percentage (%)	Frequency	Ranking
Provision of improved safety and working facilities	9	20.45	2nd
Intervention projects by the state government	4	9.09	5rd
Good promotion practices	6	13.64	3rd
Adequate training and development programmes for the workers	5	11.36	4th
Prompt salary payment and incentives	17	38.64	1st
Employment of more staffs	3	6.82	6th
Total	44	100	

Source: Field Survey, 2019.

Challenges facing employees in the study area

Findings from the study show that inadequate working equipment's top the challenges facing job satisfaction in the study area; 34.09% respondents indicated that unavailable of working equipment mostly affect their performance and probably make it challenging and time consuming when they need to improvised to achieve the particular goal. Some respondents (27.27%) are of opinion that there is insufficient funding of system has led irregular provision and renovation of structures and facilities within the establishment, hence more funding required in the management of the zoological garden for smooth administration and eventual achievement of organization goals. 18.18% of the interviewed employees' also agreed that more still needed to be done on the part of training for workers by possibly upgrading the current state of training

programmes to make available relevant packages to the achieve organization mandates. Other challenges facing the study area and could cause dissatisfaction among the employees’ are poor salary review processes (11.37%) and corrupt practices among some employees of the organisation (9.09%).

Table 4: Challenges facing employees in the study area

Challenges	Frequency (%)	Percentage	Ranking
Inadequate working equipment	15	34.09	1 st
Insufficient funding	12	27.27	2 nd
Inadequate relevance training for the workers	8	18.18	3 rd
Poor salary review processes	5	11.37	4 th
Corruption	4	9.09	5 th
Total	44	100	

Source: Field survey, 2019

Discussion

There was general satisfaction with all aspects of working environment except for available medical facilities in the study area. This is demonstrated by relatively high responses to satisfaction by the employees. The results are in line with Baron and Greenberg (2003) who contend that workers would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions amongst other things can impact negatively on the workers’ mental and physical wellbeing. Arnold and Feldman (1986) further argue that employees may use poor working conditions as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done. The implication of such arguments is that organizations should always endeavour to create and improve working conditions to avoid such misunderstanding amongst employees in an effort to improve their job satisfaction over time as supported.

The results clearly indicate that employees enjoy a satisfactory remuneration system in Kano Zoological Garden, thus contributing significantly to their job satisfaction. The results agree with those

of a study by Oshagbemi (2000) who established a statistically significant relationship between pay and employee job satisfaction. Society for Human Resource Management, SHRM (2011) further contends that compensation has often remained one of the top five job satisfaction factors most important to employees; more than job security and relationship with immediate supervisor. The findings that employee' relationships with their superiors are healthy and satisfactory conformed to those of surveys conducted by SHRM (2011) which revealed that employees value relationships with their supervisors more than benefits and compensation. Supervisors are always keen to develop a positive relationship with their subordinates to enable them learn their employees' strengths and weaknesses, making it easier for them to use the benefits of their employees' talents for the good of the organization. In the same study, it also emerged that building allies across the organization helps employees accomplish their work and organizational goals; making the workplace more enjoyable, thus increasing job satisfaction. This had earlier been reported that relationship among workers at the workplace increases through socialization and interaction (Padilla-Velez, 1993).

Job specialisation in the study area could be responsible for employees' satisfaction towards the nature of their work. This agrees with the assertion of Moynihan and Pandey (2007) that job transparency and clarity generate satisfaction among employees who are more committed to the work. Respondents' opinion that salary wages and other allowances are the major determinant of job satisfaction from this study confirmed an efficient compensation system is responsible for work efficiency which will lead to organizational growth and expansion and exhibits a positive relationship between employee satisfaction and performance (Lai, 2011). Pay is highly considered as the most important determinant of job satisfaction relative to the other factors in order to attract and retain expert labour force (Frye, 2004). A promotion practice is a motivation toward efficient job delivery and employees view promotion as a determinant of job satisfaction among zoo staffs. The finding falls in line with Tessema and Soeters (2006) position in their research study that higher level of job satisfaction and better performance of employees is attached to good promotional practices.

In consonance with this study, Gyekye (2005) confirms that job satisfaction has a positive link with safety. Organisations with good safety policies do not only reduce operational cost but protect life and reduce accident level as well. Employees' also established that continuous acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities is important for job satisfaction. The finding is quite consistent with Siebern-Thomas (2005) who found out in his study that job satisfaction is higher in organisation where there is access to training.

Conclusion

Generally, the overall employee job satisfaction level in Kano Zoological Garden is high as a result of encouraging working conditions, satisfactory remuneration package, and a fair, equitable and satisfactory promotion system. The fact that the organisation has clear goals and objectives made employees' to remain focused and work towards the achievement of the set targets. The workplace environment in characterized by a cheerful and pleasant atmosphere, bright and cheerful decorations, proper arrangement of facilities and adequate working space; all having positive effect on employee job satisfaction. Three major determinants (working conditions, remuneration and promotion) were responsible for employee job satisfaction. However, remuneration had the highest effect on employee job satisfaction. Although, the organisation had satisfactory salary remuneration, there is need for the government to form committee to oversee timely and upward review of staff salaries and benefits to ensure that they are commensurate to their skills and work experience, than relying on national minimum wages processes; as this would boost their morale and improve their productivity. Zoo management should also provide equal opportunities for training and development to its employees to help improve their capacities for effective service delivery and satisfaction.

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