# The Nexus Between Employee Job Satisfaction and Workplace Wellness in the Nigerian Context.

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## ABSTRACT

The study examines the significant relationship between job satisfaction and workplace well-being in the setting of Nigeria. Given the potential and challenges the Nigerian workforce brings, it is imperative to look into promotional strategies for overall job satisfaction and employee well-being. This study looks at the implementation of workplace wellness programmes in Nigeria and assesses how effectively they are working to improve employee well-being. It also examines factors that impact job satisfaction, such as compensation, work-life balance, and opportunities for career progression. Furthermore, the investigation delves into the manners in which leadership, organizational culture, and management strategies impact these two crucial facets of worker engagement. It suggests, among other things, that companies create and implement all-encompassing wellness programmes that address social, emotional, and physical facets of well-being. Programmes such as fitness initiatives, stress management classes, and employee socialization opportunities can be included in these. Supervisory agencies should also take proactive steps to prioritize employee well-being, as it is necessary for both organizational performance and adequate productivity from their workforce.

**Keywords:** Workplace Wellness, Employee's Job Satisfaction, Promotional Strategies, Nigeria Context

## INTRODUCTION

In the fast-paced world of contemporary workplaces, achieving job satisfaction and employee well-being has become vitally important. This is particularly crucial in light of Nigeria, a country known for its diverse workforce, dynamic economic environment, and unique cultural features. The intricate connection between job satisfaction and workplace health has an impact on Nigeria's greater organizational and societal structure in addition to the particular worker (Afolabi, Oyetayo & Akinola, 2023).

Workplace wellness, in its most basic definition, is an all-encompassing approach to employees' health and well-being. It includes social, mental, and emotional well-being in addition to physical health. It shows that a business is committed to creating a positive environment that promotes employee well-being in addition to output. Nigeria's goals of economic growth and expansion of human capital are congruent with the promotion of workplace health (Meister, 2021).

Concurrently, the idea of job satisfaction refers to the emotional and psychological fulfillment one gets from

their work and is closely associated with other ideas. It relies on several factors, including opportunities for professional advancement, company culture, work-life balance, and job design. The correlation between job happiness and workplace health is a reflection of Nigeria's aspiration for a motivated, content, and productive workforce (Akintunde-Adeyi, et. al. 2023).

Examining the intricate link between job satisfaction and workplace wellness within Nigeria's unique social, economic, and cultural setting is the goal of this comprehensive research. By looking at the factors influencing these occurrences, it is hoped to learn that something might inform company practices, governmental laws, and human behaviour. By taking this action, it will contribute to the national effort to raise the living standards of Nigerian workers as well as the overall productivity and workplace competitiveness of the nation (Prudential Pulse, 2021 and Afolabi, 2017).

**Objectives of the Study**

The aim of the study is to explore the crucial nexus between job satisfaction and workplace well-being in Nigeria context, with the following specific objectives:

1. to examine the concepts of job satisfaction, workplace well-being and promotional strategies;

2. to investigate promotional tactics for employee well-being and total job satisfaction;

3. to assess the total job satisfaction since the Nigerian workforce presents certain opportunities and problems;

# CONCEPTUAL REVIEW

**Concept of Employee Wellness**

According to Akintunde-Adeyi, Akinbode, and Akinola (2023), employee wellness refers to the condition of an employee's mental and physical health as a result of circumstances that can occur both inside and occasionally outside of the workplace, such as their interactions with coworkers, how they use tools and resources, more significant business decisions that have an impact on them and their work, and a variety of other circumstances.

Pfeffer (2018) affirmed that, the cost of employee well-being is increasing both physically and psychologically. It increases voluntary turnover, has a negative impact on productivity, and is extremely expensive for employers. It is also commonly recognized that decisions, relationships, and resources made at work affect an employee's mental, physical, emotional, and financial health. Wellness improvement is facilitated by well-defined tasks, incentives, a robust work culture that values well-being. The benefits include financial aid, health care, and work-life balance initiatives (CIPD, 2020).

Meister (2021), came to the realization that, in the modern workplace, employee well-being goes beyond physical health to include creating a culture of holistic health that encompasses social, professional, emotional, financial, and career aspects as well as a sense of purpose and community. The increased need for flexibility in the where, when, and how of employees' employment is at the core of this. Meister (2021) went on to identify seven pillars of employee well-being that should serve as a roadmap for leaders as they put their employees' well-being first. Meister's (2021) assertion holds true in the Nigerian context, as confirmed by Akintunde-Adeyi, Akinbode, and Akinola (2023). Their opinions fall within the categories of the employee well-being pillars, which are shown in Figure 1 and foster a flexible work environment.

Figure 1: Seven Pillars of Holistic Employee Well-being (Adapted from Jeanne Meister, 2021).

**Pillar 1: Physical Well-being**

In 2015 an increasing number of businesses established a variety of corporate activity challenges at work and prioritized physical fitness (Meister, 2021). These days, physical wellness includes a wide range of factors, such as diet, sleep, exercise, and general lifestyle choices. Companies that are forward-thinking are emphasizing the value of regular routines in improving physical well-being. Research indicates that a variety of behaviors might enhance an individual's physical health, such as standing during brief meetings, increasing sleep, and monitoring one's food intake and timing. Anticipate a rise in the proactive measures taken by businesses to support employees in enhancing their physical well-being (Meister, 2021 and Akintunde-Adeyi, et al., 2023).

**Pillar 2: Career Well-being**

According to Prudential (2021), an increasing number of professionals are reevaluating their job ambitions as a result of the epidemic. According to a Prudential Pulse study of American workers, 24% of workers still want to hunt for a new position when the epidemic ends, and 48% are reconsidering the position they desire in the future. The necessity to continue working remotely, search for a better benefit package, and enhance work/life balance is what is causing this talent movement. Employers are responding to this by implementing a variety of talent policies aimed at retaining workers. These policies include higher pay, improved learning and development initiatives, new internal talent mobility opportunities, and online coaching and resilience training to assist staff in adjusting to significant changes in the workplace and massive disruptions. The emphasis and findings of a survey conducted by Akinola, Laosebikan, Akinbode, Afolabi & Olamiti (2023), were in line with those of the American worker survey due to the fact that the pandemic caused instability in every area of the Nigerian economy and revealed a skills deficit. The result

was a focus on developing skills.

## Pillar 3: Financial Well-being

According to the PriceWaterhouseCoopers 2021 Employee Financial Well-being Survey, employees' financial situation is the main source of stress for them, more so than their jobs, health, and relationships put together. PwC (2021), revealed that, over two-thirds of a survey of 1,600 full-time employees report that since the epidemic began, their level of financial stress has worsened. Workers who experience higher financial stress as a result of the epidemic are four times more likely to acknowledge that their money has caused them to become distracted at work. Additionally, they are more inclined to look for a new job since they think their present company doesn't seem to be as concerned about their financial security as they do. According to Akinola, Laosebikan, Afolabi, and Afolabi's (2022) research, one element that makes employees less stable and less likely to look for a better job is their financial well-being. Offering employees an emergency savings account that can be automatically taken from their paychecks to help them save for unforeseen expenses is the suggested answer for businesses. "Money one does not see is money you can not spend," after all.

## Pillar 4: Social Well-being

One of the main indicators of long-term pleasure is having deep friendships in both your personal and professional lives. "They can be a buffer during stressful situations," according to research. Additionally, they affect an organization's financial line in terms of employee presenteeism, absenteeism, job quality, and organizational loyalty (Fisher & Philips, 2021). Creating strong networks at work can also aid in reducing feelings of loneliness, which are becoming more common as the epidemic continues. In 2021, the American Psychological Association conducted a stress in America study, which found that 61% of participants had experienced unwanted weight changes since the epidemic began, while 65% of respondents who were between the ages of 18 and 23 reported feeling extremely lonely throughout the pandemic. Employees are being affected by these stresses at work and at home. Companies are paying attention and developing new programmes to give employees social interactions as they work remotely. To help these workers interact with one another and share information they need as they continue to navigate remote work and home education, HP has established Employee Resource Groups (ERG) for working parents who oversee homeschooling and remote workers.

## Pillar 5: Community Well-being

Providing chances for employees to participate in their local community may strengthen their bonds with their employer, the community, and the environment. Fisher & Philips (2021), affirmed that a worldwide alliance of multibillion-dollar corporations, reports that in 2019, 66% of its member businesses provided paid time off for volunteer initiatives, up from 56% in 2016. This commitment to enhancing the community is already ingrained in Cisco's corporate culture. It was verified that Cisco workers have participated in the community at a rate of over 80% over the past two years, and the company wants to go even farther in forming a habit of having an influence on the community (Fisher & Philips, 2021). Employer support of community initiatives is a great strategy to increase employee engagement and retention while enhancing environmental sustainability. The results of Akinola et al. (2023) confirmed this, showing that employee well-being should be the primary focus and that organizational operational processes should be maintained.

## Pillar 6: Emotional Well-being

Since promoting employee mental health has such a significant positive impact on both individual and organizational performance, many businesses were already prioritizing it before COVID-19. People were reporting the greatest levels of stress since the start of the epidemic, according to the American

Psychological Association's Stress in America study from 2021, which also revealed a number of symptoms associated with stress, including altered sleep patterns and more alcohol usage. Of the workers questioned, one in five report that their mental health has gotten worse since 2021. Programmes for mental and emotional well-being received 45% of budget increases for well-being even before the epidemic, according to American Psychological Association (2021). Businesses are making a conscious effort to de-stigmatize mental health and developing new policies for the flexible workplace. The efforts about flexibility, inclusivity, and well-being supports the idea that what matters most at work is what is done to get outcomes, not where it was done. Based on results that performance improvement was recorded through wellness consideration and implementation, it has been acknowledged that organizational leaders must demonstrate empathy, adaptability, and an openness to what suits each team member and person (Fisher & Philips, 2021), as confirmed by the study's findings by Akintunde-Adeyi et al. (2023).

**Pillar 7: Purpose Driven Well-being**

Organizations with a purpose are rooted in a set of values, and people are more and more drawn to work for companies that share those values.One of the key factors in choosing a new job for employees will be whether or not they want to work for companies that share their beliefs. New hires anticipate that their organization will become loud and actively involved in the current cultural conflicts as the talent market heats up.

In conclusion, the pandemic has moved the emphasis from merely organizational problems to specific human life situations, giving employers greater insight into the challenges faced by their staff. Nowadays, managers see well-being as a chance to help staff members in all facets of their personal and professional life, rather than merely as a perk.

**Job Satisfaction**

The widely asked issue of what job satisfaction may entail was the subject of several research conducted by various academics, such as; the effects of improved working conditions accentuate putting-in best to the organizational productivity (Akintunde-Adeyi, et. al., 2023; Batimehin, et. al., 2024). Since everyone's definition of job satisfaction is unique, there is no one correct way to answer this question. Job satisfaction, broadly speaking, is the level of enjoyment or contentment a person experiences at work. Numerous elements, including the nature of the work itself, the workplace, the culture of the organization, and the employee's connections with their coworkers, can have an impact on this. A person who is happy in their work is more likely to be driven and productive, and they are also less likely to quit.

Akinola et al. (2023), ascertained that, an employee's work satisfaction is determined by how fulfilled or satisfied they feel in their roles within a company. It is affected by a number of things, including the type of job, interactions with coworkers and managers, pay, potential for advancement, and work-life balance.

According to Batimehin, et. al. (2024), contented workers are more likely to be engaged, driven, and dedicated to their work, which boosts output and lowers attrition rates. It is also emphasized that firms may pinpoint areas for development by measuring work satisfaction through surveys, feedback, and observation. This supports the Nigerian context that, good working conditions and prioritizing the wellness of the organizations and that of the workers, which emphasizes how important it is for workers to have compelling motivations for joining companies. An organization is a better place to work when employees are highly committed, productive, and well-respected, all of which are derived from job satisfaction (Akintunde-Adeyi, et.al, 2023).

Workable policies should be implemented with the utmost importance by Nigerian firms, since job satisfaction plays a crucial role in enhancing employee engagement, motivation, and productivity. Workers

are more likely to be productive and driven to produce their best work when they are happy in their positions. Furthermore, increased employee engagement and work happiness can result in improved customer service and corporate performance. It's critical to determine what aspects of a job people appreciate and to make efforts to deliver those aspects in order to foster a pleased workforce. Organizations should also make an effort to provide a welcoming workplace where staff members feel valued and supported.

Akinola, et. al. (2022), add that surveys, interviews, and focus groups are just a few of the methods available for gauging employee work satisfaction. Using a poll known as the Job Descriptive Index (JDI) is one common method of gauging work happiness. On a scale of 1 to 5, where 5 represents "very satisfied," employees are asked to assess their level of job satisfaction for the JDI. Along with rating their job satisfaction, employees are also asked to rate how much they believe they are contributing to their company, how much they like their job, how much they feel they are using their talents and abilities, and how much they feel in charge of their work.

Many diverse organizations provide good working environment and conditions for job satisfaction of workers in the workplace. Workers use it to gauge their level of satisfaction with their present job and if they find their work to be meaningful. Employers use it to gauge how well workers are doing and how probable it is that they will remain with the firm. It is also used by researchers to gauge employee attitudes and how such attitudes could impact output (Akinola, 2023, Akinola, 2019 and Afolabi, 2017).

The conclusion is that, in the Nigerian setting, a few crucial actions must be taken in order to create a work satisfaction survey that will:

1. Establish the survey's goal.
2. Formulate inquiries that will elicit the reasons behind workers' job satisfaction or dissatisfaction.
3. Pilot test the survey to make sure the questions are understandable and that the information gathered will be valuable.
4. Give the survey to the staff members and get their answers.
5. Examine the findings and create plans of action to solve the work unhappiness areas in organizations and make the wellness of workers paramount for high performance.

# THEORETICAL REVIEW

**Maslow's Needs Hierarchy Theory**

The theory of Maslow's Hierarchy of Needs is fundamental to comprehending work happiness. According to his theory, people have a hierarchy of needs, with self-actualization at the top and fundamental physiological requirements at the bottom. Fulfilling these demands is directly related to job happiness. Maslow's hierarchy of wants was created to provide a basic explanation of human motivation. Its fundamental ideas, however, apply to the workplace and have been utilized to explain job happiness. Healthcare and financial remuneration are two examples of benefits offered by an employer that assist staff members in meeting their fundamental physiological demands. Employees' desires for safety may show themselves as a sense of physical safety in the workplace, job security, and/or the presence of appropriate organizational structures and rules. After this is met, the workers may concentrate on having a sense of community at work. This can manifest in their strong working connections with managers and coworkers, as well as their sense of belonging to the team or company. After being pleased, the worker will try to get a sense of worth and appreciation from their employers and coworkers. The employee reaches the last stage, when they strive for self-actualization and realize that in order to reach their full potential, they must mature and develop. The progressions from one phase to the next, though they could be seen as distinct, all support the process of self-actualization. As a result, before addressing higher-order demands, firms trying to

increase employee job satisfaction should try to fulfill the fundamental needs of their workforce. More recently, though, this strategy has lost favor since it ignores the employee's cognitive process and generally lacks empirical backing. Furthermore, some have criticized the last phase of self-actualization. It is challenging to determine the ultimate aim and the point at which it has been attained as self-actualization lacks a conceptual definition and is ill-defined.

**Motivator-Hygiene Theory**

The Two-Factor Theory, developed by Herzberg, makes a distinction between motivators (job content) and hygiene factors (work atmosphere). According to Herzberg, hygienic elements can merely avert unhappiness, but motivators have an impact on job satisfaction. According to Herzberg's motivator-hygiene theory, job satisfaction and dissatisfaction are two distinct and occasionally even unconnected notions rather than two extremes of the same continuum. If "motivating" variables such as compensation and perks, achievement, and recognition are provided, then an employee will find employment to be fulfilling. However, "hygiene" factors—like working environment, organizational structure and rules of the firm, job security, collegiality, and managerial quality—are linked to job discontent.

Employees may not be either happy or unsatisfied since the cleanliness and motivating components are seen as separate. According to this hypothesis, if an employee's hygiene factors are high, they indicate that they are not necessarily content, but they are not depressed either. The motivational elements determine whether or not an employee is content. Furthermore, it's believed that an employee is considered fulfilled when their motivators are met. An employee may feel neither content nor unsatisfied, or they may feel both at the same time. This division may help to explain the complexity of an employee's sentiments.

Although the Motivator-Hygiene hypothesis was significant in the first distinction between work satisfaction and discontent, the idea has not garnered much empirical backing. Herzberg's initial research has drawn criticism for using a shoddy technique. Consequently, different findings have been produced from later attempts to verify this idea, with some researchers finding evidence for it and others not.

# EMPIRICAL REVIEW

As per the findings of the Deloitte 2021 Global Human Capital Trends Report, during the last 24 months, 44% of Millennials and 49% of Gen Z have indicated that they have chosen their organizations and the kind of work they are willing to undertake based on their ethical values. Additionally, this contributes to general staff engagement.

Akintunde-Adeyi, et. al. (2023), carried out a research on the relationship between employee performance and stress management. The degree to which stress has impacted employees' performance in an organizational context has been thoroughly examined. The research approach used in the study was a descriptive survey. In Southwest Nigeria, a private university hosted the study. The study's population consisted of all university non-academic staff members. Two hundred and eighty (280) university non-academic employees took part in the study. According to the study, stress significantly affects how well employees work. The study adopted inferential and descriptive statistics to analyze the data that had been obtained. The results also indicated a strong relationship between workers' performance and their own stress-reduction techniques.

Akintunde-Adeyi, et. al. (2023), conducted a study on the resilience of employees, organizational culture, and sustainable performance of tertiary hospitals in Oyo State, Nigeria. The study looked at how organizational culture and staff resilience affected the long-term viability of tertiary institutions in Oyo State, Nigeria. In order to address the research objectives posed, the study used a survey technique and a quantitative design. A questionnaire was used to collect information. The study's population consists of

two (2) respondent sets: patients and medical personnel, totaling 50 patients and 338 medical personnel. The results showed a statistically significant positive and weak association between employees' resilience level and sustainable performance. Additionally, there is a statistically significant positive association between company culture and employee resilience. Furthermore, there was a statistically significant and favorable correlation between organizational culture and sustainable performance. The outcome showed that the association between the resilience level of workers and the sustainable performance of tertiary hospitals was not moderated by organizational culture.

A Chartered Institute of Personnel and Development (2020) survey report on health and well-being at work states that 89% of employees said that they had worked while ill, and that there has been a 37% rise in stress-related absence from work since last year (absenteeism). Furthermore, according to a different source from Mckinsey (2020), the cost of employee stress to US companies' health care expenditures approaches $200 billion annually. Despite the use of various solutions by most firms, excessive stress among employees negatively impacts their well-being at work.

# CONCLUSION

Workplace wellness is a critical factor in improving employees' job happiness in Nigeria. It is not only morally required, but also strategically vital for firms to prioritize the well-being of their people in a work environment that is changing quickly and is becoming more stressful and demanding. A contented and well-maintained staff is more likely to be engaged, productive, and to favorably impact the expansion of the business.

Nigerian employers can create a work environment where their employees are not only satisfied but also thrive on a professional and personal level by implementing comprehensive wellness programmes, promoting work-life balance, addressing mental health concerns, investing in training, offering feedback and recognition, and encouraging community engagement. This can eventually benefit both companies and employees by lowering turnover, raising productivity, and creating a more favorable company culture.

# RECOMMENDATIONS:

Akintunde-Adeyi, et al (2023), laid emphasis that Employee job satisfaction is a direct result of workplace wellness, which is a prerequisite for organizational development and productivity. Given this, the report makes several recommendations, including the following: companies should design and execute comprehensive wellness programmes that address social, emotional, and physical elements of well-being. These activities may include seminars on stress management, exercise regimens, and chances for staff socialization.

In order to minimize stress and increase job satisfaction, it is important to support a good work-life balance. This may be achieved by encouraging time management, providing flexible work schedules, and avoiding excessive overtime.

The implementation of mental health support services will acknowledge the significance of mental health in the workplace. A programme like this has to include tools for stress and anxiety management as well as counseling services to remove the stigma associated with asking for assistance.

It is advisable to consider investing in staff training and development as a means of improving abilities and ultimately elevating work happiness.

Establishing a culture of regular feedback and acknowledging employees' accomplishments is something that organizations should do. This will operate as a means of rewarding and recognizing exceptional work,

which will raise spirits and increase job satisfaction.

Workers should be encouraged to take part in social and community projects, such as team-building exercises or volunteer work, since these activities may help them feel more a part of the community and more content.

Supervisory authorities should be proactive in addressing the requirement for employees' well-being to be given top priority in order to maximize productivity and improve organizational performance.

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