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*Original Article*

# Strategic Innovation and Healthcare Practitioners' Satisfaction in Selected Teaching Hospitals in South West, Nigeria

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***Abstract:*** *Healthcare practitioners' satisfaction is important for the economic growth and development of a nation. However, ineffective healthcare practitioners' satisfaction has been observed in Nigerian hospitals, and this may be attributed to a lack of strategic innovation. Studies on strategic innovation have mainly focused on developed countries with little attention to developing countries. This study, therefore, examined the effect of strategic innovation on healthcare practitioners' satisfaction in selected teaching hospitals in South West, Nigeria. The study adopted a survey research design. The population was 11,600. The sample size of 484 was determined using Raosoft sample size calculator. Respondents were selected by a simple random sampling technique. A structured and validated questionnaire was used in the study. The response rate was 85.1%. Data were analysed using descriptive and inferential. Findings revealed that strategic innovation had a significant effect on healthcare practitioners satisfaction ($Adj.R^2 = 0.382$, $F(5,405) = 51.637$, $p < 0.05$) of selected teaching hospitals in South West, Nigeria. This study concluded that strategic innovation improved the performance of healthcare practitioners in selected teaching hospitals in South West, Nigeria. The study recommended that the management of selected teaching hospitals should adopt the use of strategic innovations in order to enhance healthcare practitioners' satisfaction.*

***Keywords:*** *Strategic Innovation, Infrastructural Innovation, Information Technology Innovation, Equipment Innovation, Compensation Innovation, Health Safety Innovation, Healthcare Practitioners' Satisfaction.*

## I. INTRODUCTION

The human factor is regarded as an important resource for every nation. Healthcare practitioners play a vital role in the economic and developmental growth of a nation. Despite its importance, job satisfaction among healthcare practitioners remains a concern globally. More so, healthcare practitioners' satisfaction was neglected in developing countries. The demanding nature of their work, coupled with the emotional and psychological stresses associated with caring for patients, can take a toll on their job satisfaction. Job satisfaction is a multifaceted concept that encompasses various aspects of an individual work experience, including their perceptions of their job, work environment and organizational culture. Among healthcare practitioners, job satisfaction is critical, as it influences their motivation, productivity, and their well-being. Studies have consistently shown that healthcare practitioners experience high levels of stress, burnout and dissatisfaction with their jobs. In Nigeria, the situation is no different. The country's healthcare system faces numerous challenges, including inadequate funding, poor infrastructure, poor information technology, outdated equipment and a shortage of skilled healthcare professionals. These struggles may have a detrimental effect on healthcare professionals' job happiness, which in turn may have an influence on the standard of patient treatment. The purpose of this study is to investigate the impact of healthcare professionals' job satisfaction at a few teaching hospitals in South West Nigeria.

In America, According to De-Hert (2020), about 53% of physicians reported burnout, with demanding workloads and lack of support being key factors. This affects the standard of patient treatment and raises issues with staff sustainability. Burnout contributes to physician turnover, with estimates suggesting the US alone loses 40,000 physicians annually due to burnout-related factors (American Medical Association, 2023).

In Europe, the National Health Service (NHS) in the United Kingdom faces challenges with data sharing and coordination between primary and secondary care, hindering patient navigation and innovative care models (Scott et al., 2020). Other scattered systems have similar problems. According to a 2021 survey, 42% of Italian patients said they had trouble navigating the healthcare system, and fragmented care led to worse results and higher expenses (American Academy of Family Physicians, 2021).

According to the OECD (2023), 456 million people, or 10% of the world's population, will be 65 and older in Asia by 2025. With a 14% increase from 2021, this is a substantial demographic shift that could increase demand for health services

while lowering the number of healthcare workers. Asia has fewer doctors per 1,000 inhabitants on average than the OECD average (OECD, 2023), with the exception of three nations in the area. On top of that, there is a projected nine million nursing shortage worldwide, with some Asian countries bearing the brunt of this problem (Majumdar et al. 2020). Traditional approaches to care delivery that mostly relies on human labor will not be able to keep up with the rising demand for medical treatment in Asia, yet spending on medical facilities and doctor's offices will continue to rise. Asian countries currently spend an average of 4.5% of GDP on healthcare, which is significantly less than the OECD average of 12% (Anwar et al., 2023).

In Africa, Adeoye et al. (2021) highlighted the need for innovative financing mechanisms and resource mobilization to address insufficient funding, inadequate medical equipment, and lack of healthcare facilities in rural areas significantly hinder innovation and practitioner effectiveness (World Health Organization, 2024). The WHO estimates that Africa faces a shortage of 9 million healthcare workers, significantly impacting access to quality care (World Health Organization, 2024). In 2020, sub-Saharan Africa's health expenditure per capita was only $122, compared to the global average of $1,151 (World Bank, 2023). Due to resource constraints and geographic hurdles, rural residents experience unequal access to healthcare despite the sophisticated infrastructure seen in urban regions. Limited training opportunities and inadequate incentives contribute to workforce shortages and hinder capacity building for innovation (Ogbuabor et al., 2022).

In Nigeria, according to Sasu (2024), health spending in Nigeria gained 0.7 percentage points (+20.71 percent) compared to the previous year (2021), which witnessed 4.08%. This metric, as stated in the report, is used to quantify yearly healthcare spending, which includes healthcare products and services. Outbound medical tourism, declining medical infrastructure, inadequate government funding, low wages, and the subsequent emigration of competent healthcare workers are some of the issues plaguing Nigeria's healthcare industry; according to Awoyemi et al. (2023), the federal government had promised 15% of its budget for health in 2001 at the Abuja Declaration, but could only provide 5% in 2021. With an average of 5.5 live births per woman, Nigeria's population rose at the fastest pace in the world, at 3.2% annually, according to the International Trade Administration's (2023) study. By 2050, 400 million are anticipated. There is a need for strategic innovation that will keep healthcare practitioners performing effectively and efficiently within the system. A healthy workforce is essential to every economy's ability to thrive and develop sustainably; health care is a cornerstone of economic development (Velenturf & Purnell, 2021).

According to Yusuf and Hoda (2023), there is a growing need for healthcare services worldwide, but not enough money or qualified doctors to meet that demand. This means that healthcare affordability, quality, and accessibility are still pressing problems on a global scale. The worldwide pandemic (COVID-19) restrictions on travel and healthcare access have prompted a renewed focus on healthcare technology innovation and digital transformation as means to provide better, more long-term healthcare services (Baudier et al. 2022). Moreover, the cost of personnel turnover is substantial, and it may have a detrimental effect on an organization's profitability, sustainability, competitiveness, and productivity (Wali, 2021). Millennial employee turnover has become a major problem for several sectors, including healthcare (Tan et al. 2024). The goal of this study is to examine how South-West Nigerian healthcare providers perform following the implementation of strategic innovations in light of the aforementioned shortcomings and problems.

## II. STATEMENT OF THE PROBLEM

Strategic innovation is essential for hospitals to remain competitive and provide high-quality care to their patients (Omaghomi et al., 2024). It is important to measure healthcare practitioner satisfaction in order to ensure that patients are receiving the best possible care and employees are stable mind, and there are a number of challenges that hospitals face in implementing strategic innovation and improving healthcare practitioner satisfaction in the area of resistance to change, lack of resources, complex healthcare and regulations (van den Hoed et al., 2022). Despite the growing importance of strategic innovation in the health sector, there is a significant gap in the literature regarding its impact on healthcare practitioner satisfaction, including employee productivity and employee efficiency (Ahmed & Sharma, 2022).

Extent literature has examined the role played by strategic innovation, developing new ideas, products and processes without emphasizing healthcare practitioners' satisfaction still faces some limitations (Abdallah & Alhassan, 2021; Krijgsheld et al., 2022; Srimulyani & Hermanto, 2022; Tania et al., 2021; Diego et al. 2023; Ahmed et al., 2022). The relationships between job satisfaction and the quality of healthcare delivery in hospital management boards in Nigeria have been done by (Ayu et al., 2022; Bello & Salawe, 2021; Godfrey & Ozayr, 2021; Norkiah et al., 2022; Oparanma, 2019). The impact of the working environment on nurses' caring (Claudia et al., 2023; Paola et al., 2023; Kumara et al., 2022). According to the study's results, there is still uncertainty regarding the relationship between strategic innovation factors like information technology, the behavior of medical and non-medical offers, awaiting and travel times, customer loyalty, and cleanliness and customer satisfaction. This limits the comprehension of the employee satisfaction link inside the frame of empiricism. Other findings demonstrated that the articles reviewed had small sample sizes, geographical locations, and cultural contexts, which, therefore, affected the work's

generalizability. As a result, the gaps in the literature merit further research. Therefore, the purpose of this study is to investigate how strategic innovation affects the happiness of medical professionals in a few Nigerian hospitals.

## III. LITERATURE REVIEW

### *A) Healthcare Practitioners Satisfaction*

Cao and associates (2022). explains that the degree to which a person feels content, happy, and in a positive emotional state as a result of their job or employment is known as work satisfaction. It encompasses a broad range of elements, such as the nature of the work itself, connections with superiors and coworkers, career opportunities, pay rate, and working circumstances. According to Lehtonen et al. (2021), job satisfaction is a measure of how well an individual's expectations, wants, and aspirations are fulfilled by their job. It's a subjective assessment of the work experience. According to Indradewa and Prasetio. (2023), workers report higher levels of job satisfaction when given more control over their work schedules and the ability to work remotely, flexible hours, or shorter workweeks. This is due to the fact that these options provide workers more leeway to manage their jobs and personal lives effectively. Workshops on stress management, mindfulness programmes, and increased access to mental health services are all examples of programmes that can help employees have healthier lives and be happier in their jobs (Galanis et al., 2023). Employee morale and contentment with the work may be enhanced by the implementation of strong recognition and incentive systems, as stated by Cooper et al. (2019). This might take the shape of both official programmes for acknowledgement and more casual ways of showing gratitude. Staff members report higher levels of work satisfaction when their employers show they care about their professional development by providing resources like training, mentorship, and promotion possibilities (Smith et al., 2024). The act of delivering excellent, patient-centred care while consistently enhancing abilities and procedures to attain improved health results will be the definition of healthcare practitioner performance in this study.

### *B) Strategic Innovation*

Strategic innovation refers to the development of knowledge-intensive strategies that leverage a firm's competencies and capabilities to address market demand gaps, ultimately establishing and maintaining competitive advantage, as explored in the context of strategic innovation systems and firm innovation performance Farida and Setiawan (2022). Strategic innovations are those things organizations focus on that lead to success; they provide the pathway to success, and they form the link between planning and performance (Adeleke et al., 2023). Mahadevan et al. (2020) contended that strategic innovation involves making significant changes to the traditional ways of doing business, often requiring a shift in mindset and the adoption of unconventional approaches to deliver value to customers. Markides and Oyon (2021) posited that strategic innovation refers to the rethinking of business models and practices to create value, improve efficiency, and adapt to changing market conditions, ultimately contributing to long-term organizational success.

According to Markides and Oyon (2021), strategic innovation is characterized by a long-term focus, technological integration, adaptability, collaboration, customer orientation, sustainability, and effective risk management. Together, these characteristics help a business develop effectively and sustainably. The deliberate development and application of new business strategies or modifications to current ones that allow a corporation to successfully compete in changing markets or establish completely new market areas is referred to in this study as strategic innovation.

### *C) Infrastructural Innovation*

According to James and Stewart (2021), infrastructural innovation involves reimagining the built environment, often through the integration of smart technologies and sustainable practices, to create more livable and adaptable urban spaces. Infrastructural innovation in healthcare is defined as innovations that target organisational change within a secondary healthcare setting. These innovations, according to scholars, focus on implementing changes at the structural level of healthcare organizations to improve performance and outcomes (Madden et al., 2024). As highlighted by Smith and Brown (2022), infrastructural innovation focuses on leveraging digital technologies to enhance infrastructure, leading to greater connectivity, improved data analysis, and more efficient operations. According to Nguyen et al. (2022), patient-centred hospital infrastructure focuses on creating environments that promote healing and reduce stress, incorporating design elements that prioritize patient comfort, staff efficiency and job satisfaction. In order to improve the resilience, sustainability, and efficiency of cities and communities, new technologies, procedures, or systems that change their physical as well as digital infrastructure are referred to as infrastructural innovations.

### *D) Information Technology Innovation*

Information technology innovation, according to Ouddasser et al. (2021), is the deliberate blending of organizational modifications, medical advancements, and technological breakthroughs with the goal of improving hospital environments' efficiency and adaptability to the changing demands and expectations of the populace. This definition emphasizes how digital technologies are revolutionizing healthcare practices, improving the care of patients, job satisfaction, operational procedures, and overall organizational effectiveness. Digital tools such as Electronic Health Records (EHRs), telemedicine platforms, and mobile

health applications can streamline workflows, improve communication, and facilitate access to information, thereby enhancing health workers' efficiency, effectiveness and job satisfaction (Ifunanya & Emmanuel, 2022). Information Technology (IT) innovation in healthcare, according to the study, is the creation, use, and uptake of new or enhanced IT products, services, or solutions that revolutionize healthcare management, delivery, and results.

### *E) Equipment Innovation*

The advent of technology and its subsequent innovation in the healthcare sector has brought a wind of change that will improve life expectancy, quality of life, diagnostic and treatment options, as well as the efficiency and cost-effectiveness of healthcare systems (Kim et al. 2022). Equipment Innovation highlights its importance within the framework of disruptive innovation in healthcare (Lee & Lee, 2020). According to Kim et al. (2022), utilising portable and affordable telemedicine equipment to expand access to specialist consultations and remote patient monitoring in underserved areas will lead to rapid and user-friendly diagnostic tools for early detection and treatment of diseases, particularly in resource-limited settings. Liu et al. (2022) contended that utilising mobile health solutions and wearable devices for patient monitoring, data collection, and remote healthcare management will improve employee performance and reduce hazards among employees, and developing and deploying solar-powered medical equipment will ensure reliable healthcare delivery and cost-effectiveness. In this study, equipment innovation is defined as the implementation of new or improved equipment tools that enhance employee performance, efficiency, effectiveness and job satisfaction in healthcare.

### *F) Compensation Innovation*

Businesses increasingly require pay schemes that include both monetary and non-monetary benefits in order to manage employee performance efficiently. Motivated employees are largely responsible for the achievement of an organization. There has been a dramatic shift in pay components during the last quarter of a century, according to Noorazem et al. (2021), providing businesses with a diverse array of incentives that inspire workers. Given the interdependence between the organization's objectives and compensation structures, it makes sense that an incentive program would benefit both management and staff. Kuo (2023) asserts that the healthcare sector offers a wide range of compensation options, both monetary and non-monetary. It emphasizes how crucial equitable pay is for raising employee motivation, lowering workplace stress, and creating a creative and productive work atmosphere. The adoption of innovative approaches and procedures for employee remuneration that are in line with contemporary workforce demands and organizational objectives is referred to in this study as compensation innovation.

### *G) Health Safety Innovation*

Healthcare providers and ancillary staff play a critical role in delivering quality healthcare services to the population (Smith et al., 2020). However, their work environments expose them to numerous occupational health hazards that can compromise their health and safety. Ramesh (2024) conceptualizes health safety innovation as the development and implementation of novel approaches, strategies, and models within healthcare settings to enhance patient safety and nursing excellence. Güner et al. (2024) and Bhatia and Dhaliwal (2023) contended that health safety innovation is the introduction and implementation of new strategies, approaches, and models within healthcare settings to enhance patient safety and nursing excellence. The researchers also contended that the goal is to investigate novel approaches and procedures to enhance patient outcomes and the quality of care provided, as well as to raise nursing standards in medical facilities. The adoption of new technology or procedures that reduce risks, avoid injuries, and foster a safe and healthy atmosphere for healthcare providers is what the researcher referred to as health safety innovation.

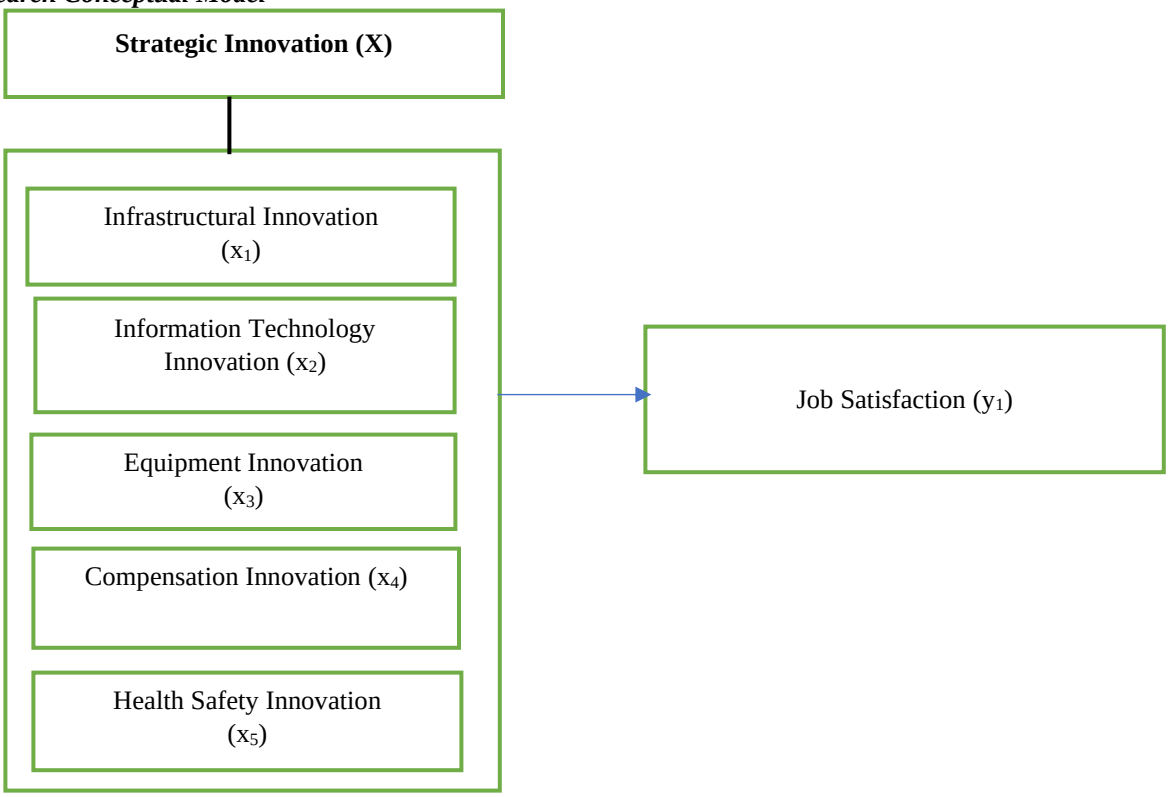
## IV. THEORETICAL REVIEW

### *A) The Human Capital Theory*

Adams Smith, a distinguished political scientist, proposed the concept of human capital in the 17th and 18th centuries. The human capital theory states that the full development of an economic component defines labor as a production instrument. The theory questions the simplistic idea of homogeneous labor while also emphasizing the importance of a diverse workforce. Bringing this into the context of organisations, human capital theory proposes that employees' productivity and earnings will be enhanced via career development opportunities that arise from the organization's investment in high-impact, practical knowledge and skills (Becker, 1964). According to this school of thought, workers should be valued more for the value they bring to their employers. It takes workers' worth as an asset and stresses that businesses get more financial rewards for themselves and their workers when they put money into their workers (Sweetland, 1996). According to Adinyira and Anokye (2013), human capital consists of people's innate abilities, experiences, and education that contribute to their material, social, and personal prosperity. Employee education is the central tenet of human capital theory, which, according to Becker (1993), is a driver of economic development and productivity.

**$H_{01}$:** Strategic innovation components have no significant effect on job satisfaction.

***B) Research Conceptual Model***




***Source:*** *Researcher (2025)*

## V. METHODOLOGY

This study adopted a survey research design. The population was 11,600 management staff of top and middle level of the selected teaching hospitals in South West Nigeria. The sample size of 484 was determined using the Raosoft online calculator. An adapted questionnaire and a validated questionnaire were used for data collection. For dependent and independent variables, six points points-modified Likert scale type was used to elicit responses from every question in the questionnaire, and it covered Very High (VH) – 6; High (H) – 5; Moderately High (MH) – 4; Moderately Low (ML) – 3; Low (L) – 2; Very Low (VL) – 1. This modified scale increased the reliability of the responses and also gained more effective results from the respondents.

**Table 1: Sources of Questionnaire items**

| Variables | Source of Instrument | Number of Question |
|---|---|---|
| **Independent Variable (Strategic Innovation) X1** | | |
| Infrastructural Innovation | (James & Stewart, 2021) | 5 |
| Information Technology Innovation | (Osakede, 2022). | 5 |
| Equipment Innovation | (Kim et al., 2020). | 5 |
| Compensation Innovation | (Kuo, 2023) | 5 |
| Health Safety Innovation | (Bibi, 2021). | 5 |
| Healthcare Practitioners Satisfaction | (Kurrey et al., 2024). | 5 |

***Source:*** *Research (2025)*

A pilot study was conducted in Kwara State, outside the target sample size for this study. 49 copies of the questionnaire were distributed, representing 10% of a sample size of 484 in teaching university Ilorin duly completed, returned and analysed. The study was run using Cronbach's reliability test to establish the reliability of the items in the research instrument. Cronbach's alpha reliability coefficients for the constructs ranged from 0.74 – 0.94

The hypothesis test was conducted using multiple regression analysis. This method's ability to gauge the degree, direction, and strength of the relationship between strategic innovation and work satisfaction sub-variables served as the basis for the argument.

### *A) Model Specification*

Y = f(X)
Y = Job Satisfaction = Dependent Variable
X = Strategic Innovation = Independent Variable
$X_1 = (x_{1a}, x1_b, x1_{c,} x1_{d,} x1_e)$
Where:
$X_{1a}$ = Infrastructural Innovation (II)
$X_{2b}$ = Information Technology Innovation (ITI)
$X_{3c}$ = Equipment Innovation (EI)
$X_{4d}$ = Compensation Innovation (CI)
$X_{5e}$ = Health Safety Innovation (HSI)
The model formulated for each of the hypotheses is written as:

### *B) Hypothesis*

$$\mathbf{Y = f(x_{1a}, x1_b, x1_{c,} x1_{d,} x1_e)}\ y2\ \beta_0 + \beta_1 x1ai + \beta_2 x1bi + \beta_3 x1ci + \beta_4 x1di + \beta_5 x1ei + \varepsilon_i$$

$$JS = \beta_0 + \beta_1 II_i + \beta_2 ITI_i + \beta_3 EI_i + \beta_4 CI_i + \beta_5 HSI_i + \varepsilon_i \text{-----eq (1)}$$

Hypotheses formulated revealed a positive effect between strategic innovation and job satisfaction, while strategic innovation was expected to have a negative effect on job satisfaction. Statistics analysis results assisted in explaining the degree of effect between the dependent and independent variables; more so, the expected outcome of the relationship between the sub-variables of both the dependent and independent variables was mentioned as follows.

**Table 2: *A priori* Expectations for the study**

| Hypotheses | Models | A priori expectations if: |
|---|---|---|
| $H_{01}$ | $JS = \beta_0 + \beta_1 II + \beta_2 ITI + \beta_3 EI + \beta_4 CI + \beta_5 HSI + \varepsilon_i$-----eq (1) | $\beta_{1\text{-}5=0;\ P\leq} 0.05$; $H_{01}$ will be rejected |

***Source:*** *Author's Computation (2025)*

### *C) Ethical Consideration*

The University Health Research Ethics Committee granted the researcher ethical clearance. The information that the respondents gave the researchers was handled with the highest confidentiality and utilized just for this study. Furthermore, anonymity was guaranteed since the researcher concealed the respondents' identities. Furthermore, there was no conflict of interest because the data collected was used exclusively for this study and not for another project with unrelated objectives.

### *D) Data Presentation and Descriptive Analysis*

So that describe the data, this section used particular descriptive statistical techniques such as tables, percentages, mean, and standard deviation. The researcher drew logical inferences and deductions, the data was gathered and analyzed, and the results were interpreted using SPSS software version 27 for descriptive statistics and Smart PLS version 4.1 for inferential statistics based on the developed hypotheses.

### *E) Response Rate*

484 copies of the questionnaire were given out by the researcher to the respondents; 412 of these copies were completed, returned, and used for analysis. This amounts to around 85.1% of the study's workforce, which was seen as an exceptional response rate. The response rate results are shown in Table 3.

**Table 3 Response Rate**

| Category | Frequency | Percentage |
|---|---|---|
| Completed usable copies of the questionnaire | 412 | 85.1 |
| Unreturned/incomplete copies of the questionnaire | 72 | 14.9 |
| **Total** | **484** | **100** |

***Source:*** *Survey Data, 2025*

### *F) Restatement of Research Objective, Research Question and Research Hypothesis, Analysis and Discussion*

**Research Objective:** examine the effect of strategic innovations on job satisfaction**.**
**Research Question**: How does strategic innovation affect healthcare job satisfaction?

The objective of the study was to investigate the effect of strategic innovation on the job satisfaction of healthcare practitioners of selected teaching hospitals in South West, Nigeria.

**Table 4: Descriptive Statistics Job Satisfaction**

| | VH | H | MH | ML | L | VL | Missing | Total | |
|---|---|---|---|---|---|---|---|---|---|
| | % | % | % | % | % | % | % | Mean | Standard Deviation |
| Time to de-stress | 18 | 27 | 33 | 15 | 3 | 2 | 2 | 4.29 | 1.29 |
| Good working environment | 23 | 34 | 25 | 13 | 3 | 0 | 2 | 4.53 | 1.24 |
| Work-life balance | 22 | 30 | 30 | 13 | 2 | 2 | 2 | 4.42 | 1.29 |
| Opportunities for growth | 23 | 35 | 21 | 15 | 4 | 1 | 1 | 4.47 | 1.30 |
| Offer competitive compensation | 18 | 28 | 23 | 19 | 7 | 3 | 1 | 4.16 | 1.41 |
| **AVERAGE MEAN** | | | | | | | | **4.37** | **1.31** |

***Source:*** *Author's computation, 2025*

Table 4 presents the results of the descriptive analysis of job satisfaction. On average, the respondents indicated that the time to de-stress is moderately high (mean = 4.29, STD = 1.29). Furthermore, on average, the result revealed that the majority of the respondents indicated that a good working environment is high (mean = 4.53, STD = 1.24). The table revealed, on average, that the majority of the respondents show that work-life balance is moderately high (mean = 4.42, STD = 1.29). Additionally, on average, the study revealed that the majority of the respondents show that opportunities for growth are high (mean = 4.47, STD = 1.30). Lastly, on average, the respondents indicated that the offer of competitive compensation is very high (mean = 4.16, STD = 1.41).

The average mean of job satisfaction is 4.37 with a standard deviation of 1.31, which means that, on average, the respondents indicated that healthcare job satisfaction is high as regards healthcare job satisfaction of selected teaching hospitals in south west Nigeria. The results indicate that strategic innovation is a critical factor in the sense of involvement and ownership that can lead to higher levels of job satisfaction in the selected teaching hospitals in South-West Nigeria. This result addresses the research question and contributes to the achievement of the objective of the studies, emphasising that employee job satisfaction in designated teaching hospitals may be influenced by strategic innovation.

### *G) Restatement of Research Hypothesis*

**$H_{01}$:** Strategic innovation has no significant effect on healthcare job satisfaction.

**Table 5 Summary of multiple Regression of Strategic Innovation and Healthcare Job Satisfaction of Selected Teaching Hospitals in South West, Nigeria.**

| N | Model | B | Sig. | T | ANOVA (Sig.) | R | Adj. $R^2$ | F (5,405) |
|---|---|---|---|---|---|---|---|---|
| 412 | (Constant) | 0.925 | 0.000 | 3.762 | $0.000^b$ | $0.624^a$ | 0.382 | 51.637 |
| | Infrastructure Innovation | 0.248 | 0.000 | 3.852 | | | | |
| | Information Technology Innovation | 0.076 | 0.198 | 1.288 | | | | |
| | Equipment Innovation | 0.064 | 0.324 | 0.987 | | | | |
| | Compensation Innovation | 0.192 | 0.000 | 4.113 | | | | |
| | Health Safety Innovation | 0.200 | 0.000 | 3.600 | | | | |
| | Predictors: (Constant), Infrastructure Innovation, Information Technology Innovation, Equipment Innovation, Compensation Innovation, Health Safety Innovation | | | | | | | |
| | Dependent Variable: Job Satisfaction | | | | | | | |

***Source:*** *Author's computation, 2025*

Table 5 shows the multiple regression analysis results for the components of strategic innovation on job satisfaction of selected teaching hospitals in South West, Nigeria. The results showed that infrastructure innovation ($\beta = 0.248$, $t = 3.852$, $p<0.05$), compensation innovation ($\beta = 0.192$, $t = 4.113$, $p<0.05$), and health safety innovation ($\beta = 0.200$, $t = 3.600$, $p<0.05$) all have a positive and significant effect on job satisfaction of selected teaching hospitals in South-West, Nigeria. However, information technology innovation ($\beta = 0.076$, $t = 1.288$, $p>0.05$) and equipment innovation ($\beta = 0.064$, $t = 0.987$, $p<0.05$) from the analysis have a positive but insignificant effect on job satisfaction of selected teaching hospitals in South-West. This implies that, infrastructure innovation, equipment innovation, and health safety innovation are important factors to yield an increase in job satisfaction. The result further indicates that information technology innovation and compensation innovation are not

significant predictors of job satisfaction among the selected tertiary hospitals and, therefore not recommended for the management of the hospitals.

The R-value of 0.624 supports this result, and it indicates that the strategic innovation component has a moderately strong positive relationship with job satisfaction in selected teaching hospitals in South West, Nigeria. The coefficient of multiple determination Adj R2 = 0.382 indicated that about 38.2% of variation that occurs in job satisfaction can be accounted for by the components of strategic innovation while the remaining 61.8% of changes that occur are accounted for by other variables not captured in the model. The predictive and prescriptive multiple regression models are thus expressed:

$$JS = 0.925+0.248II+0.076ITI+0.064EI+0.192CI+0.200HSI+U_i \text{--- Eqn(i) (Predictive Model)}$$
$$JS = 0.925+0.248II+0.192CI+0.200HSI+U_i \text{---Eqn(ii) (Prescriptive Model)}$$

Where:
JS = Job satisfaction
II = Infrastructure Innovation
EI = Equipment Innovation
CI = Compensation Innovation
HIS = Health Safety Innovation
ITI = Information Technology Innovation

The regression model shows that by holding the strategic innovation component to a constant zero, job satisfaction would be 0.925, which is positive. In the predictive model, it is seen that all the variables are positive and significant to the study. The results of the multiple regression analysis, as seen in the prescriptive model, indicated that when the variables of strategic innovation component (infrastructure innovation, equipment innovation, compensation innovation, information technology innovation and health safety innovation) are improved by one unit job satisfaction would also increase by 0.248, 0.076, 0.064, 0.192 and 0.200 respectively and vice-versa. This implies that an increase in infrastructure innovation, equipment innovation, compensation innovation, information technology innovation and health safety innovation would lead to an increase in the rate of job satisfaction in selected teaching hospitals in South West, Nigeria.

The F-statistics ($df$ = 5, 405) = 51.637 at $p$ = 0.000 ($p<0.05$) indicated that the overall model is significant in predicting the effect of strategic innovation component on job satisfaction, which implies that strategic innovation component variables are important determinants in job satisfaction of selected teaching hospitals in the South-West, Nigeria. The result suggests that such teaching hospitals should pay more attention towards developing the components of the strategic innovation especially infrastructure innovation, equipment innovation, compensation innovation, information technology innovation and health safety innovation. Therefore, the null hypothesis, which states that strategic innovation component variables have no significant effect on job satisfaction of selected teaching hospitals in Southwest Nigeria, was rejected.

## VI. DISCUSSION OF FINDINGS

The findings of multiple regression analysis for hypothesis five revealed that strategic innovation, as used in the study, had a positive significant effect on job satisfaction of selected tertiary hospitals in Nigeria ($Adj.R^2$ = 0.382; $F$(5,405)= 51.637, $p$ < 0.05). The combination of the independent sub-variables was significant in predicting job satisfaction in Nigeria. This study result is in agreement with Abdallah and Alhassan (2021), who confirmed that the satisfaction level of senior staff has an impact on their dedication to the university. Krijgsheld et al. (2022) concurred that organisations have the capacity to influence job performance on both a macro- and micro-scale in order to facilitate transformation and enhancement. Joyce and Stephen (2022) examined the effectiveness of healthcare personnel and the factors that motivate them in Kenyan public hospitals. The findings demonstrated a high correlation between the motivation of healthcare professionals and their output.

Tania et al. (2021), who looked at management's and public health experts' viewpoints on the organizational, professional, and patient-related elements that affect health organizations' performance, support the conclusions of this study. According to the study's findings, management and public health specialists believe that a wide range of important elements affect how well health organizations perform. Diego et al. (2023) highlighted that in order to preserve and enhance both perceptions, care managers must enhance their training and supervision initiatives in both positive and negative aspects, such as therapy coordination and diagnostics. In congruence with Ahmed et al. (2022), who conducted a study titled Relationships between job satisfaction and quality of healthcare delivery. The study's results indicated that there were robust correlations between the character of the work, the workplace, rewards and compensations, and overall job satisfaction.

Furthermore, investigated by Norkiah et al. (2022) how nurses' compassion is impacted by their employment and resource availability, which negatively influences nurses' caring conduct; all elements of their workplace help them to behave. Paola et al. (2023) looked at the management of healthcare work satisfaction. Professional satisfaction is shown to be influenced by environmental elements, organisational management approaches, and team coordination systems. Higher unit satisfaction,

according to optimisation studies, enhances unit planning, teamwork, and supervisor management. Examining the emotional and physical health of Canadian telecommuters during the COVID-19 epidemic, Somasundram et al. (2022) found employee mental and physical health, as well as well-being showed notable shifts in the study. Between the two years, burnout, stress, mental wellness, and job stability dropped noticeably.

The findings of this study align with Schumpeter's entrepreneurship innovation theory, established in 1934, which is particularly effective for examining how an organization's internal resources and capabilities assess its strengths and weaknesses for overall performance (Ningrum & Nurminingsih, 2023). It emphasises the necessity of firm-specific resources, including technological assets, human capital, and knowledge reservoirs (Rahman et al., 2023), which are critically important within the specific operating context of tertiary hospitals in Nigeria. Schumpeter asserts that entrepreneurship fundamentally pertains to invention. The introduction of novel products with enhanced attractiveness, innovative production methods, the sourcing of new raw materials, the exploration of new markets, and significant alterations to existing market structures can all constitute aspects of this innovation (Schumpeter 1934, 1942).

In summary, the findings of this study indicate that the strategic innovation utilised has a notable and beneficial impact on employee satisfaction in the chosen tertiary hospitals in Nigeria. These findings correspond with earlier studies highlighting the importance of entrepreneurship innovation theory in improving employee job satisfaction. The theoretical implications of the study indicate that the theory of entrepreneurship innovation is crucial for fostering employee job satisfaction within organisations, which in turn leads to the creation of revenue-generating products and services or improved job satisfaction. This study highlighted the crucial role of strategic innovation in improving internal capabilities within tertiary hospitals, offering valuable insights for managers and policymakers focused on boosting employee performance.

## VII. CONCLUSION

Strategic innovations have an impact on healthcare job satisfaction in a few teaching hospitals in South West Nigeria, according to the study's findings. The study's theoretical and statistical findings unequivocally demonstrated that the performance of medical professionals at a few teaching hospitals in South West Nigeria is impacted by innovations in infrastructure, information technology, equipment, compensation, and health safety. The study's findings essentially confirm that the application of these strategic innovations will result in improved performance levels from healthcare professionals.

### Recommendation

Based on the findings, the study recommended that hospital managers should give attention to (infrastructural innovation, equipment innovation, compensation innovation and health safety innovation) so as to improve the job satisfaction of healthcare practitioners of selected teaching hospitals in South West Nigeria.

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