

NON-MONETARY REWARDS AND EMPLOYEE JOB SATISFACTION IN MULTINATIONAL CORPORATIONS IN RIVERS STATE, NIGERIA

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ABSTRACT

This study examined the influence of non-monetary rewards on employee job satisfaction in multinational corporations (MNCs) operating in Rivers State, Nigeria. Adopting a descriptive and correlational survey research design, the study focused on a sample of 174 employees drawn from 15 purposively selected MNCs across key sectors, including oil and gas, manufacturing, telecommunications, and consumer goods. The total population comprised 308 employees, and the sample size was determined using Taro Yamane's formula (1967), with a 5% margin of error and a 95% confidence level. Data were collected through structured, self-administered questionnaires encompassing demographic information, dimensions of non-monetary rewards—namely recognition, career development, autonomy, work-life balance, and supportive work environment—and employee job satisfaction, which was measured using items adapted from the Minnesota Satisfaction Questionnaire. Of the 174 questionnaires distributed, 163 were completed and returned, yielding a valid response rate of 93.7%, which was deemed adequate for analysis. Spearman's rank-order correlation was employed to examine the relationships between non-monetary reward dimensions and employee job satisfaction at a 0.05 level of significance. Data analysis was conducted using Statistical Product and Service Solutions (SPSS) version 23.0. The results revealed very strong and statistically significant positive correlations between career development opportunities ($\rho = 0.885$, $p < 0.05$) and a supportive work environment ($\rho = 0.899$, $p < 0.05$) with employee job satisfaction. These findings underscore the critical role of non-monetary incentives—particularly professional growth opportunities and a positive organizational climate—in enhancing employee satisfaction. The results align with prior empirical literature highlighting the significance of human capital development and workplace support as essential drivers of job satisfaction and employee retention. The study concludes that multinational corporations should strategically prioritize non-monetary reward systems, especially those fostering career advancement and organizational support, as integral components of effective human resource management practices.

Keywords: *Non-Monetary Rewards, Employee Job Satisfaction, Multinational Corporations, career development opportunities, supportive work environment.*

INTRODUCTION

In today's dynamic and competitive global business environment, non-monetary rewards have gained increasing recognition as pivotal factors influencing employee job satisfaction, particularly within multinational corporations (MNCs) where the competition for highly skilled and talented labor is especially fierce (Kim & Beehr, 2021). Unlike monetary incentives, non-monetary rewards—such as opportunities for career advancement, employee recognition, supportive work environments, and work-life balance—primarily target employees' intrinsic

motivation, fostering greater engagement, commitment, and overall job satisfaction (Park, Lee, & Choi, 2022; Sharma & Gupta, 2023).

The importance of non-monetary rewards has been underscored by recent organizational behavior research which highlights that intrinsic motivators often lead to more sustainable employee satisfaction and retention compared to extrinsic financial rewards (Nguyen & Tran, 2021). Moreover, in multinational corporations, where diverse workforce needs and cultural expectations exist, the strategic implementation of non-monetary rewards plays a crucial role in harmonizing organizational goals with employee well-being (Olajide, Adebayo, & Ojo, 2022).

Despite the growing body of global literature, there remains a notable gap in empirical studies examining the nuanced role of non-monetary rewards in Nigerian MNCs, particularly within Rivers State—an economic and industrial hub that hosts numerous multinational operations (Ezeani & Onwuegbuchulam, 2023). Given the distinct socio-cultural and economic context of Nigeria, understanding how non-monetary reward mechanisms influence employee job satisfaction in this region is vital for both scholars and practitioners aiming to enhance human resource management practices and organizational performance.

This study, therefore, seeks to bridge this gap by exploring the relationship between non-monetary rewards and employee job satisfaction in multinational corporations operating in Rivers State, Nigeria, thereby contributing to the localized understanding of reward management in developing economies.

Statement of the Problem

Traditionally, monetary rewards have dominated the discourse on employee motivation and job satisfaction, often overshadowing the critical role of non-monetary incentives (Alam & Noor, 2021). However, emerging research highlights that non-monetary rewards—such as career development opportunities, recognition, and supportive work environments—play a significant role in shaping employees' intrinsic motivation and overall job satisfaction (Khan, Ahmad, & Tariq, 2022). Despite this recognition, there remains a notable scarcity of empirical data examining how these specific non-monetary rewards impact employee job satisfaction within the Nigerian multinational corporation (MNC) context.

This research gap presents a significant challenge for human resource practitioners who strive to develop comprehensive and culturally relevant reward systems that not only attract but also retain talent in Nigeria's highly competitive labor market (Eze et al., 2023). Without a clear understanding of the nuanced effects of non-monetary rewards, organizations risk relying heavily on monetary incentives that may fail to fully engage employees or promote long-term job satisfaction and organizational commitment (Oghenekaro & Ajagbe, 2021; Okafor & Nwosu, 2022).

Moreover, Rivers State, being a key industrial and economic hub hosting numerous MNCs, presents a unique environment where socio-cultural factors influence employee expectations and workplace dynamics (Ibe & Nwakoby, 2024). The paucity of localized research in this context limits the capacity of multinational firms to tailor reward strategies effectively, potentially impeding employee well-being and undermining organizational performance.

Therefore, this study aims to address this critical knowledge gap by empirically investigating the relationship between specific dimensions of non-monetary rewards and employee job satisfaction in multinational corporations operating within Rivers State, Nigeria.

Aim and Objectives

The aim of this paper is to examine the relationship between non-monetary rewards and employee job satisfaction in multinational corporations in Rivers State, Nigeria. The specific objectives are:

- i. To examine the relationship between career development opportunities and employee job satisfaction in multinational corporations in Rivers State, Nigeria.
- ii. To examine the relationship between supportive work environment and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

Research Questions

- i. What is the relationship between career development opportunities and employee job satisfaction in multinational corporations in Rivers State, Nigeria?
- ii. What is the relationship between supportive work environment and employee job satisfaction in multinational corporations in Rivers State, Nigeria?

Research Hypotheses

H01: There is no significant relationship between career development opportunities and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

H02: There is no significant relationship between supportive work environment and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

Theoretical Foundation

This study is anchored in two key theoretical frameworks: Herzberg's Two-Factor Theory and Social Exchange Theory (SET). These theories collectively offer a robust lens for understanding the dynamics between non-monetary rewards and employee job satisfaction in the context of multinational corporations in Rivers State, Nigeria.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory of Motivation (Herzberg, Mausner, & Snyderman, 2017) distinguishes between hygiene factors—such as salary, company policies, and job security—and motivators, which include intrinsic elements such as achievement, recognition, personal growth, and career advancement. According to this theory, while hygiene factors are necessary to prevent dissatisfaction, they do not inherently create satisfaction. True job satisfaction stems from the presence of motivators, which align closely with non-monetary reward components such as career development opportunities and supportive work environments (Alshmemri, Shahwan-Akl, & Maude, 2017; Joo & Lee, 2021).

In recent empirical applications, researchers have reaffirmed that intrinsic motivators play a central role in enhancing employee satisfaction, engagement, and retention, particularly in knowledge-based and multinational work environments (Nnaji-Ihedinmah & Eze, 2022). Thus, Herzberg's theory provides a foundational explanation for why non-monetary rewards are critical in sustaining long-term employee satisfaction and performance.

Social Exchange Theory

Complementing Herzberg's perspective, Social Exchange Theory (SET), originally developed by Blau (1964), posits that social relationships are grounded in reciprocal exchanges. In organizational settings, when employees perceive that they are valued through non-monetary rewards such as support, recognition, and development opportunities, they are more likely to

reciprocate with increased loyalty, job satisfaction, and discretionary effort (Cropanzano & Mitchell, 2005; Zhang & Chen, 2023).

Recent research emphasizes the importance of perceived organizational support as a mediator in the relationship between reward systems and employee outcomes. Employees interpret non-monetary rewards as signals of respect and commitment from their employers, which fosters a sense of obligation and emotional attachment to the organization (Lee, Kim, & Moon, 2021). In the context of Nigerian MNCs, where socio-cultural expectations and interpersonal dynamics influence workplace interactions, SET is particularly useful in explaining how non-financial incentives contribute to psychological contract fulfillment and employee satisfaction (Uzoechina & Anyanwu, 2023).

Together, Herzberg's Two-Factor Theory and Social Exchange Theory offer a comprehensive theoretical framework for this study. They enable a dual-level analysis: one that considers individual psychological drivers of satisfaction and another that accounts for relational exchanges between employees and their organizations.

Conceptual Framework

The conceptual framework for the study is shown below in figure 1.

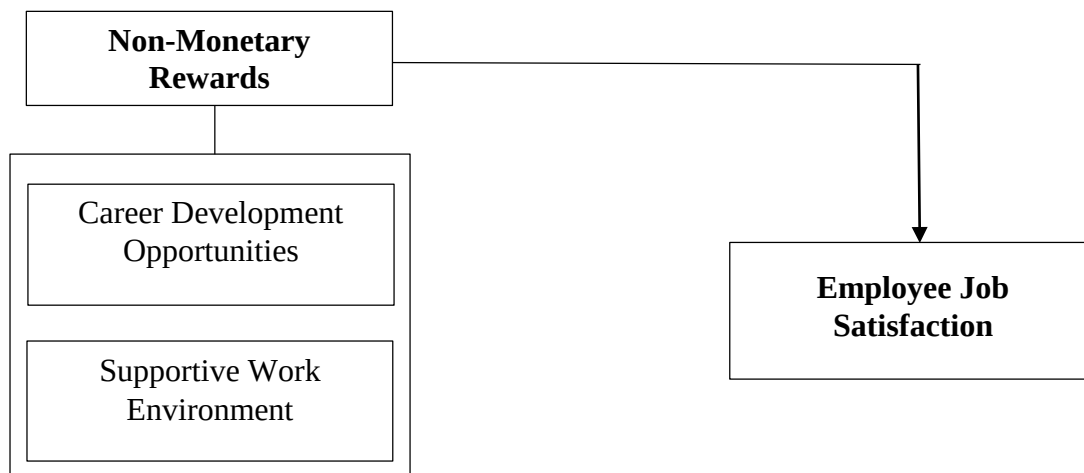


Fig. 1: Conceptual framework of non-monetary rewards and employee job satisfaction conceptualized by the Researchers (2025).

Concept of Non-Monetary Rewards

Non-monetary rewards refer to the array of non-financial incentives and benefits that organizations provide to employees to recognize performance, promote engagement, and enhance job satisfaction. Unlike direct financial compensation such as salaries, bonuses, and commissions, non-monetary rewards focus on meeting psychological, social, and developmental needs of employees. These may include career development opportunities, employee recognition, job autonomy, supportive work environments, flexible work arrangements, training, and opportunities for personal growth (Asfaw, Argaw, & Bayissa, 2021; Osibanjo, Ojo, & Adeniji, 2022).

Non-monetary rewards play a crucial role in fostering intrinsic motivation by fulfilling higher-order needs identified in self-determination and motivation theories, such as competence,

autonomy, and relatedness (Ryan & Deci, 2020). Employees who perceive that their contributions are valued beyond monetary terms are more likely to feel emotionally invested in their organizations, leading to improved job satisfaction, organizational citizenship behavior, and reduced turnover intentions (Bashir & Gani, 2021).

In modern organizational contexts, particularly within multinational corporations, non-monetary rewards are increasingly seen as strategic tools for human capital retention and engagement. For instance, career advancement programs, continuous learning opportunities, and leadership development initiatives not only signal investment in employee growth but also foster a sense of belonging and long-term commitment (Park et al., 2022). Similarly, a supportive work environment—characterized by open communication, teamwork, managerial support, and work-life balance—has been shown to significantly influence employee satisfaction and psychological well-being (Wang, Xu, & Zhang, 2023).

In the Nigerian context, where socio-cultural factors influence employee expectations, the provision of non-monetary rewards has become especially relevant. Studies show that Nigerian employees value intangible benefits such as recognition, development opportunities, and inclusive leadership, which enhance their sense of purpose and organizational commitment (Eze et al., 2023; Olumide & Uzundu, 2021).

Therefore, non-monetary rewards are not merely supplementary to compensation systems but are integral components of effective talent management strategies that contribute to sustained employee satisfaction and organizational performance.

Career Development Opportunities

Career development opportunities refer to the structured and informal avenues through which employees enhance their competencies, acquire new skills, and progress within the organizational hierarchy. These include access to professional training, mentoring, on-the-job learning, promotions, educational support, and leadership development programs. Ng and Feldman (2021) argue that such opportunities are critical motivators for employees, as they signal long-term investment by the organization in its workforce and serve as pathways for both personal and professional fulfillment.

In the contemporary workplace, particularly within multinational corporations, career advancement opportunities are not only a retention tool but also a driver of job satisfaction and engagement (Park et al., 2022). Employees who perceive fair access to development resources are more likely to experience increased job satisfaction, organizational commitment, and decreased intention to quit (Al-Jubari, 2020). In the Nigerian context, where hierarchical growth and skill acquisition are valued culturally and economically, career development initiatives are particularly potent in enhancing motivation and loyalty among employees (Eze et al., 2023). Moreover, structured career development fosters goal clarity and provides a sense of direction, which are essential components of intrinsic motivation according to Self-Determination Theory (Ryan & Deci, 2020). When employees are offered opportunities to grow, they feel empowered and are more likely to align their personal aspirations with organizational objectives.

Supportive Work Environment

A supportive work environment encompasses the degree to which employees perceive emotional, instrumental, and psychological support from their supervisors, peers, and the organization as a whole. This includes a workplace culture characterized by respect, open

communication, teamwork, managerial support, and psychological safety—defined as the belief that one can express ideas or concerns without fear of negative consequences (Tiwari & Pandey, 2023).

Supportive environments are essential for enhancing employees' sense of belonging, reducing stress, and encouraging collaboration (Wang et al., 2023). Social support within the workplace has been strongly linked to increased job satisfaction, higher performance, and well-being (Kiruja & Mukuru, 2021). In diverse and high-pressure organizational contexts such as multinational corporations, supportive workplace cultures are particularly important in mitigating work-related anxiety, promoting inclusion, and enhancing interpersonal trust (Lee, Kim, & Moon, 2021).

Psychological safety, a key aspect of supportive environments, empowers employees to take risks, contribute ideas, and seek help when needed, all of which are crucial for innovation and personal development (Edmondson & Lei, 2021). In the Nigerian corporate environment—often influenced by hierarchical and collectivist cultural values—a supportive and communicative work atmosphere is especially effective in motivating employees and improving job satisfaction (Olumide & Uzundu, 2021).

Concept of Employee Job Satisfaction

Employee job satisfaction refers to the overall affective orientation of employees toward their job roles and work environments. It encompasses the degree to which individuals feel positively or negatively about various aspects of their jobs, including the nature of the work, relationships with colleagues and supervisors, compensation, promotion opportunities, and alignment with personal values and goals (Judge & Klinger, 2022). It serves as a critical indicator of employee well-being and is strongly linked to organizational effectiveness, productivity, and retention.

Job satisfaction is generally viewed as a multifaceted construct comprising both intrinsic and extrinsic components. Intrinsic satisfaction derives from the nature of the work itself—such as task significance, autonomy, and personal growth—while extrinsic satisfaction is influenced by external rewards like supervision quality, workplace conditions, and career progression (Kinicki & Kreitner, 2021). Contemporary organizational behavior literature emphasizes that employees derive greater long-term satisfaction from intrinsic factors that fulfill psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2020).

Furthermore, job satisfaction plays a pivotal role in shaping employees' attitudes and behaviors. High levels of satisfaction have been associated with increased organizational citizenship behaviors, reduced turnover intentions, and enhanced employee engagement (Lee, Kim, & Moon, 2021). Conversely, dissatisfaction may manifest in absenteeism, low morale, or active disengagement—particularly in high-pressure work environments like multinational corporations (Wang et al., 2023).

In the context of developing economies such as Nigeria, employee job satisfaction also intersects with cultural, economic, and organizational dynamics. Studies reveal that Nigerian employees place high value on recognition, supportive leadership, and career development opportunities when assessing job satisfaction (Eze et al., 2023; Olumide & Uzundu, 2021). Moreover, job satisfaction in multinational corporations operating in Nigeria is influenced by the

extent to which global HR practices are adapted to local cultural expectations and norms (Akinyemi & Adejumo, 2021).

Therefore, understanding and enhancing employee job satisfaction requires a holistic approach that considers both organizational practices and employee perceptions, particularly in diverse and dynamic workplace contexts.

Empirical Review

Empirical research continues to affirm the positive association between non-monetary rewards and employee job satisfaction across various organizational contexts and geographic regions. These findings are particularly relevant for multinational corporations (MNCs), where effective human resource management strategies are crucial for attracting and retaining skilled talent in highly competitive environments.

Sharma and Sharma (2022) conducted a comprehensive study on Indian multinational corporations and concluded that structured career development initiatives—such as professional training, mentoring programs, and clearly defined promotion pathways—are significant predictors of employee job satisfaction. Their findings support the argument that employees value long-term growth and recognition of their potential as much as, if not more than, financial compensation.

In the Nigerian context, Adewale and Olaleye (2023) examined the role of workplace conditions in talent retention and employee satisfaction across various industrial sectors. Their study highlighted that a supportive work environment—characterized by open communication, psychological safety, managerial support, and positive team dynamics—was instrumental in enhancing job satisfaction and reducing turnover intentions. This aligns with findings by Tiwari and Pandey (2023), who emphasized that workplace support is crucial in mitigating stress and improving motivation, especially in collectivist cultures.

Similarly, Olumide and Uzundu (2021) reported that non-monetary incentives such as recognition, opportunities for skill development, and work-life balance significantly influenced employee morale and satisfaction in Nigerian MNCs. Their results underscore the cultural specificity of employee expectations, noting that intrinsic motivators resonate more profoundly in contexts where job security and growth are perceived as long-term goals.

Moreover, a meta-analysis by Kim and Beehr (2021) found consistent evidence across 42 international studies that intrinsic rewards such as autonomy, job significance, and developmental support were strong predictors of job satisfaction, particularly among knowledge workers in high-performing organizations. This underscores the cross-cultural relevance of non-monetary rewards and reinforces their importance in strategic human resource practices globally.

Overall, the reviewed studies suggest that career development opportunities and supportive work environments are essential components of non-monetary reward systems that significantly influence employee job satisfaction. However, despite this growing body of literature, there remains a scarcity of context-specific empirical investigations focusing on multinational corporations operating in sub-Saharan Africa, particularly in high-industrialized regions such as Rivers State, Nigeria. This study aims to bridge this empirical gap by offering localized insights into how non-monetary rewards function within Nigerian MNCs.

Operational Framework

This section delineates the hypothesized relationships between the independent variables—career development opportunities and supportive work environment—and the dependent variable, employee job satisfaction. The framework is grounded in both theoretical and empirical literature, which collectively support the assertion that non-monetary rewards significantly influence how employees perceive their jobs and organizations.

Career Development Opportunities and Employee Job Satisfaction

Career development opportunities refer to structured organizational initiatives that enable employees to enhance their competencies, progress professionally, and achieve personal growth. These include training programs, mentorship, performance-based promotions, and leadership development schemes. Empirical studies suggest that employees who perceive clear pathways for advancement are more likely to experience higher levels of job satisfaction, largely due to feelings of increased self-worth, motivation, and organizational commitment (Park et al., 2022; Ng & Feldman, 2021).

From a psychological standpoint, access to career development boosts employees' perceived organizational support and self-efficacy, reinforcing their belief that the organization values their growth and contributions (Lee, Kim, & Moon, 2021). Moreover, in knowledge-driven industries and MNCs operating in volatile labor markets, opportunities for skill enhancement are seen not only as motivators but also as retention tools (Akinyemi & Adejumo, 2021). As a result, employees are more likely to exhibit positive work attitudes, lower turnover intentions, and greater organizational loyalty. It is on this note, that this study postulated the following hypotheses;

H01: There is no significant relationship between career development opportunities and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

Supportive Work Environment and Employee Job Satisfaction

A supportive work environment encompasses emotional, informational, and instrumental support provided by supervisors, colleagues, and the organization at large. Key elements include open communication, teamwork, psychological safety, recognition, and equitable treatment. Research has shown that employees embedded in supportive workplace climates tend to report higher levels of job satisfaction, trust in leadership, and collaborative engagement (Kim & Beehr, 2021; Tiwari & Pandey, 2023).

Supportive environments are also associated with reductions in workplace stress and burnout, thereby contributing to better mental health and enhanced job performance (Wang et al., 2023). In multinational corporations, where cultural diversity and job complexity can increase workplace tension, fostering a collaborative and inclusive environment has been identified as a strategic imperative for sustaining job satisfaction (Sharma & Sharma, 2022).

Ultimately, when employees feel valued, understood, and supported, they are more likely to be emotionally invested in their roles, which in turn elevates their overall job satisfaction and organizational attachment. It is on this note, that this study postulated the following hypotheses;

H02: There is no significant relationship between supportive work environment and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

METHODOLOGY

This study employed a descriptive and correlational survey research design to investigate the existing practices of non-monetary rewards and to assess their statistical relationships with employee job satisfaction within multinational corporations operating in Rivers State, Nigeria. The target population consisted of 308 employees drawn from 15 purposively selected multinational corporations (MNCs) with headquarters located in Rivers State. These corporations spanned diverse sectors, including oil and gas, manufacturing, telecommunications, and consumer goods. Using Taro Yamane's formula (1967) with a 5% margin of error and 95% confidence level, a sample size of 174 respondents was determined. To ensure proportional representation across organizational hierarchies, a stratified random sampling technique was employed, stratifying participants by job level (entry, supervisory, and managerial). Data were collected via a structured questionnaire segmented into three sections which include Section A: Demographic information, including age, gender, education level, job role, and years of service, Section B: Non-monetary rewards, adapted from validated scales in organizational behavior literature, covering dimensions such as recognition, career development, job autonomy, work-life balance, and workplace environment, and Section C: Employee job satisfaction, measured using selected items from the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), addressing facets such as work content, supervision, peer relationships, and promotional opportunities. All questionnaire items were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Content validity was established through expert reviews by professionals in human resource management and organizational psychology. A pilot study involving 30 employees from a multinational corporation outside the main sample was conducted to assess reliability. Cronbach's alpha coefficients for all scales exceeded the acceptable threshold of 0.70, indicating satisfactory internal consistency. The questionnaires were distributed both physically and electronically to the selected respondents. Prior to participation, informed consent was obtained, and respondents were assured of confidentiality and anonymity to encourage honest and unbiased responses. Data were analyzed using the Statistical Product and Service Solutions (SPSS) version 23.0. To examine the relationships between non-monetary reward dimensions and employee job satisfaction, Spearman's rank-order correlation coefficient was computed at a 0.05 significance level. Out of the 174 questionnaires distributed, 163 were completed and returned, resulting in a response rate of 93.7%, which is considered adequate for the analysis.

Table 1: Distribution of Population, Sample Size, and Questionnaire Responses among Selected MNCs in Rivers State

S/N	Name of Multinational Corporation (MNC)	Population	Sample Size (Proportional Allocation)	Questionnaires Distributed (Valid Responses)
1	Shell Petroleum Development Company (SPDC)	35	20	19
2	Total Energies Nigeria	28	16	15
3	Nigerian Agip Oil Company (NAOC)	24	14	13
4	Chevron Nigeria Ltd.	22	12	11

S/N	Name of Multinational Corporation (MNC)	Population	Sample Size (Proportional Allocation)	Questionnaires Distributed (Valid Responses)
5	NLNG (Nigeria Liquefied Natural Gas)	20	11	10
6	Schlumberger Nigeria	19	11	10
7	Halliburton Nigeria	18	10	9
8	ExxonMobil Nigeria	18	10	9
9	Baker Hughes	17	10	9
10	Saipem Contracting Nigeria Ltd.	17	10	9
11	Addax Petroleum	16	9	8
12	Technip FMC	15	8	8
13	Cameron Nigeria (One Subsea)	15	8	8
14	Aveon Offshore	14	8	8
15	Weatherford Nigeria	10	7	7
Total		308	174	163

Source: *Researcher's field survey, 2025; sample size determined using Taro Yamane's formula (1967) with a 5% margin of error and a 95% confidence level.*

Data Analysis and Results

Test of Hypothesis 1

H01: There is no significant relationship between career development opportunities and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

Correlation Result for Career Development Opportunities and Employee Job Satisfaction in Multinational Corporations in Rivers State, Nigeria.

		Career Development Opportunities	Employee Job Satisfaction
Spearman's (rho)	Career Development Opportunities	Correlation Coefficient	1
		Sig. (2-tailed)	.885*
		N	0.000
	Employee Job Satisfaction		1
		Correlation Coefficient	.885*
		Sig. (2-tailed)	0.000
		N	163

***Correlation is significant at the 0.05 level (2-tailed).**

Source: SPSS 23.0 Data Output, 2025.

The Spearman's correlation coefficient ($\rho = 0.885$) indicates a very strong positive relationship between career development opportunities and employee job satisfaction. This means that as

career development opportunities increase, employee job satisfaction also tends to increase significantly. The p-value is 0.000, which is less than the significance level of 0.05, indicating that the relationship observed is statistically significant and not due to chance. Since the p-value is less than 0.05, we reject the null hypothesis (HO1). Therefore, we conclude that there is a significant relationship between career development opportunities and employee job satisfaction. This finding aligns with those of previous studies. For instance, Kraimer, Seibert, Wayne, Liden, and Bravo (2011) found that career development support significantly predicted job satisfaction and organizational commitment. Similarly, Noe (2010) emphasized that structured career development programs lead to enhanced employee engagement and satisfaction. In the African context, Okurame and Balogun (2005) reported that career growth and training opportunities were major predictors of job satisfaction among Nigerian employees. Thus, the result provides strong evidence that career development opportunities are positively and significantly related to employee job satisfaction in multinational corporations in Rivers State. This suggests that organizations seeking to improve employee satisfaction should prioritize the creation and implementation of meaningful career development programs.

Test of Hypothesis 2

HO2: There is no significant relationship between supportive work environment and employee job satisfaction in multinational corporations in Rivers State, Nigeria.

Correlation Result for Supportive Work Environment and Employee Job Satisfaction in Multinational Corporations in Rivers State, Nigeria.

			Supportive Work Environment	Employee Job Satisfaction
Spearman's (rho)	Supportive Work Environment	Correlation Coefficient	1	.899*
		Sig. (2-tailed)	.	0.000
		N	163	163
	Employee Job Satisfaction	Correlation Coefficient	.899*	1
		Sig. (2-tailed)	0.000	.
		N	163	163

***Correlation is significant at the 0.05 level (2-tailed).**

Source: SPSS 23.0 Data Output, 2025.

The Spearman correlation coefficient ($p = 0.899$) indicates a very strong positive relationship between supportive work environment and employee job satisfaction. This suggests that employees who perceive their work environment as supportive are much more likely to report higher levels of job satisfaction. The p-value of 0.000 is well below the alpha level of 0.05, indicating that the observed correlation is statistically significant. Since the correlation is both strong and statistically significant, we reject the null hypothesis (HO2). There is sufficient evidence to conclude that a significant relationship exists between a supportive work environment and employee job satisfaction. This finding is consistent with prior research. Rhoades and Eisenberger (2002) emphasized that perceived organizational support significantly enhances job satisfaction and employee well-being. Similarly, Chiaburu and Harrison (2008) found that supportive work environments contribute to greater job involvement, lower turnover

intentions, and higher satisfaction levels. In the Nigerian context, Ojedokun and Idemudia (2014) reported that social support and a psychologically safe environment were strong predictors of job satisfaction among professionals. The analysis shows that a supportive work environment has a strong and significant positive impact on employee job satisfaction in multinational corporations in Rivers State, Nigeria. This implies that fostering a work culture where employees feel supported — through communication, teamwork, leadership, and resources — is a critical driver of job satisfaction.

Discussion of Findings

The results of this study provide compelling evidence on the impact of career development opportunities and supportive work environments on employee job satisfaction in multinational corporations in Rivers State, Nigeria.

The Spearman's correlation coefficient ($\rho = 0.885$) reveals a very strong positive relationship between career development opportunities and employee job satisfaction. This implies that as employees are provided with more structured and accessible career growth paths, their job satisfaction significantly increases. The associated p-value (0.000) is well below the 0.05 threshold, confirming the statistical significance of this relationship. Accordingly, the null hypothesis (HO1), which posited no significant relationship, is rejected.

This finding corroborates the results of several previous studies. For instance, Kraimer, Seibert, Wayne, Liden, and Bravo (2011) demonstrated that career development support is a strong predictor of job satisfaction and organizational commitment. Likewise, Noe (2010) argued that formalized career development programs enhance employee engagement, motivation, and overall satisfaction. In a Nigerian context, Okurame and Balogun (2005) found that access to career growth opportunities, mentoring, and training were key predictors of job satisfaction among employees.

The alignment of this study's findings with global and local literature highlights the universal relevance of career development in enhancing job satisfaction. It suggests that multinational organizations in Rivers State must invest in career management systems, mentorship, and continuous learning initiatives to foster employee satisfaction and retention.

Similarly, the analysis found a very strong positive relationship between supportive work environment and employee job satisfaction, with a Spearman's correlation coefficient of $\rho = 0.899$. The p-value of 0.000 confirms that this relationship is statistically significant, leading to the rejection of the null hypothesis (HO2). This indicates that when employees perceive their work environment as supportive — in terms of open communication, strong leadership, team cohesion, and adequate resources — their satisfaction with their job increases significantly.

This outcome is in line with the findings of Rhoades and Eisenberger (2002), who established that perceived organizational support enhances job satisfaction and overall well-being. Additionally, Chiaburu and Harrison (2008) showed that coworker support and a collaborative environment reduce turnover intentions and boost job satisfaction. Locally, Ojedokun and Idemudia (2014) highlighted the role of social support and psychological safety in promoting satisfaction among Nigerian professionals.

Taken together, these findings emphasize the importance of creating a psychologically supportive and inclusive work environment. For multinational corporations in Rivers State, this means fostering trust-based leadership, promoting teamwork, and ensuring employees have access to necessary tools and emotional support in the workplace.

Both hypotheses tested in this study show strong, positive, and statistically significant relationships. The findings confirm that career development opportunities and a supportive work environment are critical drivers of employee job satisfaction. These insights align with both international literature and the local Nigerian context. As such, multinational organizations aiming to improve employee satisfaction and reduce turnover should prioritize strategic investments in employee development and organizational support systems.

CONCLUSION

Based on the discussion of findings, this study concludes that both career development opportunities and a supportive work environment play significant and positive roles in enhancing employee job satisfaction within multinational corporations in Rivers State, Nigeria. The strong positive correlation between career development opportunities and job satisfaction indicates that employees are more likely to feel fulfilled and motivated when they are offered clear paths for professional growth, training, and advancement. Similarly, the very strong relationship between a supportive work environment and job satisfaction suggests that employees thrive in workplaces characterized by effective communication, collaboration, leadership support, and access to resources.

These findings are supported by previous research both internationally and within the Nigerian context, reinforcing the idea that employee satisfaction is strongly influenced by organizational practices that prioritize human capital development and emotional support.

Therefore, for multinational corporations operating in Rivers State and similar contexts, strategic focus on creating robust career development programs and cultivating a positive, supportive work culture is not just beneficial — it is essential. These practices contribute significantly to employee satisfaction, which in turn can enhance organizational performance, reduce turnover, and build a more engaged and committed workforce.

RECOMMENDATIONS

1. Enhance Career Development Programs:

Multinational corporations should invest in comprehensive career development initiatives such as training, mentoring, and clear promotion pathways. This will help employees see a future within the organization, boosting their job satisfaction and commitment.

2. Foster a Supportive Work Environment:

Organizations need to cultivate a workplace culture that emphasizes support, respect, and fairness. This can be achieved through effective communication, employee recognition, and policies that promote work-life balance and psychological safety.

3. Continuous Monitoring and Evaluation:

Organizations should continuously assess the effectiveness of their reward and support systems and adjust strategies based on employee satisfaction trends and organizational goals.

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