

Demographic Predictors of Job Satisfaction among Junior and Senior Cadre Hospitality Employees in Lagos, Nigeria

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Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.	
Citation: Akiode, Oluremi Esther; Dr. Akinsewa Akiode & Dr. Femi Akinbola. (2026). Demographic predictors of job satisfaction among junior and senior cadre hospitality employees in Lagos, Nigeria. UKR Journal of Arts, Humanities and Social Sciences, 2(8), 75-87.	<i>Employee job satisfaction generally remains a critical determinant of organizational performance, service quality, and workforce stability in the hospitality industry. Although demographic characteristics have been widely examined in relation to job satisfaction, in emerging economies like Nigeria, limited empirical evidence exists to distinguish job satisfaction levels across employees' hierarchical cadres within developing-economy contexts. This study examined differentials in demographic predictors of job satisfaction among junior and senior cadre hospitality employees in Lagos, Nigeria, using a quantitative cross-sectional survey design. Data was collected from 413 hospitality employees selected from registered hotels in Lagos State using structured questionnaires. Descriptive statistics summarized respondents' characteristics, Chi-square tests examined associations between demographic variables and job satisfaction and logistic regression identified demographic predictors of job satisfaction. Study findings showed monthly income as the only socio-demographic predictor of job satisfaction after controlling for other variables, with higher-paid employees demonstrating substantially greater odds of reporting high job satisfaction, than those with lower monthly earnings. The findings support Herzberg's Two-Factor Theory and Social Exchange Theory by demonstrating the importance of competitive compensation in shaping employees' job satisfaction experience and workplace attitudes. The study concludes that compensation plays a more important role than other socio-demographic characteristics in predicting job satisfaction among hospitality employees. It underscores the importance of competitive compensation, structured human resource practices, policy implications and the need to adopt cadre-specific strategies that strengthen employee job satisfaction across hierarchical levels. Overall, the study contributes both theoretically, empirically and practically to cadre-based employee job satisfaction research.</i> Keywords: Job Satisfaction, Demographic Predictors, Employment Cadre, Hospitality Employees, Lagos State, Nigeria.

1.0 Introduction

The hospitality industry is one of the fastest-growing service sectors globally, that plays a vital role in employment generation and economic development. The industry is also widely recognized as one which depends heavily on a stable, efficient and vibrant workforce, to grow, thrive and maintain a competitive advantage. Baum (2020) described the hospitality industry as one of the most labor-intensive sectors in global service economies,

providing employment to millions of workers and serving as a critical engine for tourism, revenue generation, and socioeconomic mobility. However, the industry is plagued with high employee turnover rates that impact on the growth and sustainability of businesses as a whole.

In Nigeria, and particularly the commercial hub of Lagos, the hospitality industry encompasses international hotels, boutique establishments, and allied service outlets. The

hospitality sector not only caters to domestic and international guests, but also continually expanded due to increased tourism, business travel, and urbanization. However, despite this growth and strategic tourism investments as identified by Abdul-Aziz & Gavino (2021), the industry continually faces persistent human resource challenges, including low morale, high turnover rates, inconsistent service delivery, and pervasive employee dissatisfaction (Ezeudujii & Bello, 2021).

Job satisfaction has been widely recognized as a central determinant of employee well-being, productivity, and retention. Locke (1976) defined job satisfaction as a positive affective state resulting from job evaluation. Salas-Vallina & Alegre (2021) posited that job satisfaction is the sum total of the evaluations of one's job characteristics. Bello et al. (2021) added that the concept of job satisfaction has been linked to enhanced organizational citizenship behavior, reduced absenteeism, and elevated service quality within an organization's workforce. Foundational theories such as Herzberg's Two-Factor Theory by Frederick Herzberg (1959) and Locke's Range of Affect Theory by Locke (1976) emphasize the multifaceted nature of job satisfaction.

Arguably, job satisfaction levels may not be even across organizational ranks and hierarchies. In the hospitality sector, job roles are often ranked into junior and senior cadres. Junior cadre employees typically include front desk staff, waiters, housekeepers, and other operational support personnel; while senior cadre employees are supervisors, managers, departmental heads and the like. Furthermore, differences in salary and benefits, autonomy, job security, and decision-making authority, may also account for variations in satisfaction levels across employee cadre levels.

While global research has previously explored job satisfaction extensively and general employee satisfaction levels have been studied across industries, there is little insight into how satisfaction differs by organizational cadre, particularly between junior (operational) and senior (supervisory/managerial) employees. This gap is even more pronounced in the hospitality industry of developing economies, where hierarchical structures, limited career advancement opportunity pathways, and uneven compensation practices, may further intensify disparities of satisfaction among employees.

This research therefore examines differences in reported job satisfaction levels between junior and senior cadre hospitality employees in Lagos, Nigeria. By integrating theoretical perspectives and robust statistical analysis, this study aims to contribute to both academic literature as well as inform practical human resources policy within the context of hospitality organizations operating in emerging

markets, and more specifically, developing nations while observing this testable hypothesis stated as:

H₀₁: There is no significant difference in the reported levels of job satisfaction among junior and senior cadre hospitality employees in Lagos, Nigeria.

2.0 Literature Review

2.1 Conceptualizing Job Satisfaction

Hoppock (1935), one of the earliest proponents of job satisfaction, defined it as "any combination of psychological and environmental conditions resulting in the fact that a person could say with true conviction that he or she is satisfied with his or her job". Yanhan (2012) defined job satisfaction as a kind of pleasant or positive affection state, which grows in the process of evaluating an individual's work experience upon rational evaluation of the working conditions. Naderi & Shams (2020) also defined job satisfaction as an employee's attitude towards salary, supervision, benefits, promotion, awards, colleagues, and other work-related factors. Saif & Saleh (2013) further described it as an internal emotion that workers experience toward their work, which could be expressed in a positive or a negative form.

In conceptualizing job satisfaction, Locke (1976) refers to the concept as a pleasurable or positive emotional state arising from the appraisal of one's job or job experiences, thereby representing employees' overall evaluation of their jobs. The concept has been described as an explanatory variable resulting from individual and organizational interaction and the overall perception of an employee's well-being and satisfaction at the workplace (Bakotić, 2016). Arguably, the concept of job satisfaction highlights the fact that satisfaction is conditioned by myriad factors, both internal and external to the individual, in examining the conditions in which satisfaction arises (Wyrwa & Kaźmierczyk, 2020).

Contemporary researchers emphasize the multi-dimensional nature of job satisfaction, often segmenting it into either intrinsic satisfaction drawn from the work itself, achievements, recognition and responsibility; and extrinsic satisfaction such as pay, working conditions and supervision matters (Judge & Klinger, 2008; Lee et al., 2018). Hagedorn (2000) added that the psychology of job satisfaction is influenced by either triggers (like major life events that result in a change in a change in work-related responses) or by mediators (that is a variable or situation that influences the relationships between other variables or situations producing an interaction effect). Overall, the multi-facet construct of job satisfaction, makes the concept one that must be examined from diverse perspectives for a holistic empirical outcome of how an employee his/her

overall personal job experience and their feelings about their job.

2.2 Job Satisfaction in the Hospitality Industry

The hospitality sector is characterized by high labor intensity, irregular work schedules, customer-facing stress, and moderate wage structures. Studies indicate that hospitality employees often experience lower satisfaction compared to other service sectors due to workload pressures and limited advancement opportunities. However, managerial-level employees often report higher job satisfaction due to increased autonomy, job control, and financial rewards. Tsai et. al. (2010) posit that the influence of certain work situations on job satisfaction is related to many factors, such as comparisons between good and bad jobs, comparisons with others, personal competency and past experience, etc.

Narrowing down to the service-oriented hospitality industry, employee interactions with customers and other stakeholders are of great importance as they impact customer service experience (Peters et al., 2019). As such, employees job satisfaction of their job not only impacts on their work output, but is also a prerequisite for a sustainable workplace and overall organizational growth (Hristov & Chirico, 2019). Heimerl et al. (2020) research on the drivers of job satisfaction concluded that satisfied employees report fewer absences, less fluctuation, lower sickness records and deliver higher levels of service quality. Kusluvan et al. (2010) added that despite the irregular and unsociable working hours of hospitality employees, employment conditions like contract types, shifts and working hours are some of the key determinants of job satisfaction and employee retention.

Furthermore, intrinsic and extrinsic motivational factors also play a role in hospitality employees job satisfaction. For instance, workplace performance has both direct and indirect effects on job satisfaction of a sense of achievement, which represents a kind of intrinsic reward (Prentice et al., 2019). Likewise, employees who align with organizational goals, find satisfaction by increasing commitment to achieving such corporate goals (Zopiatis et al., 2014). Arguably, be it intrinsic and extrinsic motivational factors, job satisfaction arguably remain of great importance to in determining employee's work experienced and simultaneously job satisfaction as well.

2.3 Cadre-Based Differences in Job Satisfaction

Research suggests that hierarchical positioning and job roles influence job satisfaction outcomes. Yang et al. (2024) stated that job satisfaction varies among employees from different generational cohorts due to differences in values, beliefs and expectations; adding that the younger generation employees tend to experience lower job

satisfaction. Senior employees typically possess greater job autonomy, decision-making authority, clearer career trajectories and career stability, which correlate positively with job satisfaction. Conversely, junior employees roles are frequently operational and task-oriented, with limited growth opportunities, limited decision authority and career mobility constraints (Lam et al., 2020).

Furthermore, the findings from the research by Mayowan et. al. (2025) revealed that extrinsic work values with key drivers like salary, job security, job satisfaction and career progression, are the dominant predictors positively influencing job satisfaction in millennial employees. Globally, studies indicate that senior employees often report higher job satisfaction due to enriched work content, higher pay scales, and recognition compared to junior counterparts (Li et al., 2025; Gazi et al., 2022; Raziq & Maulabakhsh, 2015). Arguably, what keeps employees satisfied on the jobs varies due to the presence of different types of components in different work environments (Islam et al., 2022). Notably, this is further influenced by various factors, which also differ between hierarchical levels.

Alves et. al (2025) posit that the perception of fairness in employee treatment, feeling valued, harmonious interpersonal relationships with colleagues and employees' needs being met to enable them perform their functions productively, all help generate contentment and play a fundamental role in employees' job satisfaction outcomes. Particularly for millennial employees who prioritize both personal fulfillment and external rewards, job satisfaction acts both as a key determinant of their long-term career decisions as well as a psychological mechanism linking their work values to their intention to stay (Hom et al., 2017). Present and future research would therefore benefit from examining the concept of job satisfaction from different employees' cadre perspectives and work experiences, and not from a one-size-fits-all perspective.

3.0 Theoretical Inference

The study is guided by two theoretical frameworks. The first is the Herzberg's Two-Factor Theory of Motivation by Herzberg, Mausner, & Snyderman (1959). The Herzberg's Two-Factor Theory in the discuss of job satisfaction, establishes two factors for understanding employee attitudes and incentives, that is satisfiers and dissatisfiers. Satisfiers, which motivate and lead to job satisfaction by inspiring work motivation in employees, and dissatisfiers, which does not motivate or necessarily lead to job dissatisfaction.

The theory posits further that job satisfaction and dissatisfaction derive from distinct sets of factors: motivators (intrinsic factors that enhance satisfaction) and hygiene factors (extrinsic factors that prevent

dissatisfaction) but do not necessarily promote or increase satisfaction levels. Specifically, the Herzberg theory distinguishes between hygiene factors (extrinsic job conditions such as pay, job security, and working conditions) which prevent dissatisfaction but do not necessarily motivate employees; and motivators (intrinsic job satisfiers such as recognition, achievement, and opportunities for personal growth), which enhance job satisfaction and drive employee commitment.

When applied to the hospitality industry, Robbins (2009) posits that the Herzberg's Two-Factor Theory motivates employees, by providing employees with meaningful works that are able to intrinsically satisfy employees with by their works outcomes, delegated responsibilities, experiences learned and achievements harvested. Further research have argued that intrinsic motivational factors like recognition and job achievement are often limited for junior staff, while senior employees may benefit from enhanced empowerment and autonomy (Karatepe & Aga, 2016; Nawaser et al., 2022). In the end, the theory examines factors that motivate and enhance job satisfaction in employees and would be used as the lens through which this study will be examined.

Complementary framework for this study is the Social Exchange Theory (Blau, 1964), which states that individuals feel obliged to reciprocate positive attitudes and behaviors when they receive care and respect. The Social Exchange theory suggests that employee attitudes and behaviors reflect reciprocal exchanges between employees and their organizations. Perceived organizational support and equitable exchange relationships enhance positive job attitudes, including satisfaction (Cropanzano & Mitchell, 2005).

The Social Exchange theory aids in understanding the reciprocal relationship between employee perceptions and positive organizational treatments, such as fair pay, development opportunities, supportive leadership, and work-life balance, with their job satisfaction outcomes. Liu et al. (2025) posited based on social exchange theory that when employees perceive support and favorable treatment from both the organization and their leader, it is expected that they will reciprocate with positive attitudinal outcomes, such as increased job satisfaction. Riggle et al. (2009) from his meta-analysis across multiple studies, added that perceived organizational support positively influences satisfaction.

According to Yuliani et al. (2021), both perceived organizational support and leader-member exchange, also positively impact employees' job satisfaction outcomes. Overall, the theory posits that employees who perceive greater organizational investment demonstrate stronger positive job attitudes and high job satisfaction outcomes.

Arguably, senior cadre employees may perceive higher organizational support when compared to employees in the junior cadre level. This study aims to determine this, by examining the differentials in the reported levels of job satisfaction among the junior and senior hospitality employees in Lagos, Nigeria.

3.1 Empirical Studies in Developing Economies

Empirical evidence suggests that job satisfaction often mediates the relationship between workplace factors, such as compensation, leadership, work environment and turnover intentions (Dechawatanapaisal, 2020). Silva et al. (2024) posited that there is a link between various work values, with job satisfaction acting as a mediating variable, across multiple generations, revealing that various employee generational cohorts exhibit an inclination to stay in jobs they are satisfied with.

In addition, emerging economy research suggests that hospitality employees in particular, face unique work stressors such as inconsistent schedules, inadequate compensation, and limited career progression (Baum, 2020; Salama et al., 2022). Song et al. (2023) also stated that when employees perceive congruence between their work values and their work environment, it directly impacts on their job satisfaction outcomes. When such congruence exists, it enables employees to experience identity affirmation, which leads to even greater job satisfaction (Binu Raj, 2021).

Additional research in emerging markets also indicates contradictory results. While some investigations reveal significant differences across levels of satisfaction, other studies suggest minimal differences, when a positive organizational culture and leadership are present. For instance, Gallup (2025) in his survey, reported a decline in employee satisfaction with their workplaces in 2024, with only 18% of employees reporting that they were highly satisfied. Other studies posit that job satisfaction has been often modeled as a function of the individual's qualities such as age, gender, education, and marital status, and the characteristics of the job itself (Khalid, et. al., 2011). Bello & Ojo (2021) also reported a significant correlation between job satisfaction and employees' length of stay in the Nigerian hospitality industry, especially in Lagos State.

Existing literature on job satisfaction has been predominantly focused on developed economies, recently, with a growing strand of emerging literature that is based on data from developing countries (Montero & Rau, 2015; López Bóo et al., 2010; Montero & Vasquez, 2015). However, in Nigeria, qualitative reports indicate that junior employees were generally dissatisfied with their pay/benefit packages, working conditions, and limited say in decision-making; whereas senior expressed greater

satisfaction with autonomy and level of recognition (Olumide & Adeyemi, 2024; Adeniyi, 2025). Yet, comparative studies focusing on cadre level of the hierarchy within the Nigerian context still limited, and more so in the hospitality sector.

4.0 Methodology

This study employed a quantitative cross-sectional research approach. The rationale for this approach was to provide a comprehensive understanding of job satisfaction outcomes among hospitality employees, and comparatively analyse differentials in reported levels and identify socio-demographic predictors of job satisfaction between junior and senior cadre employees in the hospitality industry in Lagos, Nigeria. Particularly, the quantitative method allowed for the measurement of key variables and statistical comparison between job satisfaction outcomes associated with both groups and provided the opportunity to control for respondents' socio-demographic characteristics and other potential confounders.

4.1 Research design

The study adopted cross-sectional research design, and examined two groups of employees within the hospitality workforce: junior and senior cadre employees. A cross-sectional design was appropriate for collecting data at a single point in time, enabling the analysis of current conditions, attitudes, and behaviors within the industry.

4.2 Participants

Employees were categorized into: Junior cadre employees: operational and support staff (e.g., front desk personnel, housekeepers, wait staff, kitchen assistants, etc.) while Senior cadre employees were: supervisory and managerial staff (e.g., supervisors, department managers, assistant managers, etc.).

4.3 Sampling technique

The selection of respondents for this study was done at two phases: Phase 1 involved the use of a simple random sampling (SRS) technique to select 10 hotels from the database of all hotels in the mainland and island areas of Lagos State, Nigeria. In Phase 2, after obtaining permission from the hotel administrators, we interviewed all the hotel employees in each of the ten hotels selected for the study. This included all junior and senior cadre employees. We interviewed over 400 hotel employees across the ten selected hotels in the target areas, after determining the minimum sample size.

The minimum sample size required to estimate a population proportion of hospitality employees in Lagos Nigeria with a 95% level of confidence and a margin of error of 0.05 is calculated as:

$$N = (p * (1-p) * [Z^2]_{(\alpha/2)}) / d^2$$

Where:

N = minimum required sample size

$Z_{\alpha/2}$ = Standard normal deviate, for 95% Confidence level, the value is taken as 1.96;

p = Prevalence or Proportion of employee that “intend to stop” working in the obtain the largest variation, we assume 0.5 or 50%

d = Allowable error, assumed to be 0.05

Therefore, $N = (0.5 * (1-0.5) * [1.96]^2) / [0.05]^2 = 384.16$.

This means that a minimum of 384.16 employees must be interviewed across the study locations. I will therefore round this number up to 400 employees to account for non-response.

5.0 Data Collection and Analysis

Quantitative data was collected using structured questionnaires among the study participants. The collected data containing closed-ended items and includes demographic information (gender, age, marital status, education, tenure, and income). The questionnaire was pilot-tested to ensure reliability and validity before full administration; this approach enabled the identification of patterns and differences across the two employee cadre levels.

Quantitative data collected was coded and analyzed using Statistical Package for the Social Sciences (SPSS) software for primary data analysis. The analysis included preliminary analysis of data cleaning, coding, and screening for missing values and outliers, descriptive statistics (mean, frequency, percentage and standard deviations) to summarize demographic characteristics and satisfaction-related variable distributions, as well as inferential logistic regression analysis, to identify predictors of job satisfaction outcomes, with comparative analysis between junior and senior cadres. Inferential statistics like chi-square and logistic regression analysis was conducted to obtain patterns and identify socio-demographic predictors of job satisfaction among junior and senior cadre hospitality employees in Lagos, Nigeria.

6.0 Results of the Study

This study examines the differentials in the demographic predictors of job satisfaction among junior and senior cadre hospitality employees in Lagos, Nigeria. A representative sample of 413 hotel employees were interviewed from randomly selected hotels in the Island and Mainland areas in Lagos, Nigeria.

Table 1 describes the demographic characteristics of the respondents including gender, age, marital status, education, tenure, work experience, and income. Table 2 presents the bivariate analysis of the test of associations between demographic variables and job satisfaction, including the reported p-values for junior and senior cadre employees. Table 3 presents the result of two logistic regression models (among junior cadre only and senior cadre hospitality employees). Adjusted odds ratios (AORs), confidence intervals, and statistical significance were presented.

6.1 Demographic Characteristics of Survey Respondents by Cadre

Table 1 shows the distribution of the 413 hospitality employees surveyed by gender, age group, marital status, education, income and length of service in the hotel. The table shows that participants were almost equally distributed by gender between males (49.9%) and females (50.1%). Age distribution differed considerably between the two participants' groups. Junior cadre employees have majority of them between ages 26-35 years (55.5%), while senior cadre employees have majority of them between the ages of 36-45 years (42.0%). About two-thirds of junior

cadre employees were single (65.6%), whereas only about half of senior cadre employees (53.9%) were single. Married participants were about one-third (32.2%) among junior cadre, but close to two-fifths among senior cadre employees (39.71%). Majority (50.7%) of the junior cadre employees possessed National Diploma (ND)/National Certification in Education (NCE) qualifications and bachelor's degrees (25.9%). In contrast, senior cadre employees majorly possessed higher educational qualifications such as Higher National Diploma (HND)/Bachelors (56.6%) and postgraduate qualifications (22.3%). Furthermore, our results showed that about 42.6% of junior cadre employees had worked in their current hotels for less than one year, compared to senior employees (7.7%). While only less than one-tenth (8.50%) of the junior cadre employees have worked in their current job for 4-6 years, about one-third (33.41%) of the senior cadre have done same. While most of junior cadre employees reported lower salary categories, Senior cadre employees reported higher salary categories. Specifically, While most of junior cadre employee reported range between ₦30,000–₦50,000 (37.4%) and ₦200,000–₦300,000 (38.2%), senior cadre employees reported higher income categories ranging from ₦150,000–above ₦300,000 (51.08%).

Table 1: Socio-demographic Characteristics of Survey Respondents by Cadre (n=413)

Demographic	Variable	Junior Cadre Employees		Senior Cadre Employees		All Employees	
		Freq	%	Freq	%	Freq.	%
Gender	Male	125	46.3	81	56.6	206	49.88
	Female	145	53.7	62	43.4	207	50.12
Age Group	18–25	82	30.4	10	7.0	92	22.28
	26–35	150	55.5	45	31.5	195	47.22
	36–45	28	10.4	60	42.0	88	21.31
	46–55	9	3.3	27	18.9	36	8.72
	56–above	1	.4	1	0.7	2	0.48
Marital Status	Single	177	65.6	49	34.3	226	54.72
	Married	87	32.2	77	53.9	164	39.71
	Separated	1	0.4	4	2.8	5	1.21
	Divorced	2	0.7	8	5.6	10	2.42
	Widowed	3	1.1	5	3.5	8	1.94
Education	SSCE	63	23.3	10	7.0	73	17.68
	ND/NCE	137	50.7	20	14.0	157	38.01
	HND/B.Sc	70	25.9	81	56.6	151	36.56
	M.Sc and above	0	0.0	32	22.3	32	7.75
Income	below ₦30,000	10	3.7	0	0.0	10	2.42
	₦30,000–₦50,000	101	37.4	6	4.2	107	25.91
	above ₦50,000–₦70,000	16	5.9	28	19.6	44	10.65
	above ₦70,000–₦100,000	2	0.7	15	10.5	17	4.12
	above ₦100,000–₦150,000	0	0.00	21	14.7	21	5.08
	above ₦150,000–₦200,000	0	0.00	25	17.5	25	6.05
	above ₦200,000–₦300,000	103	38.2	18	12.6	121	29.30
	above ₦300,000	38	14.1	30	20.98	68	16.46
Length of Service in Hotel	Less than 1 year	115	42.6	11	7.7	126	30.51
	1–3 years	130	48.2	73	51.1	203	49.15
	4–6 years	23	8.5	48	33.6	71	28.57

	7-10 years	2	0.7	7	4.9	9	2.18
	above 10 years	0	0.0	4	2.8	4	0.97
Hotel Size	Small Hotel	21	0.0	5	1.21	26	6.30
	Medium / Large Hotel	249	60.3	138	33.41	387	93.7
Location	Lagos Mainland	127	63.18	74	36.82	201	48.67
	Lagos Island	143	67.45	69	32.55	212	51.33

6.2 Bivariate Test of Association between Job satisfaction and demographic Characteristics by Cadre

In Table 2 we present the results of test of association between socio-demographic characteristics of junior and senior cadre employee by reported levels of job satisfaction.

Our results showed that while only income is statistically associated with high level of job satisfaction among junior cadre employees, educational level and income were the two socio-demographic factors that were statistically associated with high level of job satisfaction among senior cadre employees.

Table 2: Test of Association between Job satisfaction and socio-demographic characteristics of Junior and Senior cadre of hospitality employees in Lagos State, Nigeria

Variable	Proportion of Junior cadre staff reporting high job satisfaction	p-values	Proportion of Senior cadre staff reporting high job satisfaction	p-values
Gender				
Male	37.60	0.768	71.60	0.898
Female	35.86		72.58	
Age Group				
18–25	39.02	0.907	70.00	0.404
26–35	35.33		62.22	
36–45	39.29		75.50	
46–55	33.33		81.48	
56-above	0.00		100.00	
Marial Status				
Single	38.42	0.485	65.31	0.432
Married	32.18		75.32	
Separated/Divorced/Widowed	50.00		76.47	
Educational Level				
SSCE	28.57	0.117	60.00	<0.001
ND/NCE	35.77		45.00	
HND/B.Sc	45.71		70.37	
M.Sc and above	NA		96.88	
Income				
below ₦30,000	30.00	<0.001		0.001
30,000-50,000	20.79		50.00	
above ₦50,000- ₦70,000	62.50		60.71	
above ₦70,000- ₦100,000	100.00		80.00	
above ₦100,000- ₦150,000	NA		95.24	
above ₦150,000- ₦200,000	NA		96.00	
above ₦200,000- ₦300,000	43.69		55.56	
above ₦300,000	47.37		56.67	
Years of Service in Hotel/Tenure				
Less than 1 year	31.30	0.265	63.64	0.174
1-3 years	41.54		71.23	
4-6 years	39.13		81.25	
7-10 years	0.00		42.86	
above 10 years	NA		50.00	
Size of Hotel				
Small Hotel	29.52	0.052	62.96	0.244
Medium/Large Hotels	41.21		74.14	
Hotel Location				
Lagos Mainland	36.22	0.886	66.22	0.109
Lagos Island	37.06		78.26	

6.3 Logistics Regression Analysis to Examine the Socio-demographic Predictors of Job Satisfaction

In Table 3, we fitted two Logistic regression models to identify socio-demographic predictors of job satisfaction among junior and senior cadre hospitality employees in Lagos, Nigeria. The findings are presented in Table 3 in two separate models:

Model 1, is the logistic regression model that examines the socio-demographic predictors of job satisfaction among junior cadre employees. The result showed that none of gender, age, marital status, education, employee income and tenure were socio-demographic predictors of job satisfaction among junior cadre hospitality employees, after

adjusting for hotel characteristics such as hotel size and location.

Model 3 is a similar logistic regression model for senior cadre employees. The results showed that none of gender, age, marital status, educational attainment, tenure were socio-demographic predictors of job satisfaction among senior cadre hospitality employees except employee income. The results showed that employee monthly income remained the principal socio-demographic predictor of job satisfaction among senior cadre staff. The result showed that Employees earning ₦100,000–₦150,000 were approximately 4 times more likely to report a higher odd of job satisfaction than employees earning below ₦30,000 (AOR=3.99, 95% CI [1.05, 7.06], $p<.05$).

Table 3: Logistics Regression Models Examining demographic Factors that Predict Employee Job Satisfaction among Junior and Senior Cadre Hospitality employees in Lagos State, Nigeria

Demographic Variables	Variable	Model 1 AoR Junior Cadre	Model 2 AoR. Senior Cadre
Gender	Male (Ref)	1	1
	Female	1.01 (0.58-1.77)	0.95 (0.32-2.86)
Age Group	18–25 (Ref)	1	1
	26–35	0.78 (0.41-1.49)	0.61 (0.10-3.54)
	36–45	0.87 (0.29-2.56)	0.64 (0.08-5.33)
	46–55	0.83 (0.13-5.41)	1.36 (0.09-21.37)
	56-above	Empty	Empty
Marital Status	Single (Ref)	1	1
	Married	0.93 (0.45-1.91)	1.09 (0.24-4.87)
	Separated/Divorced/Seperated	2.03 (0.21-19.64)	0.18 (0.02-1.85)
Education	SSCE (Ref)	1	1
	ND/NCE	1.82 (0.86-3.86)	0.50 (0.07-3.78)
	HND/B.Sc	1.46 (0.61-3.49)	0.87 (0.14-5.39)
	M.Sc and above	1.20 (0.86-3.86)	<u>4.05 (0.14-115.52)</u>
Income	below ₦30,000 (Ref)	1	1
	₦30,000-₦50,000	0.51 (0.11-2.36)	-
	above ₦50,000-₦70,000	3.11 (0.49-19.81)	1.82 (0.18-8.88)
	above ₦70,000-₦100,000	Empty	4.98 (0.33-76.28)
	above ₦100,000- ₦150,000	1.79 (0.34-9.25)	3.99 (1.05-7.06)*
	above ₦150,000-₦200,000	1. (0.34-4.25)	21.49 (0.47-982.25)
	above ₦200,000-₦300,000	1.68 (0.37-7.63)	1.05 (0.14-7.85)
Years of Service in Hotel	Less than 1 year (Ref)	1	1
	1-3 years	1.51 (0.84-2.70)	1.05 (0.20-5.53)
	4-6 years	1.00 (0.34-2.92)	1.40 (0.23-8.66)
	7-10 years	1.79 (0.34-3.25)	0.21 (0.02-2.73)
	above 10 years		0.04 (0.0008-1.81)
Hotel Size	Small (Ref)	1	1
	Medium hotel or Big hotel	1.79 (1.01-3.18)*	0.75 (0.24-2.39)
Hotel Location	Lagos Mainland (Ref)	1	1
	Lagos Island	0.86 (0.47-1.55)	<u>0.60 (0.20-1.81)</u>

Model 1: Logistic regression model that examines the socio-demographic factors that predicts job satisfaction among junior cadre hospitality employee in Lagos state, Nigeria

Model 2: Logistic regression model that examines the socio-demographic factors that predicts job satisfaction

among Senior cadre hospitality employee in Lagos state, Nigeria

P<0.05 (*), P<0.01 (**), P<0.001 (***) Models adjusted for Hotel size and location

7.0 Discussion

The results from this study indicate that none of the respondent's socio-demographic variables (such as gender, age, marital status, education, tenure and monthly income) examined in this study predicts employee job satisfaction among junior cadre hospitality employees in Lagos, Nigeria. The result is similar for senior cadre employees, except that income was a socio-demographic predictor for them. The results showed that senior cadre employees who earn ₦100,000–₦150,000 were significantly about four times more likely to report a higher odd of job satisfaction compared to those that reported earnings below ₦30,000. These findings therefore suggest that demographic characteristics alone are insufficient to explain variations in job satisfaction among hospitality employees but rather with other none demographic related variables not included in this study – especially for junior cadre employees (that showed no socio-demographic predictor), and alongside employee monthly income for senior cadre employees. These findings are interpreted using Herzberg's Two-Factor Theory (Herzberg et al., 1959) and Social Exchange Theory (Blau, 1964), both of which provide useful frameworks for understanding employee attitudes and behaviour within the dynamics of the workplace.

In other words, the findings suggest that financial reward is the most important socio-demographic-related predictor of job satisfaction among senior cadre hospitality employees in Lagos State. Therefore, senior hospitality workers with higher salaries in Lagos, Nigeria, were significantly (about 4 times) more likely to report higher off for job satisfaction than those with lower wages. These findings highlight the central importance of financial compensation within Nigeria's hospitality industry, especially with the Nigerian economic situation characterized with inflationary pressures and rising living costs. In the light of this economic conditions, adequate remuneration becomes increasingly important for meeting employees' personal and family needs.

This study findings corroborates existing empirical evidence by Ratnawita et al. (2025) who affirmed from their study that salary exerted significant positive influence on employee job satisfaction and work performance. Yew et al. (2024), added that competitive salaries, wages and compensation packages are vital demographic factors for attracting and retaining talent in the competitive hotel market. Bakan & Buyukbese (2013) also stated that employees with high income levels reported significantly higher levels of satisfaction with their than employees with low income levels. This confirms previous knowledge that low-income workers are on average less satisfied with their job than their higher paid colleagues (Pohlig et al., 2020). The study findings also align with Herzberg's Two-Factor

Theory, identifying salary as a key hygiene factor necessary to eliminate job, increasing worker motivation and performance. Jehanzeb and Mohanty (2019) added that employee compensation satisfaction had a direct positive effect on their overall job satisfaction and organizational commitment, which they perceive as equitable and appreciative by the organization. Indeed, employees are more likely to exert high levels of job satisfaction when they perceive that their salaries/pay equitably reflects their contributions to their organizations (Bekal & Warriar, 2017).

The study findings however contradicts other studies that suggest that non-financial factors have greater influences on job satisfaction more than income alone could. For instance, Spector (2022) concluded from his assessment that leadership quality, organizational justice, work autonomy and supportive supervision frequently explained greater variations in job satisfaction results than financial rewards alone could adequately justify. De Simon et al. (2018) added that work engagement, self-efficacy and self-regulation, professional development opportunities, transformational leadership, and positive organizational climate, emerged as stronger predictors of employee satisfaction than compensation, especially among service-sector employees.. Further research by Joseph (2024) also reported a negative correlation between income and job satisfaction, suggesting that each salary increase slightly decreases job satisfaction, implying a potential satisfaction plateau via diminishing returns. These contrasting findings may be due to variations in contexts, organizational and economic differences and research participants. Unlike developed or higher-income economies, the financial climate in Nigeria, and especially the hospitality industry, competitive remuneration remains a critical determinant of employees' job satisfaction experiences.

The present findings therefore reaffirm the argument in favour of the importance of income in the hospitality sector, characterized by demanding work schedules, long working hours and increasing economic pressures. Employees are likely to place considerable value on compensation that adequately reflects their contributions and supports their living standards. The Nigerian hospitality context indicates that adequate compensation would consequently improve employee job satisfaction in Lagos hotels, especially among senior cadre employees. The stronger effect of income among senior cadre employees further indicates that employees occupying supervisory and managerial positions, are increasingly evaluating their jobs and ultimately career paths, based on the extent to which remuneration reflects their experience, responsibilities, contributions and financial responsibilities. In summary, this study findings showed that not all socio-demographic

characteristics predicts employee job satisfaction outcomes. However, income was identified as a demographic predictor of senior cadre hospitality employees' job satisfaction experience in Lagos, Nigeria. In particular, senior employees were found to derive their satisfaction primarily from financial rewards, thereby reflecting the increasing importance compensation has on employees as they progress through organizational hierarchies.

8.0 Conclusion

This study investigated the differential demographic predictors of job satisfaction among junior and senior cadre hospitality employees in Lagos State, Nigeria. The findings demonstrate that only monthly income emerged as the socio-demographic predictor of employee job satisfaction especially with senior cadre employees, after controlling for other hotel characteristics (hotel size and location). The results therefore indicate that job satisfaction among hospitality employees in Lagos, Nigeria, is shaped less by employees characteristics and more by the quality of employment conditions provided by their organizations, specifically their monthly income. The study contributes to the hospitality management literature by providing empirical evidence that financial compensation remains the most influential demographic-related predictor of job satisfaction, particularly among senior cadre employees. From a managerial perspective, the findings suggest that hotels seeking to improve employee job satisfaction outcomes, should prioritize competitive compensation systems that reflect employees' contributions and economic realities. Therefore, strengthening pay systems and working conditions through organizational policies, are likely to strengthen lasting improvements in employee job satisfaction experiences and support workforce stability in Nigeria's increasingly competitive hospitality industry.

9.0 Practical Implication and Recommendation

The findings have important implications for hotel owners, human resource managers, hospitality practitioners, and policymakers in Lagos State in improving hospitality employees job satisfaction experiences.

9.1 First, the pronounced effect of monthly income especially for senior cadre employees suggests that hotel management must at intervals reassess salary structure scales to maintain its employee competitive compensation in alignment with the local cost of living, to enhance employees' job satisfaction. Hotel managers should therefore direct resources for employee satisfaction interventions and policies, based on equitable reward system and working conditions that are advantageous for employees

economic realities and career hierarchical progressions.

9.2 Second, hospitality organizations should implement transparent and performance-based compensation systems that linking salary increments, bonuses, and other financial incentives to measurable performance indicators. This could strengthen employees' confidence in organizational reward systems, thereby improving job satisfaction – especially for the senior cadre. Additional financial benefits like performance bonuses, service awards, housing or transportation allowances, health insurance, meal subsidies, and other employee welfare benefits, could complement income in achieving and increasing employee job satisfaction outcomes. Furthermore, the job satisfaction result of the more experienced senior cadre employees could also benefit from differentiated compensation policies, designed to adequately reward employees who assume supervisory and managerial roles, thereby maintaining motivation, satisfaction and greater commitment among highly experienced personnel.

9.3 Lastly, regulators of the hotel industry and professional bodies may now need to promote the take up of a standardized Human Resource Management approach, which supports employee well-being, fair remuneration, and continuous professional development, that could ultimately improve employees job satisfaction experiences in the hospitality industry.

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