



# **THE RELATIONSHIP BETWEEN SALARY AND RECOGNITION ON JOB SATISFACTION: A STUDY OF PAKTIA UNIVERSITY LECTURERS**

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## **ABSTRACT**

The study highlights the importance of understanding the relationship between salary and recognition on job satisfaction for academic staff, specifically for lecturers at Paktia University. This information can be valuable for organizations in evaluating the impact of compensation and recognition on employee satisfaction and can inform future HR policies and practices. Data of this study were obtained with a specific goal in mind constituting the primary data. A convenience sample technique was used to conduct a survey of 60 lecturers in the Afghan province of Paktia utilizing an online Google Form. The study found that the implementation of the payment system at Paktia University has had a positive impact on the academic staff. The improved payment system has led to an increase in job satisfaction and recognition, which in turn has improved job satisfaction among the university's lecturers.

**Keywords:** Salary, Recognition, Job satisfaction, University Lecturers, Paktia University

## **INTRODUCTION**

Every organization's most important component is its human resources. That guides the organization toward its goals and success toward its constant need. In particular, the Afghan government has just begun a new process of modernization using numerous contemporary academic and scientific concepts. Performance appraisal, satisfaction, motivation, preferred line of work, organizational commitment, intention to depart, and many more factors are only a few of these crucial components. The satisfaction of performance reviews lays the path for accomplishing any organization's mission, vision, and strategic objectives. Performance evaluation is a multifaceted, scientific approach that formally assesses how well an organization is doing with its individual, team, and group duties concerning its strategic objectives. Although senior managers and team members who evaluate the performance of the team dislike performance appraisals, consequently, most performance reviews are conducted on an individual basis (Khawrin, Abid, et al., 2022).

In terms of compensation, the findings showed that, at the entry-level, the salary was predominantly a function of educational attainment and the caliber of the school attended (Kenneth, 1982). Furthermore, functions produced from parametric models can produce benefits and losses that are, in some situations, fairly tiny and less variable than those produced from nonparametric approaches (Carriere & Shand, 1998).

Another idea is that organization affects how things are stored without having any discernible effects on recognition (Jacoby & Hendricks, 1973). It is important to unveil the hidden effects of Afghan academic organizations. As it is elaborated in European organizations. Similarly, the theoretical perspective of recognition is ingrained in the European tradition of institutionalized business-society relationships and how this could be interpreted as a rediscovery of a genuinely European method of conducting business and managing supply chains as we conclude (Gold & Schleper, 2017). Based on a variety of tactics, an organization can use this information to foster employee appreciation and loyalty, which in turn improves the performance of the whole company (Alsughayir, 2014).

Employee attitudes and feelings toward their existing jobs are referred to as "job satisfaction." Employee job



satisfaction is expressed by the statement, "I am satisfied with my job" (Khawrin, Sahibzada, et al., 2022, p. 1509). It elaborates that the employees are working in a positive way and they get enough intrinsic and extrinsic motivation.

## **LITERATURE REVIEW**

Studies have revealed that components of compensation management that directly affect doctors' job satisfaction are remuneration, recognition, the opportunity for advancement, and meaningful work (Yaseen, 2013). The findings of Haghshenas et al. (2015) suggested that higher levels of job satisfaction, supervisor satisfaction, and job promotion satisfaction among employees. Similarly, Daud & Afifah (2020) findings showed that compensation and job satisfaction are significantly correlated, and that job satisfaction is significantly correlated with the work environment.

Moreover, the respondents' degree of job satisfaction also appears to be significantly influenced by their current situation, marital status, age, and wage (Noordin & Jusoff, 2009). Besides that pay satisfaction, organizational support, and employee involvement were all related to work satisfaction (Leider et al., 2016).

The foundation of an organization's growth and productivity is the satisfaction of each individual's performance appraisal. Work motivation bolsters this foundation. The outcome demonstrated that performance appraisal satisfaction significantly influenced job motivation at Afghanistan's Ministry of Higher Education. Performance evaluation and motivation were not significantly influenced by the participants' grades or gender. Additionally, there was no correlation between age and motivation or performance evaluation (Khawrin, Abid, et al., 2022). Malherbe & Pearse (2003) found that there are strong positive correlations between work satisfaction and service quality as well as between job enrichment qualities and job satisfaction.

The outcome demonstrated that employment history did have a substantial impact on benefits for employees. Employee benefits also did not significantly correlate with job satisfaction. Additionally, there was no discernible relationship between the number of hours worked per week and employment experience, job happiness, employee perks, or workplace flexibility. However, job satisfaction had a substantial negative link with participants' job experience and a strong positive correlation with workplace flexibility (Khawrin, Sahibzada, et al., 2022).

Interpersonal communication and employees' job satisfaction were highly correlated. In other words, improving employee interpersonal communication has a significant impact on improving participant job satisfaction. Additionally, a decline in employee interpersonal interactions dramatically lowers participants' job satisfaction. The likelihood of job promotions and university employees' job satisfaction did not significantly correlate (Sahibzada & Pandya, 2022).

Sahibzada et al. (2022) proved that there is a correlation between job satisfaction characteristics and workers' productivity that is both favorable and statistically significant. The study found that improved income is always accompanied by greater job satisfaction. Job performance is also present anytime there is job happiness.

Fareed et al. (2013) found in their study suggest that a beneficial association between rewards both "intrinsic and extrinsic" and employees' performance on the job and job satisfaction. The empirical investigation leads to some conclusions: It is pertinent to consider the joint relationship between wages and job satisfaction, and skill mismatches do not appear to have an impact. Job content satisfaction is the primary factor explaining overall job satisfaction; the effects of individual and job characteristics on job satisfaction differ by the aspect of the job considered; the response to a general question on job satisfaction differs from the response to questions on satisfaction with different aspects of the job (Groot & Maassen van den Brink, 1999). Furthermore, an earnings-based analysis is pertinent because it allows for the identification of two distinct job satisfaction behaviors: on the one hand, job satisfaction rises as earnings rise, though this is only observed to a lesser extent in the higher earnings range; on the other hand, as salaries rise, the relative assessment of job satisfaction components changes and their significance in explaining the variations in job satisfaction decreases (Canal Domínguez, 2013).

## **IMPORTANCE OF THE STUDY**

Most of the studies have carried out on the impact of salary and recognition on job satisfaction in both private and public universities. However, in Afghanistan so few researches have been conducted on salary, recognition, and its impact on job satisfaction of the employees. That is the reason we have chosen our research area of Paktia University, Afghanistan. This research will help Paktia University and ministry of higher education management in providing suitable salary and recognition incentives to lecturers in order to increase their job satisfaction which lead to increase the overall performance of the university.

## **OBJECTIVES OF THE STUDY**

1. To evaluate the impact of salary on the Job satisfaction of Paktia university lecturers.
2. To determine the impact of recognition on the job satisfaction of Paktia university lecturers.



## HYPOTHESIS

- H<sub>01</sub>: There is no significant relationship between the salary of employees and job satisfaction.  
H<sub>1</sub>: There is a significant relationship between the salary of employees and job satisfaction.  
H<sub>02</sub>: There is no significant relationship between the recognition of employees and job satisfaction.  
H<sub>2</sub>: There is a significant relationship between the recognition of employees and job satisfaction.

## METHODOLOGY

### Sampling method and Data collection tool

An online Google Form was used to collect the information from 60 lecturers in Paktia Province, Afghanistan. Convenience sampling, a non-random sampling technique that chooses participants based on their availability and willingness to participate, was used to collect the sample. The sample was taken from Paktia University. The convenience sample made sure that the data was gathered from participants who were readily available and willing to participate in the survey, and the use of online Google Forms made it possible to quickly and effectively collect data from the lecturers in the sample. In addition, the reliability of the data was also tested. The reliability of salary scale was 0.821, that of recognition scale was 0.795, and that of job satisfaction scale was 0.84.

### Data collection

Primary data is information that is gathered for a particular purpose. In this instance, the main data was gathered using a Google Form, an online tool for designing and carrying out surveys. 60 participants responded to the survey. Online forms are a practical and economical way to gather primary data since they give the researcher quick and easy access to a huge number of people.

### Data Analysis

Data was analyzed through SPSS version 24 via Pearson product moment correlation. A measure of the linear relationship between two variables that have been measured on interval or ratio scales is Pearson's product-moment correlation coefficient. It can only be used to analyze the relationship between two normally distributed variables.

## RESULTS

The data were analyzed through descriptive statistics and Pearson correlation, which are shown below.

Table 1

Descriptive statistics of the participants' gender and education levels					
	Gender		Education Level		
	Male	Female	Bachelor	Master	Ph.D.
Number	60	0	45	15	0
Percentage	100	0	75	25	0

Table 1 depicts the descriptive statistics of the research participants. The total number of participants was 60, which consist of females zero and males 60. There were 45(75%) participants with Bachelor's degrees and 15(25%) participants with master's degrees.

Table 2

Pearson correlation between the Salary and with Job satisfaction	
	Job satisfaction
Salary	0.532
*p<.05. Correlation is significant at the 0.05 level (2-tailed).	

Table 2 shows the Pearson product-moment correlation between the Salary variable and with Job satisfaction of the employees. The result of the study showed that there is a significant positive correlation between salary and job satisfaction among employees. In simple words, we can say that an increase in salary variables could increase the job satisfaction of employees or Paktia University lecturers.

H<sub>1</sub>: There is a significant relationship between the salary of employees and job satisfaction.

Hence, H<sub>1</sub> is accepted because the salary variable of the employees was significantly correlated with the job satisfaction of the Paktia University lecturers.

Table 3

Pearson correlation between the Recognition and with Job satisfaction	
	Job satisfaction
Recognition	0.621



\* $p < .05$ . Correlation is significant at the 0.05 level (2-tailed).

Table 3 shows the Pearson product-moment correlation between the Recognition variable and with Job satisfaction of the employees. The result of the study showed that there is a positive significant correlation exist between the Recognition variable and job satisfaction of the employees. In simple words, we can say that an increase in recognition variable could increase the job satisfaction variable of Paktia University lecturers and vice versa.

H<sub>2</sub>: There is a significant relationship between the recognition of employees and job satisfaction.

Hence, H<sub>2</sub> is accepted because the recognition variable of the employees was significantly correlated with the job satisfaction of the Paktia University lecturers.

## DISCUSSION

The salary of Paktia University lecturers were significantly correlated with their job satisfaction of. Similarly, Kenneth (1982) that salary is the most predominant variable at the educational institutions. Furthermore, the recognition of Paktia University lecturers were significantly correlated with the job satisfaction. According to studies, Yaseen (2013) recognition, the chance for growth, and meaningful work are compensation management factors that directly impact doctors' job satisfaction. Even though, without clearly affecting recognition, arrangement affects how items are kept (Jacoby & Hendricks, 1973).

## CONCLUSION

It is concluded that Paktia University academic staff have been positively affected by the payment system with job satisfaction and job recognition with job satisfaction. It means the job satisfaction of the Paktia University lecturers is positively increasing with the increase the payment and job recognition.

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