

Job Satisfaction and Performance of Personnel in National Park Service in Nigeria

This study investigates the association between job satisfaction and personnel performance in Nigeria's National Park Service, highlighting key associates and implications for organizational effectiveness.

Keywords: National Park Service, job satisfaction, staff performance, motivation, organizational efficiency.

Šiame tyrime nagrinėjamas pasitenkinimas darbu ir personalo darbo našumo ryšys Nigerijos nacionalinių parkų tarnyboje, pabrėžiant pagrindinius veiksnius ir jų reikšmę organizacijos efektyvumui.

Raktiniai žodžiai: nacionalinių parkų tarnyba, pasitenkinimas darbu, personalo darbo našumas, motyvacija, organizacijos veiklos efektyvumas.

Introduction

Job satisfaction and job performance are two pivotal elements that influence the overall success and efficiency of any organization, especially in the public sector. In the context of conservation and environmental protection, National Park Service (NPS) personnel in Nigeria play a vital role in sustaining biodiversity, managing protected areas, and ensuring the safety and sustainability of national parks. These roles require high levels of motivation, commitment and job satisfaction to enhance productivity and performance. Job satisfaction, defined as the degree of contentment employees feel about their work, has been

widely acknowledged as a key predictor of job performance (Susanto et al., 2023). When personnel are satisfied with their roles, remuneration, work environment and management style, it often leads to improved performance, innovation and a lower turnover rate (Quader, 2024).

In Nigeria's NPS, personnel face several challenges, including inadequate resources, security threats such as poaching and insurgency, and limited career advancement opportunities. These factors can significantly impact morale and job satisfaction, which in turn may impair performance. Moreover, since national park personnel are directly responsible for implementing conservation policies, safeguarding wildlife and

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promoting eco-tourism, understanding the link between their job satisfaction and job performance is crucial for effective environmental management and policy formulation (Acharya, 2023). Despite the strategic role of NPS personnel, there is limited empirical research in Nigeria assessing how their job satisfaction influences job performance.

Statement of the problem. The performance of the NPS in Nigeria is critical to achieving the country's environmental and tourism goals. However, anecdotal evidence and organizational reports suggest a decline in motivation and productivity among NPS personnel due to poor working conditions, insufficient welfare packages and lack of recognition. These challenges raise concerns about the level of job satisfaction among personnel and how it translates into their job performance. While existing literature emphasizes a positive correlation between job satisfaction and performance (Katebi et al., 2022), there is a paucity of data on this relationship within the context of Nigeria's conservation sector. This study aimed to bridge this gap by evaluating the job satisfaction levels of personnel in the NPS and assessing how these levels influence their job performance.

Objectives of the study: *The general objective is to examine the relationship between job satisfaction and job performance among NPS personnel in Nigeria.*

Specific objectives:

1. To assess the level of job satisfaction among personnel in the NPS.
2. To evaluate the job performance of NPS personnel.
3. To determine the relationship between job satisfaction indicators and job performance.

Research questions and hypotheses:

Research questions:

1. What is the level of job satisfaction among personnel in the NPS?
2. How do NPS personnel perceive their job performance?
3. What is the relationship between job satisfaction and job performance?

Hypotheses:

H_{01} : There is no significant association between job satisfaction and job performance among NPS personnel.

H_{02} : There is no significant correlation between job satisfaction indicators and job performance.

Significance of the research. This research is significant for multiple stakeholders. For policymakers, it provides data-driven insights into how job satisfaction influences performance among conservation personnel. For the management of the NPS, it offers practical strategies to enhance personnel productivity and improve workplace satisfaction. The study also contributes to the growing body of literature on human resource management in the environmental sector and serves as a reference for future research in related areas.

The scope of the research is as follows: The research is limited to selected national parks in Nigeria, focusing specifically on NPS personnel. It evaluates the personnel's perceptions of their job satisfaction and performance using both qualitative and quantitative measures. The scope includes factors such as salary, recognition, work environment, supervision and career advancement opportunities and their relationship with task output, innovation and commitment.

Literature review

Conceptual framework

Job satisfaction and job performance are interrelated concepts that have long been explored in the fields of organizational behavior and human resource management. Job satisfaction is generally defined as an individual's emotional response to various aspects of their job, including work conditions, remuneration, supervision, promotion opportunities and interpersonal relationships (Ali & Anwar, 2021). Job performance, on the other hand, refers to the effectiveness with which job duties are executed and it can be measured through productivity, goal attainment, punctuality and adherence to workplace ethics (Chewe & Taylor, 2021).

The conceptual framework guiding this study is based on the assumption that job satisfaction influences job performance through motivational and behavioral channels. When personnel are satisfied, they are more likely to be engaged, committed and productive, thereby enhancing their performance (Susanto et al, 2023). In the context of the NPS in Nigeria, these concepts are particularly crucial given that personnel are often deployed in remote, high-risk environments that demand both physical and psychological resilience. Thus, understanding the interplay between job satisfaction components and performance outcomes is vital for optimizing conservation outcomes.

Theoretical framework

This research is anchored on two primary theories: Herzberg's Two-Factor Theory and Vroom's Expectancy Theory. Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., salary, job security, working conditions) and motivators (e.g., recognition, responsibility, personal growth) that influence job satisfaction (Büyükbeşe et al., 2023). According to the theory, the absence of hygiene factors may cause dissatisfaction, but their presence does not necessarily lead to satisfaction unless complemented by motivators. This theory is highly relevant to public sector employees such as those in the NPS, where basic work conditions are often taken for granted and intrinsic motivators are frequently overlooked.

Vroom's Expectancy Theory posits that job performance is a function of the individual's belief that effort leads to performance, performance leads to outcomes and those outcomes are valued (Saidin et al., 2024). This theory supports the idea that personnel in the NPS will perform optimally only when they believe that their efforts will be rewarded, either through promotions, recognition, or improved work conditions. Thus, both theories provide an explanatory framework for understanding how satisfaction-related variables influence job behavior and output.

Campbell's Theory of Job Performance further strengthens the framework by providing a multidimensional understanding of job performance. According to J. W. Campbell, job performance is not a single action but a complex interplay of multiple factors

including task performance, contextual performance, and adaptive behavior (Campbell, 2025). The theory emphasizes that individual differences in knowledge, skills, abilities, and motivation significantly influence performance across these dimensions. In the context of the NPS, this theory helps to conceptualize how job satisfaction translates into measurable work behaviors, such as task efficiency, teamwork, and adaptability, all of which are crucial for institutional effectiveness.

Empirical review

Several empirical studies have explored the link between job satisfaction and job performance. A. Gleeson et al., (2021), through a meta-analytic review, confirmed a modest but positive correlation between these two variables. Similarly, Z. Alqhaiwi and T. Luu, (2024) found that job satisfaction significantly affects performance, particularly in service-oriented sectors where employee engagement and morale are crucial. In the African context, E. Mwakasangula and K. Mwita (2021) studied Tanzanian public service workers and found that job satisfaction significantly predicts job performance, with leadership style and motivation serving as mediating variables.

In Nigeria, research on this topic is limited but growing. B. Agubosim et al. (2023) examined job satisfaction and performance among personnel in the Nigerian public sector and reported that inadequate remuneration, poor leadership and lack of training opportunities negatively affected personnel productivity. J. Ajamobe et al. (2022) assessed job

satisfaction among environmental officers in Oyo State and concluded that job performance was strongly influenced by job autonomy, recognition and feedback. These studies highlight the necessity of improving personnel satisfaction in government agencies, particularly those involved in environmental management such as the NPS.

However, empirical studies that specifically focus on personnel within the NPS in Nigeria are rare. Most available research focuses either on general civil service institutions or sectors unrelated to environmental conservation. There is, therefore, a need to localize these findings and assess the unique job realities faced by conservation personnel operating under often precarious and dangerous conditions.

Gaps in literature

Despite extensive global and regional research linking job satisfaction to job performance, few studies have specifically examined this relationship within Nigeria's environmental conservation sector, particularly the NPS. Existing literature often generalizes public service contexts, overlooking the unique challenges faced by NPS personnel such as exposure to wildlife threats, remote postings and limited logistical support as well as the potential influence of intrinsic motivators like job purpose and conservation pride. Additionally, the dominance of cross-sectional studies and the underutilization of mixed-method approaches limit understanding of how dynamic factors like policy changes and economic shifts affect personnel performance over time.

There is therefore a pressing need for more context-specific, longitudinal and methodologically diverse research to inform targeted human resource strategies and enhance conservation outcomes in Nigeria.

Methodology

This study adopted a quantitative research approach to examine the dimensions of socio-demographic factors, job satisfaction and job performance among employees of the NPS, Nigeria. Data were collected using a well-structured questionnaire consisting of both open-ended and closed-ended questions. The questionnaire was divided into sections that focused on the respondents' socio-demographic characteristics, job satisfaction and job performance. Primary data were obtained through field surveys, while secondary data were collected from relevant literature, previous research projects, conference proceedings and official publications of the NPS. The collected data were analyzed using both descriptive and inferential statistical methods to identify patterns and examine relationships among the study variables.

The study population consisted of 1,954 employees of the NPS. A sampling frame of 761 employees was drawn from three selected national park units: Kainji Lake National Park, Old Oyo National Park, and Okomu National Park. However, according to O. A. Adebayo et al., (2020), to determine a valid sample size, T. Yamane's (1967) formula was applied:

$$n = N/(1+N(e)^2),$$

where n is the sample size, N is the population size (761), and e is the level of precision (typically 0.05 for a 95% confidence level). This formula provided a statistically valid basis for sample selection. A stratified random sampling technique was initially employed to ensure adequate representation across the different ecological zones covered by these parks. This was followed by a disproportionate random sampling technique to select respondents from each of the selected parks. A total sample of 292 employees participated in the study, comprising 127 respondents from Kainji Lake National Park, 92 from Old Oyo National Park, and 73 from Okomu National Park.

Validated instruments were employed to measure the key variables in the study. Job satisfaction was assessed using a 14-item scale adapted from R. Bendaravičienė and I. Bakanauskienė (2012), which captured both intrinsic (motivational) and extrinsic (hygiene) factors. Job performance was measured using a 9-item scale adapted from R. Pradhan and L. Jena (2017). All items were rated on a five-point Likert-type scale, with responses categorized as Excellent (4.5–5.0), Above Average (3.5–4.49), Average (2.5–3.49), Below Average (1.5–2.49) and Very Poor (1.0–1.49).

To ensure face and content validity, the questionnaire was reviewed by professionals in the field of Agricultural Administration at the Federal University of Agriculture, Abeokuta, in Nigeria. The reliability of the research instruments was assessed through Cronbach's Alpha tests for internal consistency. A Cronbach's Alpha coefficient of 0.70 and above was considered acceptable. In this

study, the Cronbach's Alpha values for the scales ranged from 0.77 to 0.89, confirming the reliability of the instruments used for data collection.

Data analysis was conducted using a combination of descriptive and inferential statistics. Descriptive statistics, including means and percentages were used to summarize and present the socio-demographic characteristics of the respondents as well as their responses concerning job satisfaction and job performance. The results were presented in tables to aid clarity and understanding. Weighted mean score analysis was also conducted to interpret the responses collected on the five-point Likert scale; facilitating clearer interpretation of perceptions regarding the job satisfaction and job performance.

To examine the strength and direction of relationships among the study variables (socio-demographic factors, job satisfaction and job performance), the Pearson Product-Moment Correlation Coefficient was employed. This inferential statistical tool was used to test the relationships between the variables and to provide insights into how these factors interact within the NPS.

Ethical considerations were given priority throughout the study. Informed consent was obtained from all participants before data collection commenced. Participants were informed of the study's purpose and their right to withdraw at any time without any consequences. Confidentiality was ensured by anonymizing participants' responses and securely storing all collected data. The study adhered to established ethical guidelines to maintain transparency,

fairness and respect for participants' rights. These measures helped to ensure the integrity of the research process and the reliability of its findings.

Results and discussion

This research examined the relationship between employees' job satisfaction and socio-demographic factors with job performance in the NPS. The findings are presented in alignment with the study's broad and specific objectives. Tables are used to enhance clarity and interpretations are made in the context of the research hypotheses and relevant literature.

Socio-demographic factors of employees in the NPS

Table 1 presents the socio-demographic characteristics of the respondents, providing a profile of the workforce sampled from the Nigerian Park Service (NPS). The sample consisted predominantly of male employees (71.6%), with a large proportion being married (81.8%). The majority of respondents (38.4%) held National Diplomas, reflecting a moderate level of educational attainment. The average age of participants was approximately 42.6 years, with nearly half (49.0%) falling within the 41–50 age bracket. On average, employees had 12.2 years of work experience, and the most frequently reported income range was ₦1.6–2.0 million per annum (41.4%).

However, the median values thus provide a clearer picture of the central

Table 1. Socio-demographic characteristics of respondents in NPS

Socio-demographic characteristics	Mean	Mode	Median
Sex	–	Male (71.6%)	–
Marital Status	–	Married (81.8%)	–
Educational Level	–	National Diploma (38.4%)	–
Age (Years)	≈ 42.6 years	41–50 years (49.0%)	44 years
Work Experience (Years)	≈ 12.2 years	6–15 years (55.8%)	8 years
Annual Income (₦)	≈ ₦1.9 million	₦1.6–2.0 million (41.4%)	₦1.7 million

tendencies within the sampled NPS workforce. The median age of 44 years indicates that half of the respondents are younger and half are older than this age, reflecting a mature workforce. A median work experience of 8 years suggests that most employees have substantial time in service, contributing to institutional knowledge and stability. The median annual income of ₦1.7 million further shows that the typical employee earns a moderate salary within the most frequently reported income bracket. These medians reinforce the presence of an experienced, mid-career workforce with stable income and age distribution.

These characteristics indicate a mature and experienced workforce with moderate academic qualifications. The age and experience profiles are consistent with the findings of A. George (2023), who noted that older, more experienced personnel often enhance organizational stability. However, such a workforce may also require targeted motivation and continuous training to maintain optimal performance in evolving work environments.

Employees' job satisfaction in the NPS

The overall job satisfaction level was above average (grand mean = 3.48) as shown in Table 2. Employees expressed strong satisfaction with *colleague relationships* (3.79), *trust in supervisors* (3.77) and *alignment with organizational vision and values* (3.73). On the contrary, the lowest satisfaction was with *pay* (2.58), suggesting remuneration issues.

These results support E. A. Locke's (1976) Value Theory of Job Satisfaction as reported in the published articles of A. Afaq et al. (2022) and N. Thuy & B. Phinaitrup (2023) which posits that satisfaction arises when there is a congruence between what an individual values and what they receive. Although the NPS fosters collegiality and leadership trust, dissatisfaction with pay could reduce motivation over time. This corroborates the findings of C. Okolocha, G. Akam and F. Uchegara (2021), O. Akinwale and O. George (2023), and P. Vitalis et al. (2025) regarding the impact of low public sector salaries in Nigeria.

Table 2. Employees' job satisfaction in the NPS

Employees' Job Satisfaction Statements	Mean
My job is intellectually challenging.	3.68
My job meets my experience and abilities.	3.64
My job feels meaningful.	3.49
I have opportunities for personal growth in my organization.	3.47
I have career opportunities in my organization.	3.44
I can realize my ideas and potential.	3.28
I feel that I and my efforts are valued.	3.19
I have good relationships with my colleagues.	3.79
I have trust in my supervisor.	3.77
A clear strategy and direction is set and aligned with organization vision and values.	3.73
I have trust in my organization leadership.	3.63
Safe and comfortable working environment is created in my organization.	3.58
My work load is manageable.	3.43
I am getting paid enough for my job.	2.58
Employees' Job Satisfaction (Grand Mean)	3.48

Employees' job performance in the NPS

As presented in Table 3, job performance levels were rated above average (grand mean = 3.52). High scores were recorded for *knowledge sharing* (3.82), *team management during change* (3.71)

and *effective communication for decision-making* (3.65). Lower ratings were given to *colleagues' belief in them as high performers* (3.33).

The high levels of adaptability and teamwork highlight employees' resilience and collaborative spirit, consistent

Table 3. Employees' job performance in the NPS

Employees' Job Performance Statements	Mean
I could manage change in my job very well whenever the situation demands.	3.38
I can handle effectively my work team in the face of change.	3.71
I use to cope well with organizational changes from time to time.	3.49
I love to handle extra responsibilities.	3.51
I use to share knowledge and ideas among my team members.	3.82
I communicate effectively with my colleagues for problem solving and decision making.	3.65
I am capable of handling my assignments without much supervision.	3.39
I know I can handle multiple assignments for achieving organizational goals.	3.42
My colleagues believe I am a high performer in my organization.	3.33
Job Performance (Grand Mean)	3.52

with findings from A. Salas-Vallina, Y. Rofcanin & M. Las Heras (2022) and H. Hessari et al. (2025), who emphasized teamwork as a critical component of job performance in public service organizations. Nonetheless, moderate perceptions of individual performance recognition indicate potential for improved feedback mechanisms.

Hypothesis testing

Table 4 below presents the results of the Pearson Product-Moment Correlation analysis conducted to determine the association between job satisfaction and job performance among personnel of the NPS in Nigeria.

The correlation coefficient ($r = 0.187^{**}$) indicates a positive and statistically significant relationship between job satisfaction and job performance among the personnel surveyed, significant at the 0.01 level.

The hypothesis tested was:

H_{01} : There is no significant association between job satisfaction and job performance among NPS personnel.

The results show a positive correlation coefficient of 0.187, which, although modest, is statistically significant at the 1% level ($p < 0.01$). This means that as job satisfaction increases, there is a

corresponding positive increase in job performance among the personnel. The null hypothesis (H_{01}) is therefore rejected, implying that job satisfaction is indeed significantly associated with job performance in the context of the NPS.

The strength of the relationship, however, is weak, suggesting that while job satisfaction influences job performance, other factors might also be contributing significantly to personnel performance. This weak but significant correlation emphasizes the complexity of human performance in public sector roles and points to the potential presence of intervening variables such as motivation, training, work conditions and leadership style.

This result affirms that job satisfaction has a statistically significant, though modest, impact on job performance among NPS personnel, consistent with R. Mardikaningsih and A. R. Putra (2021), R. Yamin et al. (2021), and E. Okpo et al. (2021), who found that while employees' job satisfaction boosts productivity, its effect varies across contexts. In Nigeria, A. Katebi et al. (2022) similarly noted that institutional limitations can moderate this relationship, a reality reflected in the NPS where physical risks, inadequate welfare and limited support dilute the strength of satisfaction's impact.

Table 4. Association between job satisfaction and job performance among NPS personnel

Correlations	Job Satisfaction	Job Performance
Job Satisfaction	1	0.187**
Job Performance	0.187**	1

Note: correlation is significant at the 0.01 level (2-tailed).

The findings reinforce Herzberg's Two-Factor Theory, highlighting that while intrinsic motivators enhance satisfaction and performance, their inconsistency in the NPS weakens outcomes. Vroom's Expectancy Theory is also supported, as the perceived lack of tangible rewards limits the motivational power of satisfaction. Overall, the results emphasize the need for strategic interventions that enhance both intrinsic and extrinsic job satisfaction to improve performance in protected area management.

However, the results of the Pearson Product-Moment Correlation analysis, which further examined the association between specific job satisfaction indicators and job performance among personnel of the NPS in Nigeria, are presented in Table 5. Each indicator reflects a distinct dimension of job satisfaction,

such as recognition, job complexity, relationship with supervisors, growth opportunities and salary.

The hypothesis tested was:

H_{02} : There is no significant correlation between job satisfaction indicators and job performance.

The findings from Table 5 indicate that some job satisfaction indicators show statistically significant correlations with job performance. Specifically, recognition ($r = 0.152$, $p < 0.01$), job complexity ($r = 0.144$, $p < 0.05$), growth ($r = 0.136$, $p < 0.05$), relationship with supervisor ($r = 0.149$, $p < 0.05$), quality of supervision ($r = 0.173$, $p < 0.01$) and organizational policy and administration ($r = 0.188$, $p < 0.01$) all exhibit positive and significant associations with job performance. These results suggest that when personnel feel intellectually

Table 5. Correlation analysis of employees' job satisfaction indicators with job performance

Job satisfaction indicators	Job performance
Job complexity: My job is intellectually challenging.	0.144*
Recognition: I feel that my efforts and I are valued.	0.152**
Responsibility: My job feels meaningful.	0.102
Work itself: My job meets my experience and abilities.	0.103
Achievement: I can realize my ideas and potential.	0.035
Growth: I have opportunities for personal growth in my organisation.	0.136*
Advancement: I have career opportunities in my organisation.	0.061
Relationship with peers: I have good relationships with my colleagues.	0.049
Relationship with supervisor: I have trust in my supervisor.	0.149*
Security: Safe and comfortable working environment is created in my organisation.	0.055
Quality of supervision: I have trust in my organisation leadership.	0.173**
Personal life: My workload is manageable.	0.058
Organisation policy and administration: A clear strategy and direction is set and aligned with organisation vision and values.	0.188**
Salary: I am getting paid enough for my job.	-0.153**

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

challenged, supported by leadership, recognized and given opportunities for growth, they tend to perform better in their roles.

Interestingly, salary shows a significant negative correlation with job performance ($r = -0.153$, $p < 0.01$), indicating that dissatisfaction with salary may inversely impact how personnel perform or possibly reflect underlying frustration or perceptions of inequity.

These findings warrant the rejection of the null hypothesis (H_{02}), establishing that job satisfaction indicators significantly influence job performance among NPS personnel. However, the correlation coefficients are generally low, implying that while these relationships exist, they are not very strong and other factors might also influence performance.

The study's findings align with established organizational behavior theories, highlighting that intrinsic motivators such as recognition, job complexity and growth opportunities positively influence job performance, supporting Herzberg's Two-Factor Theory and Hackman and Oldham's Job Characteristics Model. The significant role of organizational policies and leadership quality also reflects J. Jewer et al. (2024) assertion that clear direction enhances performance, particularly in structured, resource-constrained environments like the NPS. Interestingly, the negative relationship between salary and performance challenges traditional views, aligning with D. Berdicchia et al. (2023) suggestion that in standardized public sector pay systems, intrinsic factors are more predictive of performance. Overall, the results emphasized that job satisfaction is multi-dimensional, with intrinsic factors

playing a more critical role in driving employee performance in the NPS and similar public institutions.

Conclusions

This study examined the association between job satisfaction and job performance among personnel in the NPS, Nigeria, with particular attention to specific indicators of job satisfaction. The results revealed that while job satisfaction and job performance are positively associated, this relationship is modest and influenced by select factors such as recognition, job complexity, growth opportunities, quality of supervision and alignment with organizational policies. Interestingly, salary showed a significant negative correlation with performance, suggesting that in the public sector context, intrinsic motivators may carry more weight than financial incentives.

The study establishes that NPS personnel who perceive their jobs as intellectually stimulating, meaningful and aligned with clear organizational strategies are more likely to exhibit higher performance levels. These findings give emphasis to the significance of job enrichment, strong supervisory relationships and recognition in motivating personnel and enhancing productivity within conservation institutions like the NPS. The hypothesis testing led to the rejection of the null hypotheses, affirming that job satisfaction and its dimensions have a measurable influence on employee performance. Overall, the study concludes that effective human resource practices that foster satisfaction through non-monetary incentives and leadership

engagement are critical to boosting job performance in Nigeria's NPS.

Based on the study findings, it is recommended that management enhances non-monetary motivators by prioritizing recognition systems, growth opportunities and meaningful job assignments through initiatives like awards, commendations, job rotations and personal development programs. Improving supervisory relationships through targeted training in leadership, communication and trust-building is essential, as these were found to significantly influence performance. Strengthening organizational policies and communication by ensuring clarity, alignment with institutional goals and consistent transparency can enhance employees' sense of purpose. While salary showed a negative correlation with performance, this does not negate its importance; rather, it highlights the need to address perceived fairness, equity and adequacy in relation to workload and expectations. Lastly, promoting employee wellbeing through workload management and support for work-life balance, though not statistically

significant, remains vital for long-term satisfaction and retention.

However, this research contributes to the existing body of knowledge by providing empirical evidence on the relationship between job satisfaction and job performance within the context of Nigeria's conservation and public service sector. It highlights the nuanced influence of job satisfaction indicators, particularly non-monetary ones, on performance outcomes among NPS personnel; a dimension that has been underexplored in environmental and public service literature.

Furthermore, by identifying the negative correlation between salary and performance, the study challenges conventional assumptions and opens new avenues for exploring compensation perceptions in public sector organisations. It also provides policymakers and administrators with practical recommendations on how to enhance performance through context-specific strategies that boost job satisfaction, thereby contributing to the effectiveness of natural resource management in Nigeria.

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PASITENKINIMAS DARBU IR PERSONALO DARBO NAŠUMAS NIGERIJOJOS NACIONALINIŲ PARKŲ TARNYBOJE

S a n t r a u k a

Šiame tyrime buvo nagrinėjamas pasitenkinimo darbu poveikis Nacionalinio parko tarnybos darbuotojų darbo rezultatams Nigerijoje. Pagrindinis tikslas buvo nustatyti, kokių mastu įvairūs pasitenkinimo darbu aspektai, tokie kaip atlyginimas, darbo aplinka, pripažinimas, karjeros galimybės ir tarpasmeniniai santykiai, veikia darbuotojų darbo rezultatus organizacijose, kurios veikla orientuota į gamtos išsaugojimą. Atsižvelgiant į svarbų personalo vaidmenį Nigerijos nacionalinių parkų apsaugoje ir valdyme, labai svarbu suprasti jų motyvaciją ir

pasitenkinimą, siekiant padidinti produktyvumą ir užtikrinti tvarų biologinės įvairovės išteklių valdymą.

Trijų nacionalinių parkų padalinių atsitiktinai atrinktiems darbuotojams buvo pateiktas struktūrizuotas klausimynas, o atsakymai analizuojami naudojant aprašomąją statistiką ir išvadų darymo priemones (Pearsono produkto-momento koreliacijos koeficientas). Rezultatai parodė, kad yra reikšmingas teigiamas ryšys tarp pasitenkinimo darbu ir personalo darbo našumo. Konkrečiai, tokie veiksniai kaip laiku suteikiamas paaukštinimas,

adekvatus atlyginimas, palanki darbo aplinka ir pastangų pripažinimas buvo identifikuoti kaip pagrindiniai pasitenkinimo darbu veiksniai. Atvirkščiai, karjeros augimo galimybių stoka, vėluojantys atlyginimai ir netinkamos darbo priemonės buvo pagrindinės personalo nepasitenkinimo priežastys.

Rezultatai rodo, kad valdymo politika, skirta darbuotojų gerovei, profesiniam tobulėjimui ir dalyvaujamajam sprendimų priėmimui gerinti, gali žymiai padidinti moralę ir našumą. Tyrime taip pat atkreipiamas dėmesys į tai, kaip svarbu suderinti personalo valdymo strategijas su bendrais parko išsaugojimo ir tvaraus turizmo tikslais. Remiantis

empiriniais įrodymais, buvo pateiktos rekomendacijos dėl institucinių reformų, įskaitant geresnį finansavimą, veiklos rezultatais grindžiamas pasikatas, personalo mokymo programas ir stipresnės paramos sistemas, kurios didina tiek darbo pasitenkinimą, tiek organizacijos veiklos rezultatus.

Šiuo tyrimu prisidedama prie daugėjančios literatūros apie žmoniškųjų išteklių valdymą išsaugojimo kontekste ir teikiama praktinių įžvalgų vyriausybiniams agentūroms, politikos formuotojams bei plėtrą vystantiems partneriams, suinteresuotiems didinti Nigerijos nacionalinių parkų tarnybos efektyvumą ir tvarumą.

