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MANAGEMENT practice

ANALYSIS OF EMPLOYEE SATISFACTION IN THE NIGERIAN HEALTHCARE AND IT SECTORS

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Abstract: This study explores the determinants of job satisfaction among professionals in Nigeria's healthcare and information technology sectors, with particular emphasis on the roles of supervisor support, compensation, benefits and workload. Data was collected through a questionnaire survey administered to a sample of 195 professionals, and analysed using Pearson correlation coefficients to assess the strength and direction of relationships among the examined variables. The findings reveal a significant positive correlation between supervisor support and job satisfaction ($r = 0.540$), underscoring the critical role of effective leadership in enhancing employee morale. Furthermore, satisfaction with salary and benefits exhibits a strong positive association with overall job satisfaction ($r = 0.629$), highlighting the importance of offering competitive remuneration packages. Contrary to conventional assumptions, the study also identifies a positive correlation between increased workload and job satisfaction ($r = 0.572$), suggesting that higher job demands may, under certain conditions, contribute positively to employee engagement and fulfilment. These insights offer valuable implications for organisational policy and human resource management within high-demand professional environments.

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Introduction

Job satisfaction constitutes a foundational construct within the fields of organisational psychology and human resource management, recognised for its critical influence on employee performance, motivation, and overall well-being. In contemporary organisational research, it is widely acknowledged that satisfied employees are more productive, committed, and resilient, contributing positively to organisational outcomes. While global studies have extensively explored the antecedents and consequences of job satisfaction, context-specific investigations remain essential for understanding how local sociocultural and economic conditions mediate these dynamics.

In the Nigerian context, job satisfaction assumes particular significance due to the country's complex interplay of cultural diversity, economic volatility, and evolving workplace structures. Nigeria's labour market is characterised by significant heterogeneity—ethnically, culturally and regionally—which shapes both employee expectations and organisational practices. Within this milieu, factors such as leadership style, interpersonal relations, compensation structures and perceived fairness are likely to exert varying degrees of influence on job satisfaction and, by extension, employee performance.

Moreover, relational dimensions—such as managerial recognition, mutual respect, and communal values—may hold greater importance in Nigerian organisations compared to those in more individualistic cultures. This context-sensitive understanding is essential, as conventional models developed in Western settings may not fully capture the intricacies of job satisfaction in Nigeria.

In this context, the purpose of this study is to empirically examine the key factors shaping job satisfaction among professionals in Nigeria’s healthcare and information technologies sector. In order to ground this analysis conceptually, the following section presents a review of the relevant literature on job satisfaction, with particular emphasis on research conducted in comparable socio-economic and cultural settings.

1. Literature review

Job satisfaction is a complex and abstract construct, making its measurement inherently challenging. It is closely intertwined with personal life satisfaction, such that significant changes in an individual's personal life are likely to influence job satisfaction, at least in the short term. The factors that contribute to job satisfaction are multifaceted and vary in significance across individuals (Schein, 2017). Employee satisfaction surveys serve as a crucial tool for organisations seeking to enhance their operational effectiveness. These surveys aim to identify areas in which working conditions can be improved, thereby increasing employee engagement and productivity (Suta, 2023; Baquero, 2022). The primary objective of such surveys is to gain a deeper understanding of employees' needs and expectations, facilitating the creation of a conducive and productive work environment (Chikhaoui, 2022).

In Herzberg's (1959) Two-Factor Theory, job satisfaction is shaped by a combination of intrinsic factors, such as the nature and outcomes of the work, and extrinsic factors, such as recognition and reward. Maslow's (1943) hierarchy of needs further highlights the importance of fulfilling higher-order needs, including self-actualisation and esteem, as key drivers of overall satisfaction (Laksana et al., 2024). An employee's sense of well-being within an organisation significantly influences their job performance, creativity, adaptability to change, and both life and job satisfaction. Furthermore, these factors contribute to their organisational commitment. Higher levels of employee commitment correlate with improved organisational performance and greater overall satisfaction. In turn, organisations can foster this commitment by providing various forms of support and benefits to their employees (Nguyen & Tran, 2021). Key aspects such as an employee's role within the workplace, their work hours, and the satisfaction of fundamental needs are crucial elements that contribute to overall job satisfaction (Hussein et al., 2022).

The factors that influence workplace satisfaction are multifaceted, encompassing aspects such as the nature of the work, working conditions, compensation, and corporate social responsibility initiatives (Robbins & Judge, 2021). Employee satisfaction is also significantly shaped by management support, the clarity of organisational goals, the workplace community, the quality of the working environment, and the effectiveness of the remuneration system (Al-Ansi et al., 2023). A leader’s commitment, decisiveness, competencies, and leadership style play a crucial role in shaping employees' job satisfaction (Alboliteeh, 2022). Employees often generalise their interactions with managers to their perceptions of the entire organisation. Therefore, when employees trust their managers, their overall perception of the organisation tends to be more positive, resulting in higher levels of job satisfaction (Yue et al., 2022). Trust between individuals, particularly within the workplace, has been shown to enhance employee satisfaction (Basiswanto & Elmi, 2023). Budiono (2024) highlights that a supportive work community and an innovative management style positively influence employee satisfaction. Furthermore, the quality of working conditions remains a significant determinant of job satisfaction (Putra et al., 2023). Persistent negative feedback from management or integration into a new workgroup, with which the employee feels disconnected, can substantially affect job satisfaction in the long term (Matzler & Renzl, 2006). Organisational changes, lack of recognition from management, and unprofessional behaviour from colleagues are among the most common causes of job dissatisfaction (Andrade & Westover, 2018). Farkas et al. (2013) identified that employees expressed the highest levels of dissatisfaction with their compensation packages, followed in decreasing order of significance by rewards, lack of motivation, limited opportunities for career development, management style, and responsibility. In a study by Garai-Fodor and Jäckel (2024), employee performance and satisfaction were found to be significantly influenced by strong motivation and adequate compensation. Additionally, Elrayah and Semlali (2023) investigated the effects of both monetary and non-monetary benefits, revealing a positive correlation between these benefits and employee performance, with a particular emphasis on the link between monetary rewards and employee satisfaction. Perkasa et al. (2023) conclude that a satisfied employee is primarily influenced by appropriate remuneration, opportunities for professional development, and positive interpersonal relationships within the workplace community. Similarly, Lin and Wang (2025) indicate that the good working atmosphere and its associated satisfaction are key in reducing employee turnover. Furthermore, Belás et al. (2015) emphasise that employee satisfaction plays a critical role in ensuring long-term organisational success and sustainability.

In the context of Nigeria, job satisfaction is deeply shaped by the nation's distinct cultural and economic dynamics. Nigeria, with its rich cultural diversity and complex socio-economic conditions, provides a unique framework for examining job satisfaction. Adebayo (2006) underscores the influence of cultural factors, such as collectivism and power distance, which significantly affect employees' perceptions of job satisfaction, differentiating them from those observed in more individualistic Western cultures. Moreover, Nigeria's economic challenges, including volatile employment rates and the shifting industrial landscape, as highlighted by Okpara (2004), are pivotal in influencing job satisfaction levels.

When comparing job satisfaction across various nations, Nigeria offers distinct insights. Studies like that of Oluwatunmise et al. (2020) illustrate how factors such as job security and working conditions, which may be considered secondary concerns in more developed economies, assume critical importance in the Nigerian context. These comparative analyses emphasise the need to approach job satisfaction with a clear understanding of the specific socio-economic and cultural contexts within which it occurs. Research conducted within Nigeria, including Adebayo’s (2006) work, demonstrates a positive correlation between job satisfaction and employee productivity. Further studies reveal additional facets of job satisfaction within Nigeria. Adeoye and Fields (2014) found that insurance workers reported dissatisfaction with their compensation, which was associated with lower job satisfaction, increased absenteeism, and higher turnover rates. This dissatisfaction was partly due to the misalignment between remuneration and the tasks performed, as well as concerns regarding workplace safety. Ojha et al. (2025) found a positive link between job satisfaction and emotional intelligence, suggesting that employees with higher emotional intelligence tend to report greater satisfaction with their roles. Additionally, Fu (2019) established a connection between job satisfaction and employee commitment among hospital workers in Nigeria. Akinwale and George (2020) highlight that nurse satisfaction not only positively influences work productivity and quality of care but also improves patient safety, reduces turnover, and enhances overall commitment. Ugochukwu et al. (2024) demonstrated a positive correlation between job satisfaction, job enrichment and organisational citizenship behaviour, further underscoring the importance of job satisfaction in promoting favourable organisational outcomes. However, not all sectors show positive outcomes. In Jegede's (2024) study, Nigerian pharmacists were found to be dissatisfied with their work environments, suggesting that sector-specific factors also play a critical role. Asekun (2016) further corroborates these findings by highlighting the strong relationship between salary and job satisfaction, which remains a central issue for many workers in Nigeria.

These studies collectively emphasise that while certain general trends, such as the relationship between job satisfaction and productivity, are observed globally, local socio-economic and cultural factors play a significant role in shaping the determinants and outcomes of job satisfaction in Nigeria. Understanding these nuances is crucial for effectively addressing job satisfaction and its impact on employee performance within the Nigerian context.

In alignment with the principles of deductive research, three hypotheses were developed based on the insights derived from the existing body of literature:

H1: There exists a positive correlation between satisfaction with salary and benefits and overall job satisfaction.

H2: A positive relationship is observed between job satisfaction and the perceived support from supervisors.

H3: A negative correlation is present between workload intensity and job satisfaction.

2. Methodology

This research employs a quantitative research design to investigate the factors influencing job satisfaction within Nigerian workplaces, specifically targeting employees in the health and information technology (IT) sectors. These sectors were chosen due to their dynamic work environments and their significant roles in the Nigerian economy. The research aims to explore job satisfaction through a structured survey administered to employees from four private organisations in the health and IT industries.

A stratified random sampling technique was employed to ensure a representative sample of the workforce across the selected organisations. The population was divided into subgroups or strata based on specific characteristics such as department, job role and tenure. Participants were randomly selected from each subgroup, ensuring that the sample captured a wide range of perspectives within the organisations. The inclusion criteria for the study were clearly defined: only full-time employees who had been employed for a minimum of six months were eligible to participate. This criterion was established to ensure that participants had adequate experience in their current roles and could provide informed insights into their job satisfaction levels.

A structured questionnaire survey was used as the primary data collection method. The questionnaire was designed to collect responses on various dimensions of job satisfaction, including supervisor support, salary, benefits and workload. A 5-point Likert scale was utilised for all questions regarding job satisfaction, where 1 represents ‘Very Dissatisfied,’ 2 denotes ‘Dissatisfied,’ 3 indicates ‘Neutral,’ 4 represents ‘Satisfied,’ and 5 corresponds to ‘Very Satisfied.’ This scale was chosen to capture the varying degrees of satisfaction across different respondents and facilitate statistical analysis of the collected data.

The survey was administered confidentially to protect the anonymity of the respondents, ensuring that their identity was not disclosed at any point during the study. Data collection took place in the spring of 2025, with a total of 195 responses gathered.

The collected data were entered into IBM SPSS Statistics 23 for analysis. The data were first subjected to a normality test, specifically using the Kolmogorov-Smirnov and Shapiro-Wilk tests. The results of both tests indicated that the data did not violate the assumption of normality, as the p-values were greater than 0.05 ($p > 0.05$), confirming that the data were normally distributed. To test the research hypotheses, Pearson correlation analysis was conducted. This method was chosen due to its ability to detect statistical relationships between two continuous variables, making it suitable for examining the associations between the different factors influencing job satisfaction. The results of the Pearson correlation analysis provided insights into the strength and direction of the relationships between supervisor support, compensation, workload, and overall job satisfaction.

3. Results and Discussion

Demographic data are presented in Figure 1. 62.1% of the respondents were women, 36.9% were men, and the remaining 1% did not wish to state their gender. The age distribution of the respondents is crucial as it reflects the different career stages and generational perspectives within the workforce. The survey included a diverse age range, categorised into several groups: the 18-25 age group, 26-35 age group, 36-45 age group, 46-55 age group, and 56+ age group. Young Adults (18-25 years) - this group, while typically having less work experience, provides insights into the aspirations and early career satisfaction levels of younger employees entering the workforce. Early Career (26-35 years) respondents in this category are often in the growth phase of their career, looking to establish stability and advancement opportunities. Mid-Career (36-45 years) - this segment tends to hold more managerial positions and might evaluate job satisfaction in light of family responsibilities and long-term career achievements. Experienced (46-55 years) - these respondents are likely to have significant experience and may focus on job satisfaction factors related to job security, recognition and preparation for retirement. Senior (56+ years), although smaller in number, this group's perspectives are crucial as they reflect on satisfaction towards the end of their career trajectory. A significant percentage of respondents have a bachelor's degree or work full-time.

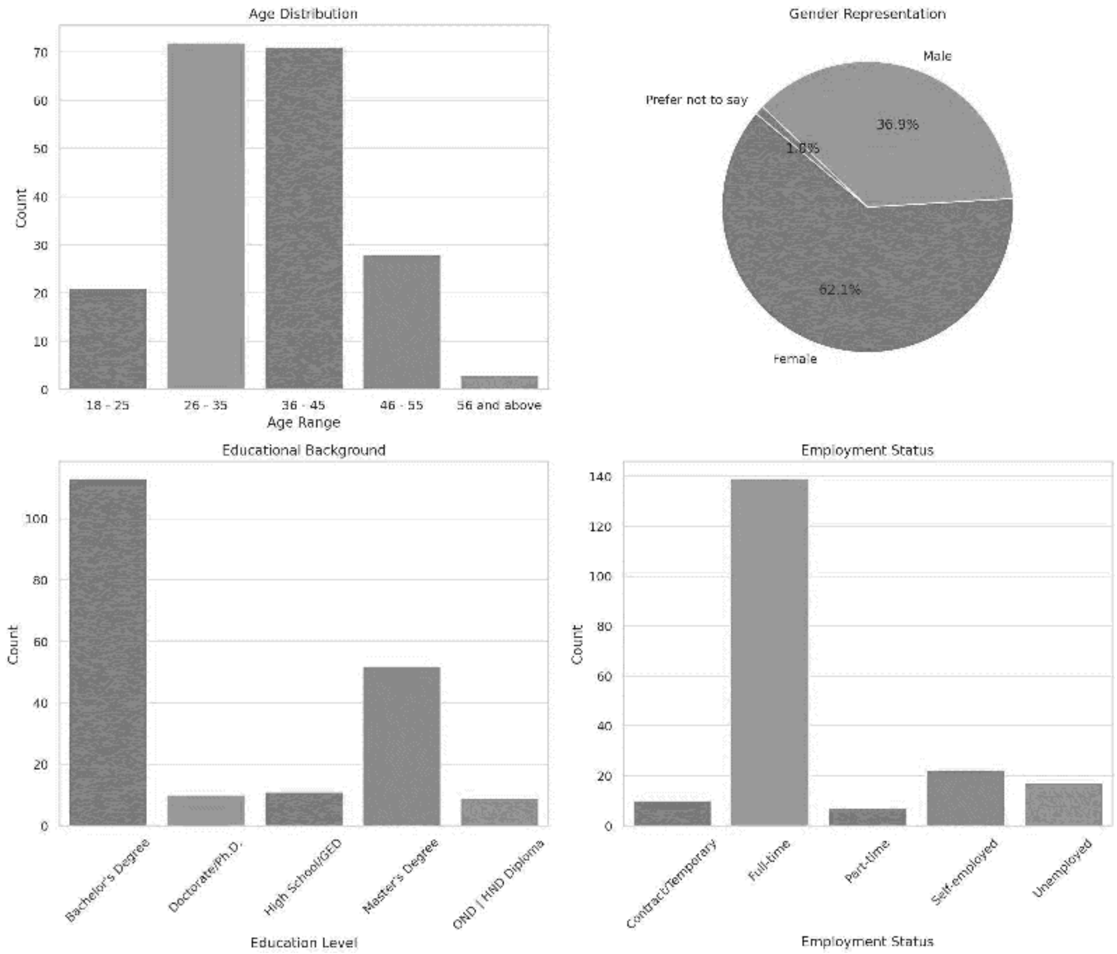

Figure 1. Demographic data
Source: Own editing (Questionnaire survey, 2024)

Salary and benefits are frequently mentioned as crucial elements in research on job satisfaction. These factors encompass not just the tangible remuneration for completed tasks, but also encompass the subjective notions of justice and equality, which play a crucial role in determining employee contentment. This investigation examines the correlation between these elements and work satisfaction levels among employees in the target sectors. Pearson correlation coefficients was utilised to compute in order to assess the magnitude and direction of the association between income and benefits and overall work satisfaction. This statistical technique is very valuable for measuring the extent of linear correlation between two continuous variables. Pearson Correlation Coefficient (r) value ranges from -1 to +1. A value closer to +1 indicates a strong positive correlation, suggesting that as salary and benefits increase, so does job satisfaction. Conversely, a value closer to -1 would indicate a strong negative correlation, where higher salary and benefits might unexpectedly correlate with lower job satisfaction. A value around 0 suggests no linear correlation. Significance (p-value) indicates whether the observed correlation is statistically significant. Typically, a p-value less than 0.05 is considered statistically significant, meaning there is less than a 5% chance that the correlation observed is due to random variation in the sample data. In Table 1 the Pearson Correlation Coefficient (r) 0.629 indicates a strong positive correlation between overall job satisfaction and satisfaction with salary and benefits. A value of 0.629 suggests that as satisfaction with salary and benefits increases, overall job satisfaction also tends to increase. This is a substantial correlation, indicating a significant relationship between these two aspects of job experience. The Significance (p-value) is less than 0.001, which is highly significant statistically. This indicates a very low probability that the observed correlation is due to random chance. Thus, we can be very confident in the robustness of the relationship between these two variables. The robust positive association between job satisfaction and contentment with income and benefits highlights the crucial significance of remuneration in shaping employees' perception of their overall job experience. The correlation implies that efforts focused on enhancing remuneration packages may result in increased work satisfaction among employees.

Table 1
Pearson correlation between compensation (salary and benefits) and job satisfaction

		Salary and benefits	Overall job satisfaction
Salary and benefits	Pearson Correlation	1	.629**
	Sig. (2-tailed)		<.001
	N	178	178
Overall job satisfaction	Pearson Correlation	.629**	1
	Sig. (2-tailed)	<.001	
	N	178	178
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Own editing (Questionnaire survey, 2024)

H1 hypothesis posits that there is a positive correlation between contentment with wage and perks and work satisfaction. The study reveals a Pearson correlation coefficient of 0.629, demonstrating a robust positive link between contentment with salary and perks and overall work satisfaction. The relevance of competitive remuneration packages as a significant driver of job satisfaction is emphasised by the significance of this result (p-value <0.001). This discovery highlights the crucial significance of both monetary and non-monetary advantages in influencing employees' opinions of the worth of their job. Organisations should evaluate their compensation packages by comparing them to industry standards and improving benefit schemes in order to increase satisfaction and retention. Our findings agree with international results, i.e. Marni and Adi (2022), Elrayah and Semlali (2023), Perkasa et al. (2023), Prianto and Handayani (2024) findings, at the same time, with the research carried out Asekun (2016).

In Table 2 the Pearson Correlation Coefficient (r) 0.540 indicates a strong positive correlation between overall job satisfaction and support from supervisors. The Significance (p-value) is less than 0.001, which is highly significant statistically. This indicates a very low probability that the observed correlation is due to random chance. Thus, we can be very confident in the robustness of the relationship between these two variables.

Table 2
Pearson correlation between job satisfaction and support from supervisors

		Overall job satisfaction	Support from supervisors
Overall job satisfaction	Pearson Correlation	1	.540**
	Sig. (2-tailed)		<.001
	N	178	178
Support from supervisors	Pearson Correlation	.540**	1
	Sig. (2-tailed)	<.001	
	N	178	178
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Own editing (Questionnaire survey, 2024)

H2 hypothesis proposes that there exists a direct and positive relationship between job satisfaction and the perceived support from supervisors. The Pearson Correlation Coefficient (r) for the analysis is 0.540, which indicates a moderate to high positive link between job satisfaction and the level of support from supervisors. The observed association is statistically significant and not attributable to chance, as indicated by the significance level of less than 0.001. The results confirm the modified hypothesis H2, showing that a greater perception of support from supervisors is linked to increasing levels of job satisfaction. This corroborates the hypothesis that proficient administration and encouraging leadership play a crucial role in augmenting employee morale and contentment, and corresponds with results from international research by Budiono (2024), Lin and Wang (2025).

The impact of workload on job satisfaction is commonly acknowledged across diverse industries. It is essential to comprehend the influence of workload on job satisfaction in the health and IT sectors in Nigeria, given the possibility of high-stress conditions in these industries. The analysis employs data obtained from a survey that inquired about respondents' ratings of their workload satisfaction and overall job satisfaction.

Table 3
Pearson correlation between job satisfaction and workload and demands of job

		Overall job satisfaction	Workload and demands of job
Overall job satisfaction	Pearson Correlation	1	.572**
	Sig. (2-tailed)		<.001
	N	178	178
Workload and demands of job	Pearson Correlation	.572**	1
	Sig. (2-tailed)	<.001	
	N	178	178
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Own editing (Questionnaire survey, 2024)

H3 hypothesis has initially suggested that workload has a detrimental effect on job satisfaction, however the data contradicted this assertion, revealing a positive association instead. Contrary to the initial premise that higher workloads have a negative impact on job satisfaction, the data in Table 3 shows a positive correlation ($r = 0.572$) between workloads and job satisfaction. This correlation is strongly supported by a p-value of <0.001. This result implies that in specific situations, having more work to complete does not have a negative impact on job satisfaction. Instead, it may have a positive effect, possibly reflecting better levels of involvement and accountability. The positive connection suggests that employees who are more engaged and stimulated by their work tend to have higher levels of satisfaction. A positive connection indicates that when the workload grows, there is a tendency for total job satisfaction to increase as well, which may initially seem contrary to what one may expect. This finding suggests that in the population studied, a greater workload may be linked to work that is more stimulating or satisfying. It is also possible that individuals with higher workloads have more responsibilities and, maybe, hold higher positions and receive greater incentives in their jobs. The Significance (p-value) being less than 0.001 indicates that the correlation between workload and overall job satisfaction is statistically significant, with a very low probability that this result is due to random chance. The observed positive association is both statistically and practically significant. It indicates that in Nigeria's health and IT industries, people who have heavier workloads are likely to have greater job satisfaction. There are multiple possible explanations for this. Employees who exhibit greater levels of involvement and stimulation in their work and are faced with demanding tasks may have heightened levels of job satisfaction, even in the presence of a heavy workload. This suggests that higher workloads may be linked to good challenges, engagement, and a sense of success. Our results can be supported by Putra et al. (2023), Perkasa et al. (2023), Okpara (2004), Oluwatunmise et al. (2020).

Conclusion

This study provides an empirically grounded analysis of the determinants of job satisfaction within Nigeria’s healthcare and information technology sectors, focusing specifically on the roles of supervisor support, financial compensation and workload. The results demonstrate statistically significant positive correlations between job satisfaction and each of the examined variables, underscoring the multidimensional nature of employee contentment in professional environments marked by rapid transformation and high demands.

Supervisor support has emerged as a key predictor of job satisfaction ($r = 0.540$), reaffirming the crucial role that effective, empathetic and communicative leadership plays in shaping positive workplace experiences. Similarly, the strong correlation between satisfaction with salary and perks and overall job satisfaction ($r = 0.629$) highlights the importance of competitive remuneration strategies in retaining talent and enhancing organisational commitment. Perhaps most notably, the study reveals a counterintuitive positive relationship between workload and job satisfaction (r

= 0.572), suggesting that in certain contexts, increased responsibilities may be perceived as indicators of trust, engagement and professional growth rather than as sources of stress.

Collectively, these findings suggest that job satisfaction in the Nigerian context is influenced not only by material rewards but also by relational and psychological factors. They underscore the need for a nuanced, context-sensitive approach to employee well-being that accounts for the complex interplay between leadership quality, compensation structures and job design.

Limitations, Practical Implications and Future Research Directions

The outcomes of this study suggest that organisational policies should emphasise the development of robust internal support systems that foster transparent communication, structured mentorship and inclusive professional development. Specific interventions may include the implementation of regular, skills-based training programs for supervisory staff, the provision of clearly defined and achievable career advancement pathways and the establishment of transparent, merit-based reward systems. These strategies have the potential to significantly enhance employee satisfaction and, by extension, organisational performance.

Despite its contributions, the study is subject to certain methodological limitations. The sample was limited in size and confined to specific sectors (healthcare and IT) within Nigeria.

Future research should aim to address this limitation by incorporating a more extensive and diverse sample encompassing multiple industries and geographical regions. Moreover, the cross-sectional nature of the research design precludes the establishment of causal inferences.

In light of these findings, several practical recommendations are proposed to enhance job satisfaction and organisational effectiveness. First, organisations are encouraged to invest in leadership development initiatives that equip supervisors with the interpersonal and managerial competencies necessary to motivate and support their teams. Second, regular assessments and adjustments of compensation structures should be undertaken to ensure alignment with industry standards and employee expectations. Third, organisations must strive to calibrate workloads in a manner that is both challenging and sustainable, thereby maximising employee engagement while mitigating the risk of burnout. Importantly, the study highlights that increased workload, when accompanied by recognition and autonomy, may contribute positively to employees' sense of purpose and professional fulfilment.

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