

Influence of Non-Financial Incentives on Job Satisfaction of University Lecturers: A Study of Parwan University

Abdul Raqib Sahibzada¹, Abdurrasheed Sahibzada², Zabihullah Momand³,
Mansoor Faqeerzai⁴, Mohammad Jamal Shenwary⁵

Assistant Professor, Nangarhar University, Jalalabad, Afghanistan^{1,2,4,5}

Ph.D. Scholar, Lucknow University, Lucknow, Uttar Pradesh, India³

Abstract: The main aim of this study was to find out the impact of working condition, promotion opportunities and training & development on job satisfaction of Parwan University Lecturers. Data was collected through structured online questionnaire from 80 respondents. Primary data of the study was analyzed, by Statistical Package for Social Science (SPSS) version 26 by using multiple Linear regression. Cronbach's alpha for working condition was 81.4, for promotion opportunities it was 76.8, for training & development was 79.9 and for job satisfaction, it was 79.9. The result of the study showed that working condition and promotion opportunities have positive significant impact on job satisfaction while training & development do not have significant impact on job satisfaction.

Keywords: Employee recognition, promotion opportunities, job involvement, job security, training and development, job security, working condition, job satisfaction

I. INTRODUCTION

The main purpose of this paper was to find out the impact of non-financial incentives on job satisfaction of university lecturers. Non-financial incentives play a significant role on job satisfaction of the employees. Job satisfaction plays an important role in increasing the productivity of the employees. If employees are highly satisfied they will perform effectively and organization will achieve its goals easily.

According to Tessema et al., (2013) employees that are satisfied are more likely to be loyal to their companies and display higher levels of performance and productivity. The degree to which an employee is content with their job and its associated elements, such as compensation, perks, working conditions, job security, and advancement possibilities, is referred to as their level of job satisfaction (Spector, 1997; Khalid & Sahibzada 2023). Job satisfaction is also defined as the degree of positive affective orientation toward the job (Khawrin & Sahibzada, 2023).

The organization should not only provide compensation packages to their employee but they should also provide them suitable non-financial incentives, in order to increase their productivity and satisfaction level. This paper will explore the relationship of these non-financial incentives on job satisfaction.

II. LITERATURE REVIEW

According to the research conducted by DeCenzo & Robbins (2010) showed that both financial and nonfinancial rewards affect the job satisfaction and motivation of employees. Among non-financial incentives, promotion opportunities is one of the incentives, which leads job satisfaction in the organization. According to Malik et al., (2012) promotion is the reassignment of an employee to a higher rank of job. Or we can say that promotion refers to upward movement in present job leading to greater responsibilities, higher status and better salary Gopinath (2016). Sahibzada and Pandya (2022) also stated that promotion opportunities positively correlate with job satisfaction. There exist a significant relationship among promotion and performance of the employees (Sahibzada & Pandya 2022).

The another non-financial incentives, which leads to job satisfaction of the employees, is training and development in the organization. Training is a process in which an employee has the ability to assist organizations in obtaining goals Mathis et al., (2015). It is a continuous process in **organization**. In any organization training and development is a

continuous activity. In order to become more mature in thinking and in action it is essential for employee, supervisors, first line manager and executive managers (Aswathpaa 2013).

Another non-financial incentive of the study, which leads to job satisfaction of employee, is working condition. Improving working conditions includes increasing workplace safety, employees training, controlling and improving of machinery and tool to provide better adequate protective equipment (Bakotic & Babic, 2013). It is also essential that employees in the organization are trained for the usage of equipment because improper usage of equipment leads to accidents or deviation in performance (Buble 2006).

2.1 Significant of the Study

The main of this study was to find the impact of non-financial incentives on job satisfaction. There was little study conducted on the impact of non-financial incentive on job satisfaction of Parwan University lecturers. Therefore, this study will provide the university lecturer and higher education of Afghanistan that how these mention incentives lead to higher employee satisfaction in the university.

2.2 Objectives

- To find out the impact of promotion opportunities on job satisfaction of university lecturers.
- To find out the impact of working condition on job satisfaction of university lecturers.
- To find out the impact of training and development on job satisfaction of university lecturers.

2.3 Hypothesis

H₁: Promotion opportunities has positive significant impact on job satisfaction of university lecturers.

H₂: Working condition has positive significant impact on job satisfaction of university lecturers.

H₃: Training and development has positive significant impact on job satisfaction of university lecturers.

III. RESEARCH METHOD AND PARTICIPANTS

The study was conducted at the Parwan University, Afghanistan. Data was collected for the study through online questionnaire from 80 participants among which 77 were male and 3 were female. Primary data for the study was analyzed through Statistical Package for Social Science (SPSS) version 26. Multiple linear regression and descriptive statistics tools were used for the analyzing of the data.

3.1 Research tools and variables.

The primary data was collected through standardized questionnaire by using Likert scale from strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The study had 4 overall variables among which 3 variables were independent variables (promotion opportunities, Training & development and working condition) and one variable was dependent which was job satisfaction

3.2 Descriptive part

Table1: Demographic statistic of the participants' gender and education levels.

Number of percentage	Gender		Educational background		
	Male	Female	Bachelor	Master	Ph.D.
77	77	3	20	55	5
96.3	96.3	3.8	25	68.75	6.25

The above table of the study shows that 77 respondents were male having 96.3% of the total respondents. Three respondents were female having 3.8% of the total respondents. As per education background of the respondents, 20 lecturers were having bachelor degree. 55 master and 5 respondents were having Ph.D. degree.

IV. SUMMARY OF THE DATA

Table 2: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606a	0.368	0.343	1.990

a. Predictors: (Constant), training and development, promotion opportunities, working condition

Table 2 of the study shows the adjusted R square. The adjusted R square revealed that our model explain 34.3 percent of the impact on job satisfaction.

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	174.869	3	58.290	14.727	.000b
	Residual	300.818	76	3.958		
	Total	475.688	79			

a. Dependent variable: job satisfaction

B. Predictors: (constant), training and development, promotion opportunities, working condition,

In above table of the study job satisfaction was regressed on predicting different non-financial incentives. The table showed that overall non-financial incentives which were chosen for the study have positive significant impact on job satisfaction, F (3, 76), 14.727, P= 0.000 <0.001

From the above table it was concluded that overall non-financial incentives have positive significant impact on job satisfaction. In order to know about each variables impact on job satisfaction of employees we will have to look at coefficient table.

Table 4: Coefficients^a

Model		Unstandardized coefficients		standardized coefficients	t	sig
		B	Std. Error	Beta		
1	(Constant) (C)	10.520	2.219		4.740	.000
	Promotion opportunities (PO)	.451	.077	.536	5.837	.000
	Working condition (WC)	.349	.092	.351	3.797	.000
	Training and development (TD)	-.098	.099	-.091	-.993	.324

a. Dependent Variable: JOB_SATISFACTION (JS)

The estimated model of the study are as follow

$$JS = 6.429 (C) + 0.451 (PO) + 0.349 (WC) + (-0.98) (TD)$$

$$P \text{ value} = 0.000, \quad 0.000, \quad 0.000, \quad 0.324,$$

Above table of the study showed the independent variables affects job satisfaction.

The table also showed that promotion opportunities have positive significant impact on job satisfaction (B=0.451, t=5.837, P= 0.000 < 0.001)

H₁: Promotion opportunities has positive significant impact on job satisfaction of university lecturers. Hence, H₁ of the study is accepted.

The above table also showed that working condition have positive significant impact on job satisfaction (B=0.349, t=3.797, p=0.000 < 0.01).

H₂: Working condition has positive significant impact on job satisfaction of university lecturers. So, H₂ of the study is accepted.

The above table also showed that training and development does not have significant impact on job satisfaction (B=-0.098, t=-0.993, p=0.324 > 0.05).

H₃: Training and development has positive significant impact on job satisfaction of university lecturers. So, H₃ of the study is also rejected.

Table 5: Results of the Hypothesis

Hypothesis	Variables	Regression Weight	B	t	P-Value	Result of the hypothesis
H ₁	Promotion opportunities	PO → JS	0.359	3.961	0.000	Accepted
H ₂	Working condition	WC → JS	0.267	2.007	0.048	Accepted
H ₃	Training and development	T&D → JS	-0.151	-1.306	0.196	Rejected

The above table concluded that H2 and H3 of the study are accepted and H1, H2, H4, H5 and H6 of the study are rejected.

V. CONCLUSION

This paper focused on the impact of promotion opportunities, working condition, training & development on job satisfaction.

The result of the study revealed that promotion opportunities have positive significant impact on job satisfaction (B=0.451, t=5.837, P= 0.000< 0.001).

Many of the researched also showed the same result that promotion opportunities have positive significant impact on job satisfaction of the employees. According to Gabriely&Nwaeke (2015), promotion opportunities have significant relationship with job satisfaction.

The result of the study also showed that working condition have positive significant impact on job satisfaction (B=0.349, t=3.797, p=0.000<0.01).

Furthermore, researches have shown a link between working conditions and job satisfaction (Brill et al., 2001; Newsham et al., 2004; Finnegan and Solomon, 1981; Leather, et al., 1998, Veitch et al., 2005; Newsham et al., 2009; Kinzl et al., 2005).

In addition last result of the study showed that training & development does not have significant impact on job satisfaction (B=-0.098, t=-0.993, p=0.324>0.05).

As the result of the study showed no relationship among job satisfaction and training and development, but most of the researcher showed that training and development have positive significant impact on job satisfaction.

Moreover, researches also revealed the result that there is positive significant impact of training and development on job satisfaction (Khan et al., 2016; Rahayu et al., 2019). According to (Okechukwu, 2017) there was significant relationship exist among training & development, employee performance and job satisfaction

REFERENCES

- [1]. Aswathappa, K. E. M. A. L. (2013). Human resource management Text and cases: Tata McGraw-Hill Education.
- [2]. Abdurrasheed Sahibzada, D. H. P. (2022). IMPACT OF PROMOTION AND INTERPERSONAL COMMUNICATION ON JOB SATISFACTION OF UNIVERSITY LECTURERS: A STUDY IN NANGARHAR UNIVERSITY, AFGHANISTAN.
- [3]. Buble, M. (2006). Management. Ekonomskifakultet Split.
- [4]. Bakotic, D., & Babic, T. (2013). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. International Journal of Business and Social Science, 4(2), 206–213.
- [5]. Brill, M., Weidemann, S., & BOSTI Associates. (2001). Disproving Widespread Myths About Workplace Design. Kimball International. Jasper. IN.
- [6]. Finnegan, M. C., & Solomon, L. Z. (1981). Work attitudes in windowed vs windowless environments. Journal of Social Psychology, 115, 291-292.
- [7]. GOPINATH, R. (2016). Is Promotion and transfer helps to Employee's Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using modeling. ASIAN JOURNAL OF MANAGEMENT RESEARCH (ISSN 2229 – 3795), 6(4), 277–284.

- [8]. GOPINATH, R. (2016). Is Promotion and transfer helps to Employee's Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using modeling. *ASIAN JOURNAL OF MANAGEMENT RESEARCH* (ISSN 2229 – 3795), 6(4), 277–284.
- [9]. Gabriel, J. M. O., & Nwaeke, L. I. (2015). Non-Financial Incentives and Job Satisfaction among Hotel Workers in Port Harcourt. *Journal of Scientific Research and Reports*, 6(3), 227–236. <https://doi.org/10.9734/JSRR/2015/15900>
- [10]. Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of Training and Development of Employees on Employee Performance through Job Satisfaction: A Study of Telecom Sector of Pakistan. *Business Management and Strategy*, 7(1), 29. <https://doi.org/10.5296/bms.v7i1.9024>.
- [11]. Khawrin, M. K., & Sahibzada, A. (2023). Job Satisfaction as an Inverse Predictor of Employees' Turnover: A Survey of Selected Public Universities in Afghanistan. *International Journal of Education & Management Studies*, 13(2), 108–113.
- [12]. Kinzl, J. F., Knotzer, H., Traweger, C., Lederer, W., Heidegger, T., & Benzer, A. (2005). Influence of working conditions on job satisfaction in anesthetists. *British Journal of Anesthesia*, 94(2), 211-215.
- [13]. Khalid, K. M., & Sahibzada, A. (2023). The mediating role of job satisfaction at selected public universities in Afghanistan: the effect of job security on turnover intention. *Journal of Management and Business Education*, 6(3), 244-256..
- [14]. Leather, P., Pygras, M., Beale, D., & Lawrence, C. (1998). Windows in the workplace: sunlight, view and occupational stress. *Environment and Behavior*, 30, 739-762.
- [15]. Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The Impact of Pay and Promotion on Job Satisfaction: Evidence from Higher Education Institutes of Pakistan. *American Journal of Economics*, 2(4), 6–9. <https://doi.org/10.5923/j.economics.20120001.02>.
- [16]. Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2015). *Human resource management: Essential perspectives*. Cengage Learning.
- [17]. Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2015). *Human resource management: Essential perspectives*. Cengage Learning.
- [18]. Newsham, G., Veitch, J., Arsenault, C., & Duval, C. (2004). Effect of dimming control on office worker satisfaction and performance, in *Proceedings of the IESNA Annual Conference*. Tampa, Florida, USA, 19-41.
- [19]. Newsham, G., Veitch, J., Arsenault, C., & Duval, C. (2004). Effect of dimming control on office worker satisfaction and performance, in *Proceedings of the IESNA Annual Conference*. Tampa, Florida, USA, 19-41.
- [20]. Okechukwu, W. (2017). Influence of training and development, employee performance on job satisfaction among the staff of school of technology management and logistics, university Utara Malaysia (STML, UUM). *Journal of Technology Management and Business*, 04(01), 16.
- [21]. Rahayu, M., Rasid, F., & Tannady, H. (2019). The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat (SETDA) Employees of Jambi Provincial Government. *International Review of Management and Marketing*, 9(1), 79–89. <https://doi.org/10.32479/irmm.7439>.
- [22]. Sahibzada, A., & Pandya, H. (2022). PERCEPTION OF EMPLOYEES'TOWARD THE IMPACT OF PROMOTION AND TRAINING AND DEVELOPMENT ON JOB PERFORMANCE: A STUDY OF UNIVERSITY LECTURERS, AFGHANISTAN. *International Journal of Management, Public Policy and Research*, 1(4), 33-36.
- [23]. Tessema, M. T., Ready, K. J., & Embaye, A. B. (2013). The effects of employee recognition, pay, and benefits on job satisfaction: Cross country evidence. *Journal of Business and Economics*, 4(1), 1–12.
- [24]. Veitch, J. A., Geerts, J., Charles, K. E., Newsham, G. R., & Marquardt, C. J. G. (2005). Satisfaction with lighting in open-plan offices: COPE field findings, in *Proceedings of Lux Europa 2005*, Berlin, Germany, 414- 417.