Socio-Demographic Variables as Predictors of Job Satisfaction among Sports Administrators in Sports Councils in the South-South Region of Nigeria

***T. T. Orunaboka, **G. A. Deemua, Ph.D and ***Adelakun Kayode**
**& **Department of Human Kinetics and Health Education,*
Faculty of Education, University of Port-Harcourt, Rivers State
****Department of Physical and Health Education,*
Federal College of Education (Technical), Omoku, Rivers State

Abstract
The study investigated socio-demographic variables as predictors of job satisfaction among sport administrators in sport councils in the south-south region of Nigeria. Ten facets of job satisfaction were examined. Three research questions and one hypothesis guided the study. The study adopted analytic survey design. Simple random sampling technique was used to get two states in the South-South region. All 159 sport administrators and senior coaches in the sports councils were enumerated for the study. A multivariate questionnaire (r= 0.88) was adapted from the Minnesota Satisfaction Questionnaire (MSQ) and Job Descriptive Index (JDI) to gather data for the study. Percentages, Mean and Multiple Regression were the statistical tools used for the study. It was discovered, among others that socio-demographic variables of age, rank, gender, academic qualification and length of service were not good predictors of job satisfaction when taken together. Based on the findings, it was recommended that staff quarters should be built in or around sport councils to provide accommodation for sport administrators, and that promotion of sport administrators should be regular, among others.

Keywords: Length of service, rank, qualification, gender, Job satisfaction

Introduction

Job satisfaction can be simply described as how workers feel about different aspects of their work. It is the constructive, positive, encouraging or progressive inner feeling that influences a worker's mind-set towards his work. It is a personal, congenial emotional state that results from someone's job, which in an ideal situation encourages productivity. Martins and Proenca (2012) stated that job satisfaction is usually treated as an assemblage of feelings or emotional responses associated with the job situation Laurie (2010) opined that job satisfaction is an attitude, an internal state, which could be associated with a personal feeling of achievement, either quantitative or qualitative.

Although job satisfaction has been described by different authors in different ways, the definition of Locke seems to be generally accepted, widely cited and sometimes modified by many authors. Locke cited by Oshagbemi (2003) defined job satisfaction as a pleasurable or positive emotional state resulting from the assessment of one's job or capabilities. In other words, it a pleasant state of mind that a worker enjoys from various facets of his job or experiences. It is the constructive emotional disposition that a worker has towards his work or which he gains from parts of his work. Oshagbemi (2003) summarised the concept of job satisfaction from the gamut of reviewed literature, and described job satisfaction as an emotional response to a job that results from the similarity between the actual outcomes and those that are desired. Job satisfaction is determined by how far and how well a job situation meets the expectation of the worker. There are things that a worker expects from his job. These things could be his expectations while working or in anticipation of life after his working career but which could be an offshoot of his present work. For instance, a worker may expect regular promotion and higher pay over certain period in his organisation or he may expect a certain policy that will guarantee comfortable life after retirement. If these expectations are met or even surpassed by the organisation, there is the likelihood that such a worker would be satisfied with his job. Job satisfaction therefore, is the positive inner feeling that a worker gains from the totality or aspects of his job, which influences his disposition constructively towards his job when his hopes, aspirations, targets, wishes, desires or expectations are met or surpassed by his organisation. When the gap between promise and reality is bridged or totally closed, there is every tendency that the worker will be satisfied with his job. Job satisfaction can be succinctly put as the emotional response of an employee towards the organisational, sociological, psychological and economic environments of his work, which makes him to like or dislike his work. It is the good feelings that a sport administrator has about his job. It is determined by the correlation between worker's expectations and the observed rewards that the job can provide.

The level of job satisfaction of sports administrators in a sport council could be affected by a wide array of variables such as socio-demographic, administrative, environmental, economic, psychological, organisational or cultural factors. Laurie (2010) stated that there are a number of separate dimensions of job satisfaction in which some workers may be satisfied with certain dimensions of their work and be dissatisfied with other aspects. These dimensions include individual factors, cultural, organisational, social and environmental factors. These factors may further be simplified into job security, pay and other reward systems (like promotion, fringe benefits, recognition), quality of supervision, autonomy, interaction with co-workers, commuting and traveling, work place environment, facilities and modern technologies, personal growth and development, company or government policies, nature of work, location of place of work, style of leadership of superiors and many other facets, which can affect the level of job satisfaction of workers. In the field of sports, qualities of athletes as well as the quality of sporting equipment and facilities are additional variables that could lead to job satisfaction of sports administrators.

Socio-demographic characteristics could play significant roles in job satisfaction of sport administrators. Socio-demographic variables are the general characteristics of a population whose features include gender, age, educational qualification, length of service, marital status location and so on. Socio-demographic characteristics could be personal attributes or work-

related attributes or combination of both. In this study, personal attributes include age, sex and educational qualification while work-related socio-demographics include length of service and rank. Results of findings on the relationship between job satisfaction and these socio-demographics are inconclusive. Dorota and Aleksandra, (2017) said that studies on the roles of socio-demographic characteristics are vague. Some authors agreed that some socio-demographic variables predict job satisfaction, others debunk those findings.

Oshagbemi (2003) stated that the relationship between age and job satisfaction is uncertain, Milledzi, Amponsah and Asamani (2018) believe that age is a predictor of job satisfaction and the relationship between age and job satisfaction can best be represented by a positive linear relationship. Walker and Sorce (2009) stated that gender has been reported to affect job satisfaction from time to time but there is little evidence to support the idea that gender predicts and directly influences job satisfaction.

Statement of the Problem

A lot has been written about the nature, causes and determinants of job satisfaction in industrial and organisational settings. However, there is no consensus in the findings of researchers on the impact of socio-demographic variables on job satisfaction and this problem extends to sports industry. In the field of sports administration, the situation is even more worrisome. There have been repeated concerns about job satisfaction of sports administrators at both State and Federal Ministry of sports. There is dearth of domain–specific literature and empirical studies on job satisfaction in sport management in Nigeria. The limited number of researches on job satisfaction in sports industry has created a huge gap in the field of sport management. Researchers in the field of sports management often rely on empirical studies from other disciplines, and these cannot totally cover facets of job satisfaction in sport industries, because it is a non-traditional industry with different mode of operations. Also, being a public service sector, workers in sports councils are not immune to the non-chalant or I - don't -care attitude that permeates the entire workforce in government- owned establishments. Many workers don't come to work regularly and some of those who are regular at work are not always punctual. Absenteeism, tardiness and lack of commitment are consequences of job dissatisfaction, which directly or indirectly affect sports council. These attributes are signs of lack of job satisfaction, and they are often displayed by sports administrators in sports councils. It is with these background problems that this study was designed to look at extent of job satisfaction of sports administrators in sports council and to find out the socio-demographic variables that predict job satisfaction in sports council in South-South region of Nigeria.

Aim and Objectives of the Study

The aim of this study is to assess socio-demographic predictors of job satisfaction among sports council administrators in South-South region of Nigeria.

Specifically, the objectives of this study sought:

1. to investigate the extent of job satisfaction of sport administrators in sports council in South-South region of Nigeria.
2. to determine the extent to which socio-demographic variables of gender, age, educational qualification, length of service and rank independently predict job satisfaction of sport administrators in sports council in South-South of Nigeria.
3. to establish the extent to which socio-demographic variables of gender, age, educational qualification, length of service and rank jointly predict job satisfaction of sport administrators in sports council in South-south region of Nigeria.

Research Questions

This study attempted to answer the following questions

1. To what extent are sports administrators in sports councils in South-South region in Nigeria are satisfied with their job?
2. To what extent do the socio-demographic variables of gender, age, educational qualification, length of service and rank independently predict job satisfaction of sport administrators in sports council in South-South region of Nigeria?
3. To what extent do the socio-demographic variables of gender, age, educational qualification, length of service and rank jointly predict job satisfaction of sport administrators in sports council in South-South region of Nigeria?

Hypothesis

1. Socio-demographic variables of age, gender, educational qualification, length of service and rank, jointly will not significantly predict job satisfaction of sports administrators in sports councils in South-South Nigeria.

Methodology

This study is a survey study. However, in a more specific way, analytic survey design was employed for this study. This is a type of survey design in which variables being studied are compared for various identified strata of the sample through the use of hypotheses (Nwankwo, 2011). Cohen, Manion and Morrison (2011) further explained that analytic survey operate with hypothesized predictors or explanatory variables that are tested for their influence on dependent variables.The sample of this study comprised 159 sports administrators and senior coaches from two states in the South-South region of Nigeria. Simple random sampling technique was used to get the two states. Hence, Rivers and Bayelsa states were picked from the South-South region. All organising secretaries, sports officers and senior coaches from Grade Level 12 in all Sports Associations in the selected states were sampled for the study. A structured multivariate questionnaire was used for the study. The questionnaire was tagged –"Sports Administrators' Questionnaire on Socio-Demographic and Administrative Predictors of Job Satisfaction (SAQSDAPJOS)". The questionnaire was adapted from the Minnesota Satisfaction Questionnaire (MSQ) which was developed by Weiss, England, and Lofquist in 1967, and the revised edition of the Job Descriptive Index (JDI, BGSU, 2009) developed by Smith Kendall and Hulin

(1969. JDI and MSQ are the most widely used instruments for measuring job satisfaction. The JDI consists of 72 words grouped into five facets of work (pay, supervision, promotion, nature of work and co-workers). MSQ contains 100 items of questionnaire which are grouped under 20 facets of job. The researcher arrived at the instrument for this study by extracting items from both the JDI and MSQ that are relevant to this study. Items that are relevant to facet of job satisfaction under consideration like supervision, pay, promotion, job security, co-worker, autonomy and so on were selected and reframed to suit the study. New items were developed by the researcher to cater for areas of this study which JDI and MSQ did not cover. The multivariate instrument for this study was divided into two sections, A and B. Section A sought socio-demographic information about the respondents, which included sexes, age, educational qualification, length of service and rank. Sections B employed modified 5-point Likert scale with responses ranging from 'not satisfied' to 'extremely satisfied' and it addressed facets of job satisfaction. The instrument was validated by two professors in the field of sport management and one senior lecturer in the area of measurement and evaluation. The reliability of the instrument used for this study was determined through test re-test technique. Pearson Product Moment Correlation technique was used to correlate the two sets of scores. A correlation coefficient of 0.88 was obtained. Muijs (2004) stated that any correlation coefficient of above 0.7 is considered to offer reasonable reliability for research purposes. Bryman and Duncan (2003) similarly stated that the nearer the coefficient is to 1, and preferably at or over 0.8, the more reliable is the scale. The researcher visited the sampled sports councils which are located in the State capitals of Port-Harcourt and Yenegoa) and personally collected the data. Percentages mean scores ($\bar{x}$), standard deviation and Multiple Regression were used for data analysis. The criterion mean was 2.50, while any item below the criterion mean was treated as 'not satisfied'. Hypothesis was tested at 0.05 alpha level.

Results

Research Question One: To what extent are sport administrators in sports council in South-South Nigeria satisfied with their job?

Table 1: Summary of overall Mean value of responses on facets of extent of job satisfaction of sport administrators in sports council in South-South Nigeria (N= 159).

S/N	Facet of Job Satisfaction	$\bar{X}$	Decision at $\bar{X}$ =2.50
1	Supervision	2.62	S (High extent)
2	Autonomy	2.39	NS (Low extent)
3	Recognition	2.47	NS (Low extent)
4	Co-workers	2.28	NS (Low extent)
5	Promotions	2.36	NS (Low extent)
6	Job security	2.54	S (High extent)
7	Pay	1.93	NS (Low extent)
8	Welfare packages	1.98	NS (Low extent)
9	Proximity of work place	2.16	NS (Low extent)
10	Working environment	2.30	NS (Low extent)

Key: S = Satisfied; NS =Not Satisfied

Table 1 shows the extent of job satisfaction of sport council administrators in south- south. With the criterion mean ($\bar{x}$) of 2.50, sports administrators in sport council in south-south are only satisfied with Supervision (2.62) and Job Security (2.54). They are not satisfied with Autonomy (2.39); Recognition (2.47); co-workers (2.28); promotion (2.36); Pay (1.93); Welfare Packages (1.98); Proximity of work place (2.16); Working Environment 2.30.

Table 2: Test of Norm to determine the percentage of general level of satisfaction of sport administrators in South-South (N=159).

Region	Responses	Frequencies	Percent	Valid per cent
South-South	Not satisfied	118	74.2	74.2
	Satisfied	41	25.8	25.8
	Total	159	100	100

Table 2 shows the result of Test of Norm to determine the percentage of general level of satisfaction of sport administrators in South-South of Nigeria. The Table reveals that 74% of sport administrators in sport council in the south-south are not satisfied with their job.

Table 3 Summary of beta weights (β) analysis showing relative independent prediction of age, gender, educational qualification, length of service and rank on job satisfaction of sport administrators in sport council in Southern Nigeria

Zone	Model	Unstandardized Coefficient		Stand. Coefficient	t	Sig.
		B	Std. Error	Beta Contribution		
South-South	(Constant)	109.519	7.522		14.559	.000
	Age	-8.576E-02	.150	-.054	-.573	.568
	Gender	-4.926	2.654	-.150	-1.856	.065
	Academic qualification	-4.980	2.066	-.200	-2.410	.017
	Length of service	-.112	.183	-.061	-.612	.541
	Rank	2.326	2.055	.113	1.132	.259

Table 3 reveals the relative contribution of the five independent variables to the dependent variable when taken independently, expressed as beta weights, viz: Age (β = .-.054, p>.05), Gender (β = -.150, p=.05), Academic qualification (β = -.200, p=.05), Length of service (β = -.061, p>.05) and Rank (β = .113, p<.05) respectively. Hence, it could be deduced that when age, gender, academic qualification, length of service and rank were taken independently, only academic qualification is significant and this means that it could independently and significantly predict job satisfaction of sport administrators in sport council in the South-South in the study.

$H0_1$: Socio-demographic variables of age, gender, educational qualification, length of service and rank, jointly will not significantly predict job satisfaction of sports administrators in sports councils in South-South Nigeria.

Table 3: **Summary of Regression analysis showing joint prediction of age, gender, educational qualification, length of service and rank on job satisfaction of sport administrators in sport council in Southern (South-West, South-East and South-South) Nigeria**

Region	**R**	**R Square**			**Adjusted R Square**	**Std. Error of the Estimate**	
South-South	.235	.055			.024	13.8892	
A N O V A							
Zones	**Model**	**Sum of Squares**	**DF**	**Mean Square**	**F**	**Sig. p-value**	**Remark**
South-South	Regression Residual Total	1719.872 29515.222 31235.094	5 153 158	343.974 192.910	1.783	.119	Not Sig.

Table shows the joint prediction of age, gender, educational qualification, length of service and rank on job satisfaction of sport administrators in sport council in the South-South of Nigeria. The table also shows a coefficient of multiple correlation of R = .235 and a multiple R^2 of .055. This means that 5.5% of the variance was accounted for by five predictor variables when taken together. The significance of the composite contribution was tested at α = 0.05. The table also shows that the analysis of variance for the regression yielded F-ratio of 1.783. This implies that the joint contribution of the independent variables to the dependent variable was not significant. The hypothesis is therefore not rejected.

Discussion

The result of this study shows that sports administrators in sports councils in South-South of Nigeria are satisfied with only two out of the ten facets of job satisfaction examined in this study. They are satisfied supervision and job security to a high extent. The Means ($\bar{x}$) for these facets of job satisfaction were greater than the criterion mean of 2.50. On the other hand, sports administrators are not satisfied with eight facets of job satisfaction investigated. These facets of job satisfaction include pay, promotions, welfare packages, autonomy, recognition, co-workers, proximity of house to place of work and work environment. The grand Mean ($\bar{x}$) of each of these facets is less than the criterion mean of 2.50. This is consistent with the findings of Franek and Vecera (2008) who found out that employees are more satisfied with communication and supervision but they are less satisfied with pay, promotion, fringe benefits, contingent rewards and working conditions. The study also aligned with the findings of Rintaugu (2013) who found out that sports personnel in Kenyan universities are satisfied with supervision, relationship with colleagues/co-workers, but they are not satisfied with pay and promotional opportunities.

Supervision is an administrative function. It is one of the hygiene or maintenance factors (a disatisfier) in Herzberg's two-factor theory. It is the interaction between a leader and his subordinate with the aim of working together to achieve organisation goals. Olawolu 2012 stated that supervision is essentially a leadership function, a kind of supervisor-subordinate relationship, where a leader or an officer instructs, oversees and corrects subordinates in order to enhance effective performance. It is the process of providing direction, guiding, directing, encouraging and motivating workers to improve their output. This facet of job satisfaction is enjoyed by sport administrators in the south-south region.

One of the reasons people prefer working in public sector to working in private sector is job security. They believe that threat to losing one's job is minimal in government-owned establishments. Sport administrators in sports councils in south-south are also satisfied with job security. Job security has to do with stability, steadiness or permanency of job without any apprehension or threat of being sacked. It is mostly common with public sector organisations like sport council, which is often regarded as 'government work'. Unless in severe cases where public service rules are grossly violated, sports administrators are regarded as public servants, whose jobs are hardly threatened. They can hardly be relieved of their work or sacked when compared with private sector. Ogunbameru (2004) stated that if security needs of workers are not satisfied, it can cause people to become preoccupied with means of satisfying the needs which are usually expressed in the desire for a safe and stable job. In other words, if sports administrators do not have the sense of job security, there is tendency that they would seek alternative job elsewhere.

Sport administrators in south-South are not satisfied with pay, recognition, autonomy, promotions, welfare packages, co-workers, proximity of house to place of work and work environment. These are the most critical aspects of job satisfaction. Generally, civil

servants are poorly paid in Nigeria, and sport administrators are regarded as civil servants. Therefore they cannot be insulated from poor salary that is generally paid across board. The money sport administrators receive is not enough to take care of their needs. Sometimes salaries are not paid on time or as expected at the end of the month. It is also a common thing across states in Nigeria for workers not to be paid for months because of lack of fund to pay salary. Sport administrators are not also satisfied with promotions in sports councils in the South-South. Promotions are not regular in sport councils and this has made some sport administrators to remain on the same grade level longer than necessary. Some have even been stagnated on one grade level for one reason or the other.

Sport administrators are also not satisfied with their work environment. Apart from the filthiness of the environment at the sport councils, some offices lack basic amenities like toilets. An on-the-spot assessment in the sport councils revealed that some offices have no tables and chairs, while some could be regarded as staff rooms because of the number of officers that occupy the offices. The paints on the buildings in sport councils had long been washed off while some structures are dilapidated. These may directly or indirectly affect the psyche of sport administrators.

In all, 74 per cent of sport administrators in sport council in south-south are not satisfied with their work. The implications of this are in many folds. These include but not limited to lack of commitment to the goals of the sport councils; absenteeism, tardiness, insubordination and so on.

This study has also revealed that socio-demographic variables of age, gender, length of service, academic qualifications and rank when taking together are not good predictors of job satisfaction among sport administrators in the south-south region of Nigeria.

Conclusion

Job satisfaction of sport administrators is an important element in the general administration of sports. It is necessary if the organizational goal of optimal performance in sport is to be achieved. However, from this study it is very clear that those that are saddled with the responsibilities of administering sports in the south-south region of Nigeria are not happy. They are not satisfied with many aspects of their job. The pay is poor, welfare packages as incentives are very poor. They are not even recognized by people in authority. All these are damping the morale of sport administrators.

Recommendations

Based on the findings of this study, the following recommendations are made:

- State government in the South-South should make prompt payment of sports council workers at the end of the month a priority.
- salary and other emoluments of sport administrators should be enhanced. To achieve this, it is recommended that a special salary scale should be created for sports administrators in sports councils.
- welfare packages like pension schemes and health care services should be introduced or enhanced in sports council
- to reduce the stress of transporting themselves from their houses to office vice versa state government should build staff quarters for sports councils administrators or provide staff busses for easy transportation of workers.
- Office and work place environment are incentives to job satisfaction, government should provide offices that befit the statuses of various sports administrators to them. Their offices should be well furnished with adequate lighting; it must be well ventilated and provision should be made for modern toilet system
- Government should maintain sport council complexes in various states. Buildings in sports councils should be painted or repainted. The environment should be appealing, and provision should be made for adequate refuse disposal.
- A worker who is granted autonomy or independence to work on his own is a satisfied worker, therefore, sport administrators should give their subordinates the chance to work independently and develop new and better ways of doing things. However, this should be within the ambit of the rules and regulations of the sports councils.

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