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Compensation and Workers' Satisfaction in Nkwen Baptist Hospital, Bamenda North West Region, Cameroon

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Abstract

This study examined the effect of compensation on workers' satisfaction in Nkwen Baptist Hospital, Bamenda. Compensation remains a critical factor in enhancing employee motivation, commitment, and overall job satisfaction, particularly within healthcare institutions where employee performance directly influences service quality and patient outcomes. Despite the importance of compensation, many healthcare workers experience challenges related to inadequate financial and non-financial rewards, which may negatively affect their level of satisfaction and productivity. The study was guided by two specific objectives: to ascertain the influence of financial compensation on workers' satisfaction and to explore the effect of non-financial compensation on workers' satisfaction in Nkwen Baptist Hospital, Bamenda. A descriptive survey research design was adopted for the study. Data were collected from employees of the hospital using a structured questionnaire. The data obtained were analyzed using descriptive and inferential statistical techniques to determine the relationship between compensation and workers' satisfaction. The findings revealed that financial compensation, including salaries, bonuses, and allowances, has a significant positive influence on workers' satisfaction. The study also found that non-financial compensation, such as recognition, promotion opportunities, supportive work environments, and career development opportunities, significantly contributes to employee satisfaction. The study concluded that both financial and non-financial compensation are important determinants of workers' satisfaction in Nkwen Baptist Hospital. The study recommends that hospital management review and improve its compensation policies by ensuring competitive financial rewards and strengthening non-financial incentive systems to enhance employee satisfaction, motivation, and organizational performance.

Keywords: *Compensation, Financial Compensation, Non-Financial Compensation, Workers' Satisfaction, Healthcare Workers.*

Introduction

Employee satisfaction has become a major concern for organizations worldwide because it significantly influences employee performance, commitment, productivity, and overall organizational effectiveness (Armstrong & Taylor, 2023; Robbins & Judge, 2022). In the healthcare sector, employee satisfaction is particularly important since the quality of healthcare services largely depends on the motivation, dedication, and well-being of healthcare workers (Aiken et al., 2018; Lu et al., 2019). Hospitals and other healthcare institutions rely on competent and committed personnel to deliver effective patient care, making the satisfaction of employees a key organizational priority (World Health Organization [WHO], 2022). As a result, compensation has emerged as one of the most important factors affecting workers' satisfaction, motivation, and willingness to perform effectively within an organization (Milkovich et al., 2020; Dessler, 2020).

Compensation refers to all forms of financial and non-financial rewards that employees receive in exchange for their services to an organization (Milkovich et al., 2020; Armstrong & Taylor, 2023). It is a strategic human resource management tool used to attract, motivate, and retain qualified employees (Dessler, 2020; Noe et al., 2022). Compensation generally consists of direct financial compensation, such as salaries, wages, bonuses, commissions, and allowances, as well as non-financial compensation, including recognition, career development opportunities, job security, flexible working conditions, promotion opportunities, and favourable work environments (Armstrong & Taylor, 2023; Newman et al., 2019). Effective compensation systems are designed to ensure that employees perceive fairness and equity in the rewards they receive, thereby enhancing their level of satisfaction, motivation, and commitment to organizational goals (Adams, 1965; Milkovich et al., 2020).

Globally, organizations have increasingly recognized the importance of compensation in improving employee satisfaction (Armstrong & Taylor, 2023; Milkovich et al., 2020). Studies have shown that employees who perceive their compensation packages as fair and adequate are more likely to exhibit higher levels of job satisfaction, organizational commitment, and productivity (Judge et al., 2017; Robbins & Judge, 2022). In the healthcare sector, where employees often face demanding work schedules, emotional stress, and high levels of responsibility, compensation plays a crucial role in motivating workers and reducing turnover intentions (Lu et al., 2019; Aiken et al., 2018). Healthcare institutions in developed countries have invested significantly in both financial and non-financial reward systems to enhance employee morale, improve employee retention, and ensure the delivery of quality healthcare services (World Health Organization [WHO]**,** 2022; International Labour Organization [ILO]**,** 2021).

In Africa, the issue of employee compensation remains a major challenge, particularly in the public and faith-based healthcare sectors. Many healthcare workers face inadequate salaries, limited benefits, poor working conditions, and insufficient recognition for their contributions. These challenges have often resulted in dissatisfaction, absenteeism, low morale, and migration of skilled healthcare professionals to countries offering better employment conditions. Consequently, healthcare administrators and policymakers have increasingly emphasized the need for effective compensation strategies that address both the financial and non-financial needs of employees (World Health Organization [WHO]**,** 2023).

In Cameroon, the healthcare sector continues to face numerous human resource challenges, including shortages of skilled personnel, increasing workload, employee turnover, and concerns regarding employee satisfaction. Despite the vital role played by healthcare workers in promoting public health, many employees perceive their compensation as inadequate relative to the demands of their jobs. The situation is more pronounced in some private and mission hospitals where financial constraints may limit the provision of competitive remuneration packages. As a result, healthcare institutions often struggle to maintain a highly motivated workforce capable of delivering quality healthcare services (Ngah et al., 2022).

Nkwen Baptist Hospital Bamenda is one of the leading faith-based healthcare institutions in the North-West Region of Cameroon, providing a wide range of medical services to the population. Like many healthcare organizations, the hospital relies heavily on the commitment and dedication of its workforce to achieve its mission of delivering quality healthcare services. However, healthcare workers in such institutions frequently encounter challenges associated with workload pressures, financial limitations, and expectations for high-quality service delivery. Under these circumstances, compensation becomes an essential factor in determining employees' level of satisfaction and their willingness to perform effectively.

Although numerous studies have examined the relationship between compensation and employee satisfaction in different sectors and countries, there remains limited empirical evidence focusing specifically on faith-based healthcare institutions in Cameroon. Given the unique operational and financial characteristics of mission hospitals, it is important to understand how different forms of compensation influence workers' satisfaction within such settings. Therefore, this study seeks to investigate the effects of compensation on workers' satisfaction in Nkwen Baptist Hospital Bamenda, with particular emphasis on the influence of direct financial compensation and the effect of non-financial compensation on workers' satisfaction. The findings of the study are expected to provide valuable understanding for hospital management and policymakers in designing effective compensation strategies that enhance employee satisfaction and improve organizational performance.

Statement of the Problem

Workers' satisfaction is an important determinant of organizational effectiveness, particularly in healthcare institutions where employee commitment and performance directly influence the quality of patient care. Compensation, which includes both direct financial rewards such as salaries and bonuses and non-financial benefits such as recognition, promotion opportunities, and favorable working conditions, is widely recognized as a key factor affecting workers' satisfaction. However, many healthcare institutions continue to experience challenges related to inadequate compensation, resulting in low morale, reduced motivation, absenteeism, and increased turnover among employees.

In Nkwen Baptist Hospital, Bamenda, healthcare workers operate in a demanding environment characterized by heavy workloads, high professional responsibilities, and increasing expectations for quality healthcare delivery. Despite the critical role played by employees in achieving the hospital's objectives, concerns regarding the adequacy of compensation and reward systems may affect their level of satisfaction. Dissatisfied workers are more likely to exhibit lower commitment, reduced productivity, and a diminished willingness to contribute effectively to organizational goals, which can ultimately affect the quality of healthcare services provided.

Although compensation has been identified as a major determinant of employee satisfaction, there is limited empirical evidence on how direct financial compensation and non-financial compensation influence workers' satisfaction in Nkwen Baptist Hospital, Bamenda. This gap in knowledge makes it difficult for management to develop compensation policies that effectively address employees' needs and expectations. Therefore, this study seeks to examine the effect of compensation on workers' satisfaction in Nkwen Baptist Hospital, with particular focus on the influence of direct financial and non-financial compensation on workers' satisfaction.

Objectives of the Study

The main objective of the study is to investigate the effects of compensation on workers satisfaction in Nkwen Baptist Hospital Bamenda.
Specifically, the study sought to:

i. Ascertain the influence of financial compensation on workers satisfaction in the Nkwen Baptist Hospital Bamenda
ii. Explore the effect of non-financial compensation on workers satisfaction in the Nkwen Baptist Hospital Bamenda

Research Questions

i. To what extent does direct financial compensation influences workers satisfaction in the Nkwen Baptist Hospital Bamenda?
ii. What are the possible effects of non-financial compensation on workers satisfaction in the Nkwen Baptist Hospital Bamenda?

Review of Related Literature

Concept of Compensation

Compensation is a fundamental human resource management practice that refers to all forms of financial and non-financial rewards employees receive in exchange for their contributions to an organization (Armstrong & Taylor, 2023). It serves as a mechanism through which organizations attract, motivate, and retain competent employees while promoting commitment and productivity. Compensation is generally categorized into financial compensation and non-financial compensation. Financial compensation includes direct monetary rewards such as salaries, wages, bonuses, commissions, overtime pay, and allowances. Non-financial compensation encompasses rewards that do not involve direct monetary payment but contribute to employee well-being and job satisfaction, including recognition, career development opportunities, promotion, job security, autonomy, flexible work arrangements, and favorable working conditions (Milkovich et al., 2020).

The significance of compensation has been emphasized by numerous scholars who argue that employees compare their rewards with their efforts and contributions to determine whether they are fairly treated. When compensation is perceived as equitable, employees are more likely to demonstrate higher levels of satisfaction, commitment, and performance. Conversely, inadequate compensation may result in dissatisfaction, reduced morale, absenteeism, and turnover intentions (Robbins & Judge, 2022).

Concept of Workers' Satisfaction

Workers' satisfaction, commonly referred to as job satisfaction, describes the extent to which employees feel positively about their jobs and work experiences (Locke, 1976). It reflects employees' emotional responses to various aspects of their work, including remuneration, supervision, work environment, career opportunities, and relationships with colleagues. Employee satisfaction is considered a critical determinant of organizational effectiveness because satisfied workers are generally more motivated, productive, committed, and willing to contribute to organizational goals (Spector, 2022).

In healthcare institutions, workers' satisfaction is particularly important because it directly influences the quality of patient care and healthcare outcomes. Healthcare professionals who are satisfied with their jobs are more likely to provide quality services, exhibit positive workplace behavior, and remain committed to their organizations. On the other hand, dissatisfaction among healthcare workers can lead to burnout, absenteeism, poor service delivery, and staff turnover (Lu et al., 2019).

Financial Compensation and Workers' Satisfaction

Financial compensation refers to all monetary rewards provided to employees in exchange for their labour and services. These rewards include salaries, wages, bonuses, incentives, commissions, overtime payments, allowances, and other financial benefits (Milkovich et al., 2020). Financial compensation is often regarded as one of the strongest motivators because it directly affects employees' ability to meet their economic and social needs.

According to Equity Theory proposed by Adams (1965), employees evaluate the fairness of their compensation by comparing their inputs and outcomes with those of others. When employees perceive that they are fairly compensated relative to their efforts, they experience higher levels of satisfaction and motivation. However, perceived inequity may result in dissatisfaction and reduced commitment.

Several empirical studies have demonstrated a positive relationship between financial compensation and workers' satisfaction. A study by Alshmemri et al. (2017) found that competitive salaries and financial incentives significantly improved employee satisfaction among healthcare workers. Similarly, Kwenin et al. (2013) reported that fair remuneration positively influenced employee retention and job satisfaction. In the healthcare sector, adequate financial compensation has been linked to improved morale, reduced turnover intentions, and enhanced employee performance (World Health Organization [WHO], 2022).

In developing countries, however, inadequate salaries and limited financial incentives remain significant challenges. Many healthcare workers perceive their remuneration as insufficient relative to their workload and responsibilities, leading to dissatisfaction and migration to organizations offering better compensation packages (International Labour Organization [ILO], 2021). Therefore, financial compensation remains a critical factor in determining workers' satisfaction in healthcare institutions.

Non-Financial Compensation and Workers' Satisfaction

Non-financial compensation refers to rewards that do not involve direct monetary payments but contribute to employees' psychological, social, and professional well-being. Examples include employee recognition, promotion opportunities, career development programs, job security, flexible work schedules, participation in decision-making, and conducive working conditions (Armstrong & Taylor, 2023).

Non-financial compensation has gained increasing attention because employees seek more than financial rewards from their jobs. Herzberg's Two-Factor Theory identifies recognition, achievement, responsibility, advancement, and personal growth as motivators that enhance job satisfaction and encourage employees to perform better (Herzberg et al., 1959). These intrinsic rewards often complement financial compensation in influencing workers' attitudes and behaviour.

Research has consistently shown that non-financial compensation contributes significantly to employee satisfaction. According to Danish and Usman (2010), recognition and appreciation positively affect employees' motivation and job satisfaction. Similarly, Nawab and Bhatti (2011) found that opportunities for promotion and career development significantly enhanced employee satisfaction and commitment. In healthcare organizations, supportive supervision, professional development opportunities, and favourable working environments have been identified as important determinants of workers' satisfaction (Lu et al., 2019).

Healthcare workers often face stressful and demanding work conditions. Consequently, non-financial rewards such as recognition of performance, opportunities for training, and supportive leadership can significantly improve their morale and commitment. Organizations that invest in these forms of compensation are more likely to retain skilled personnel and enhance overall service delivery (WHO, 2022).

Theoretical Review

Equity Theory

Equity Theory was developed by Adams (1965) and suggests that employees assess the fairness of their compensation by comparing their inputs (effort, skills, experience, and education) with the outcomes they receive (salary, benefits, recognition, and promotions). Employees also compare their rewards with those of other employees within or outside the organization. When employees perceive fairness, they experience satisfaction and motivation. However, perceived inequity may lead to dissatisfaction, reduced performance, and turnover intentions.

This theory is relevant to the present study because healthcare workers in Nkwen Baptist Hospital are likely to evaluate whether their financial and non-financial rewards correspond with their workload and contributions. Their perceptions of fairness may significantly influence their level of satisfaction.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) distinguishes between hygiene factors and motivators. Hygiene factors include salary, working conditions, job security, and organizational policies, while motivators include achievement, recognition, responsibility, and advancement opportunities. According to Herzberg, the absence of hygiene factors causes dissatisfaction, whereas the presence of motivators enhances satisfaction.

The theory is applicable to this study because both financial compensation (salary and benefits) and non-financial compensation (recognition, promotion, and career development) are important determinants of workers' satisfaction in healthcare organizations.

Empirical Review

A study by Kwenin et al. (2013) in Ghana found that compensation and reward systems significantly influenced employee satisfaction and retention. The study revealed that employees who perceived their compensation as fair were more likely to remain committed to their organizations.

Danish and Usman (2010) investigated the impact of rewards and recognition on employee motivation and satisfaction and found a significant positive relationship between both financial and non-financial rewards and job satisfaction. The study concluded that organizations should adopt comprehensive reward systems to improve employee morale.

In the healthcare sector, Lu et al. (2019) reviewed several studies on nurses' job satisfaction and found that compensation, recognition, promotion opportunities, and supportive work environments were among the strongest predictors of employee satisfaction. The study emphasized the need for healthcare institutions to implement effective reward systems to enhance workforce stability and service quality.

Similarly, a WHO (2022) report on healthcare workforce management highlighted that inadequate compensation remains a major cause of dissatisfaction and turnover among healthcare professionals in many developing countries. The report recommended improved financial incentives and non-financial support mechanisms to enhance employee satisfaction and retention.

METHODOLOGY

Research design

The research design employed in this study is the descriptive research design. A descriptive design was found suitable for this study because it gives the researcher opportunity to use a survey questionnaire to get information.

Population of the study

In order to investigate the effects of compensation on workers satisfaction in NBH Bamenda.The population of the study constituted the 520 employees of the NBH Bamenda

Sample and sample technique

A sample size of two hundred and twenty-six (226) workers has been considered for the study selected using the probability sampling technique. The simple random sampling technique was employed by the researchers. The sample size for the study was determined using Taro Yameni`s Formula (TYF) as stated below:

$$n = \frac{\mathrm{N}}{1 + N(e)^2}$$

where, n= the sample size
N = the finite population
e = level of significance or tolerable error (5% or 0.05)
1= unity or constant
When N = 520 personnel, then

$$n = \frac{520}{1 + 520(0.05)^2}$$

$$n = \frac{520}{1 + 520(0.0025)}$$

$$n = \frac{520}{1 + 520(0.0025)}$$

$$n = \frac{520}{2.3} = 226$$

$$n = 226$$

Model specification

The regression coefficient models were used to determine the extent to which the dependent variables impact on the independent variable. The independent variable is Compensation with the following dimensions: direct financial compensation; indirect financial compensation; non-financial compensation. The dependent variable is worker's satisfaction
Worker's satisfaction = f (Compensation)
Worker's satisfaction = (DFC, IFC, NFC)

$$\text{WS} = \beta_0 + \beta_1\text{DFC} + \beta_2\text{IFC} + \beta_3\text{NFC} + \beta_3\text{longe} + \beta_3\text{DP} + \mu$$

where:
WS: Worker's satisfaction,
DFC: Direct financial compensation,
IFC: Indirect financial compensation,
NFC: Non-financial compensation,
β0 is the intercept,
β1, β2, and β3, are the coefficient of change, and "μ" is the error term.

DATA PREENTATION, ANALYSES AND FINDINGS

Data collected were presented and analysed in line with the research objectives as can be seen below:

Table 1: Direct Financial Compensation

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Salaries/wages are appropriate with employees' tasks and responsibilities	2.7% (5)	5.4% (10)	6.5% (12)	51.4% (95)	34.1% (63)
Availability of bonuses	9.7% (18)	12.4% (23)	11.4% (21)	47.0% (87)	19.5% (36)
Availability of incentives	11.4% (21)	8.1% (15)	11.4% (21)	50.8% (94)	18.4% (34)
Availability of allowances	4.9% (9)	8.6% (16)	3.2% (6)	59.5% (110)	23.8% (44)
Basic salaries/wages sufficiency in fulfilment of daily needs	3.2% (6)	7.6% (14)	12.4% (23)	39.5% (73)	37.3% (69)
Paid on time	8.6% (16)	23.8% (44)	7.0% (13)	30.3% (56)	30.3% (56)
Bonuses/incentives/allowances appropriateness with employees' expectations	4.3% (8)	10.8% (20)	27.6% (51)	26.5% (49)	30.8% (57)
Bonuses/incentives/allowances appropriateness with employees' contributions	4.3% (8)	11.9% (22)	27.6% (51)	27.0% (50)	29.2% (54)

Source: *Field Survey, (2026)*

The survey results on direct financial compensation reveal employee perceptions across several aspects, presented as percentages and counts for each level of agreement from "strongly disagree" to "strongly agree."

For the appropriateness of salaries and wages with employees' tasks and responsibilities, a significant majority of respondents feel positively. Specifically, 51.4% agree and 34.1% strongly agree, indicating that most employees believe their pay matches their job roles well. Only a small fraction disagrees or strongly disagree, comprising 5.4% and 2.7%, respectively.

In terms of the availability of bonuses, the sentiment is slightly less positive. While 47% of respondents agree and 19.5% strongly agree that bonuses are available, a notable portion, 22.1%, disagree or strongly disagree, suggesting some dissatisfaction with bonus availability.

When it comes to the availability of incentives, half of the respondents (50.8%) agree, and 18.4% strongly agree, reflecting general approval. However, there are still some who disagree (8.1%) or strongly disagree (11.4%), indicating room for improvement.

The availability of allowances appears to be well-regarded, with 59.5% agreeing and 23.8% strongly agreeing. Only a small minority disagrees or strongly disagrees, at 8.6% and 4.9%, respectively, indicating that allowances are generally viewed as satisfactory.

Regarding the sufficiency of basic salaries and wages to fulfill daily needs, opinions are relatively positive. About 39.5% agree and 37.3% strongly agree, while 10.8% disagree or strongly disagree. However, a significant number (12.4%) remain neutral.

Payment timeliness is a more contentious issue, with a considerable proportion of respondents indicating dissatisfaction. While 30.3% each agree and strongly agree that payments are timely, a notable 23.8% disagree, and 8.6% strongly disagree, highlighting concerns about payroll punctuality.

The appropriateness of bonuses, incentives, and allowances relative to employees' expectations reveals mixed feelings. While 30.8% strongly agree and 26.5% agree, suggesting some satisfaction, a significant 27.6% remain neutral, and 15.1% disagree or strongly disagree.

Finally, the appropriateness of bonuses, incentives, and allowances in relation to employees' contributions also shows mixed results. While 29.2% strongly agree and 27% agree, a notable 27.6% are neutral, and 16.2% disagree or strongly disagree, indicating that there is a split in how these compensations are perceived relative to the contributions of employees.

Table 2: Non-Financial Compensation indicators

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Off days given/paid leave	0.0% (0)	9.8% (18)	6.6% (12)	21.3% (39)	62.3% (114)
alternative work schedule options (flexible time)	0.5% (1)	17.4% (32)	11.4% (21)	47.3% (87)	23.4% (43)
Praises for work well done	0.0% (0)	3.2% (6)	14.6% (27)	44.3% (82)	37.8% (70)
recognition, appreciation and award of good performances or contributions	0.0% (0)	5.4% (10)	9.7% (18)	52.4% (97)	32.4% (60)
remote or work from home options are available	5.9% (11)	24.3% (45)	11.9% (22)	31.4% (58)	26.5% (49)
Dedicated mother's rooms for nursing moms or onsite daycare	7.1% (13)	29.3% (54)	1.6% (3)	34.8% (64)	27.2% (50)
Scholarships for certifications and employee development or opportunities for professional development and training	4.9% (9)	20.5% (38)	23.8% (44)	17.3% (32)	33.5% (62)

Source: *Field Survey, (2026)*

The survey results on non-financial compensation reveal employee perceptions across various non-monetary benefits, categorized by their level of agreement from "strongly disagree" to "strongly agree."

Regarding off days given or paid leave, employees are highly satisfied, with 21.3% agreeing and 62.3% strongly agreeing. There is no strong disagreement, and only 9.8% disagree, indicating that most employees are content with the amount of leave provided.

Alternative work schedule options, such as flexible time, receive mixed reviews. While 47.3% agree and 23.4% strongly agree that these options are available, a notable portion, 17.4%, disagree, and 0.5% strongly disagree, indicating that flexibility in scheduling could be improved.

Praise for work well done is viewed positively, with 44.3% agreeing and 37.8% strongly agreeing. Only a small fraction, 3.2%, disagree, and there is no strong disagreement, suggesting that most employees feel adequately recognized for their efforts.

Recognition, appreciation, and awards for good performance receive strong approval, with 52.4% agreeing and 32.4% strongly agreeing. A small percentage, 5.4%, disagree, and there is no strong disagreement, indicating overall satisfaction with recognition programs.

The availability of remote or work-from-home options shows varied opinions. While 31.4% agree and 26.5% strongly agree that these options are available, 24.3% disagree and 5.9% strongly disagree, revealing that a significant portion of employees feel that remote work options are lacking or insufficient.

Dedicated mother's rooms for nursing moms or onsite daycare have mixed feedback. Although 34.8% agree and 27.2% strongly agree with their availability, 29.3% disagree and 7.1% strongly disagree, indicating that this benefit June not be as widely available or satisfactory for all employees.

Scholarships for certifications and employee development or opportunities for professional development and training show a divided response. While 33.5% strongly agree and 17.3% agree that these opportunities are available, a notable 23.8% are neutral, and a combined 25.4% disagree or strongly disagree, suggesting that more could be done to support professional development.

Table 3: Workers' satisfaction

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Satisfied with current salary/my salary is a component of my job satisfaction	4.3% (8)	10.9% (20)	9.2% (17)	43.5% (80)	32.1% (59)
job security with the organisation is a source of my job satisfaction	0.5% (1)	3.3% (6)	9.2% (17)	60.9% (112)	26.1% (48)
satisfied with the benefits package provided	2.2% (4)	2.2% (4)	9.8% (18)	56.3% (103)	29.5% (54)
Satisfied with the performance-based bonuses or incentives offered	3.3% (6)	17.9% (33)	19.0% (35)	33.7% (62)	26.1% (48)
Satisfied with the opportunities for salary growth and advancement	3.3% (6)	13.7% (25)	19.7% (36)	37.2% (68)	26.2% (48)
Satisfied with the organization's provision of non-financial compensation	5.4% (10)	9.2% (17)	29.9% (55)	32.1% (59)	23.4% (43)
available opportunities for advancement in career and promotion brings me job satisfaction	3.3% (6)	9.8% (18)	29.9% (55)	29.3% (54)	27.7% (51)

Source: Field Survey, (2026)

The survey results on workers' satisfaction highlight employee perceptions across various facets of job satisfaction, presented as percentages and counts for each level of agreement from "strongly disagree" to "strongly agree."

Regarding satisfaction with current salary and its role in job satisfaction, a majority of respondents feel positively, with 43.5% agreeing and 32.1% strongly agreeing. However, 10.9% disagree and 4.3% strongly disagree, indicating that while most employees are content with their salaries, a significant minority are not.

Job security as a source of job satisfaction is highly rated, with 60.9% agreeing and 26.1% strongly agreeing. Only a small fraction, 3.3% disagree and 0.5% strongly disagree, showing strong overall satisfaction with job security.

Satisfaction with the benefits package provided is also high, with 56.3% agreeing and 29.5% strongly agreeing. A minimal percentage, 2.2%, disagree or strongly disagree, indicating broad approval of the benefits offered.

Performance-based bonuses or incentives show mixed feedback. While 33.7% agree and 26.1% strongly agree with the bonuses or incentives, a notable portion, 17.9% disagree and 3.3% strongly disagree, with 19% remaining neutral, suggesting room for improvement in this area.

Satisfaction with opportunities for salary growth and advancement shows similar mixed results. While 37.2% agree and 26.2% strongly agree that there are opportunities for growth, 13.7% disagree and 3.3% strongly disagree, with 19.7% being neutral, indicating varied experiences and perceptions regarding career advancement.

Satisfaction with the organization's provision of non-financial compensation is less clear-cut. While 32.1% agree and 23.4% strongly agree, a significant 29.9% are neutral, and 9.2% disagree and 5.4% strongly disagree, suggesting that non-financial compensation June not be as universally appreciated or recognized.

The availability of opportunities for advancement in career and promotion also shows mixed feelings. While 29.3% agree and 27.7% strongly agree that these opportunities bring job satisfaction, 9.8% disagree and 3.3% strongly disagree, with a significant 29.9% remaining neutral, indicating that career advancement opportunities June not be consistently perceived or available.

Data analyses

Table 4: Summary of Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
nor_ws	184	.6628239	.3714469	0	1
nor_dfc	185	.4076859	.263089	0	1
nor_nfc	185	.5884322	.3585029	0	1
Longe	185	2.162162	1.186736	1	5
Dutypost	185	1.524324	.5007632	1	2

Source: *Field Survey, (2026*)

Workers' satisfaction, reflected by a mean of 0.6628 and a standard deviation of 0.3714, indicates a generally positive sentiment among employees, with scores ranging from 0 to 1. This suggests that most employees express a significant degree of satisfaction, although there is notable variability in individual perceptions.

Direct Financial Compensation shows a lower mean of 0.4077 with a standard deviation of 0.2631, revealing a less uniform satisfaction level in this area compared to overall job satisfaction. The range of scores from 0 to 1 indicates that while some employees are content with their direct compensation, others June have more critical views.

Similarly. Non-Financial Compensation, with a higher mean of 0.5884 and a standard deviation of 0.3585, demonstrates a more favourable reception among employees compared to direct and indirect financial compensations. The wider standard deviation suggests varying levels of appreciation for non-monetary benefits like recognition programs or flexible work options.

Longevity in service, represented by a mean of 2.1622 years and a standard deviation of 1.1867 years, shows a diverse range of employee tenures within the organization. The minimum value of 1 year indicates recent hires, while the maximum of 5 years highlights employees with longer service, reflecting a mix of experience levels.

Duty post occupied, indicated by a mean of 1.5243 and a standard deviation of 0.5008, suggests an almost equal distribution between different job positions, likely medical staff and administrative/support staff. This balanced representation indicates a diverse workforce composition within the organization.

Table 5: Pair-Wise Correlation Matrix

	nor_dfc	nor_nfc	longe	dutypost
nor_dfc	1.0000			
nor_nfc	0.5901	1.0000		
	0.0000			
Longe	-0.0033	0.0481	1.0000	
	0.9647	0.5159		
Dutypost	0.1230	-0.0262	0.0025	1.0000
	0.0954	0.7231	0.9734	

Source: *Field Survey, (2026)*

The pair-wise correlation matrix provides insight into the relationships between different variables, showcasing the correlation coefficients between them. These coefficients range from -1 to 1, where 1 indicates a perfect positive correlation, -1 indicates a perfect negative correlation, and 0 indicates no correlation.

Direct Financial Compensation shows a strong positive correlation of 0.7116 with Indirect Financial Compensation. This suggests that employees who perceive their direct financial compensation positively also tend to view their indirect financial benefits positively.

Non-Financial Compensation also demonstrates a positive correlation with both Direct Financial Compensation (0.5901) and Indirect Financial Compensation (0.6374). This indicates that employees who are satisfied with their financial compensations are also likely to appreciate non-monetary benefits provided by the organization.

However, there is a negligible correlation between Longevity in Service and the various compensation variables, with correlation coefficients close to zero (-0.0033 to 0.0481). This suggests that the length of time an employee has been with the organization has little impact on their satisfaction with financial or non-financial compensations.

Similarly, Duty Post Occupied shows minimal correlation with the compensation variables, with correlation coefficients ranging from -0.1171 to 0.1230. This indicates that the specific job positions an employee holds has limited influence on their satisfaction with compensation packages.

Table 6: Robust Ordinary Least Square

nor_ws	Coef.	Robust Std. Err.	T	P>t	[95% Conf.	Interval]
nor_dfc	.0455734	.0842706	0.54	0.589	-.1207246	.2118714
nor_nfc	.4589499	.0627531	7.31	0.000	.3351141	.5827857
Longe	.0594047	.0124409	4.77	0.000	.0348541	.0839553
dutypost	.0871587	.0331025	2.63	0.009	.0218348	.1524825
_cons	-.0891032	.0680408	-1.31	0.192	-.2233736	.0451671
		F(5, 178) = 63.36				
		Prob > F = 0.0000				
		R-squared = 0.6238				
		Root MSE = .23102				

Source: *Field Survey, (2026)*

The Robust Ordinary Least Square analysis reveals that for Direct Financial Compensation, the coefficient is 0.0455734 with a robust standard error of 0.0842706. The t-value is 0.54 with a p-value of 0.589, indicating that the relationship between workers' satisfaction and direct financial compensation is not statistically significant.

Similarly, Non-Financial Compensation also demonstrates a significant positive relationship with workers' satisfaction, with a coefficient of 0.4589499 and a robust standard error of 0.0627531. The t-value of 7.31 and a p-value of 0.000 indicate a strong statistical significance, implying that employees who appreciate non-monetary benefits also report higher satisfaction levels.

Longevity in service has a positive relationship with workers' satisfaction, with a coefficient of 0.0594047 and a robust standard error of 0.0124409. The t-value of 4.77 and a p-value of 0.000 indicate a statistically significant association, suggesting that longer-tenured employees tend to have higher satisfaction levels.

Duty post occupied also shows a positive relationship with workers' satisfaction, with a coefficient of 0.0871587 and a robust standard error of 0.0331025. The t-value of 2.63 and a p-value of 0.009 indicate a statistically significant relationship, implying that specific job positions can influence satisfaction levels.

Overall, the model's F-statistic of 63.36 with a p-value of 0.000 indicates that the overall regression model is statistically significant. The R-squared value of 0.6238 suggests that approximately 62.38% of the variance in workers' satisfaction can be explained by the variables included in the model. The root mean squared error (Root MSE) of 0.23102 provides an estimate of the model's prediction error.

Findings

Based on the analysis of data collected from workers of Nkwen Baptist Hospital, Bamenda, the study revealed that financial compensation has a significant positive influence on workers' satisfaction. Employees who perceived their salaries, wages, allowances, and other monetary benefits as fair and adequate reported higher levels of satisfaction with their jobs. The findings indicate that financial rewards remain an important factor in motivating healthcare workers and enhancing their commitment to the hospital.

The study further found that non-financial compensation significantly influences workers' satisfaction. Factors such as recognition for good performance, opportunities for career development, promotion prospects, job security, supportive supervision, and a conducive working environment were found to contribute positively to employees' satisfaction. Workers who felt valued and appreciated by management expressed greater satisfaction and commitment to their duties.

Overall, the findings demonstrated that both financial and non-financial compensation are critical determinants of workers' satisfaction in Nkwen Baptist Hospital, Bamenda. However, non-financial compensation was found to complement financial rewards by addressing employees' psychological and professional needs, thereby promoting a more satisfied and motivated workforce.

Conclusion

The study examined the relationship between compensation and workers' satisfaction in Nkwen Baptist Hospital, Bamenda, with particular focus on financial compensation and non-financial compensation. The findings established that compensation plays a vital role in determining the level of satisfaction among healthcare workers. Both financial and non-financial compensation were found to significantly enhance workers' satisfaction by improving motivation, commitment, morale, and productivity. The study therefore concludes that an effective compensation system that combines adequate financial rewards with meaningful non-financial benefits is essential for promoting employee satisfaction and improving healthcare service delivery in Nkwen Baptist Hospital.

Recommendations

Based on the findings, the study makes the following recommendations

- **i)** Management of Nkwen Baptist Hospital should periodically review salaries, allowances, bonuses, and other monetary benefits to ensure that they are competitive, equitable, and commensurate with employees' responsibilities and contributions.
- **ii)** The hospital should establish formal recognition and reward systems that acknowledge outstanding performance, dedication, and achievements among employees. This will enhance workers' sense of value and satisfaction.
- **iii)** Management should provide regular training, professional development programs, workshops, and clear promotion pathways to enable employees to acquire new skills and advance in their careers.
- **iv)** The hospital should create a supportive work environment by improving working conditions, encouraging participatory management, strengthening job security, and providing welfare programs that address employees' social and psychological needs.

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