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Impact of Rewards on Job Satisfaction: A Study of Privately Owned Colleges

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ABSTRACT

Provision of appropriate rewards to bring employees' job satisfaction has always been a matter of prime importance for the employers. This is an empirical study aiming at to explore the nature of relationship between rewards (financial & non-financial) and job satisfaction of the teachers working in privately owned colleges. The study is conducted in the commerce / management sciences colleges of Lahore affiliated with University of the Punjab, Pakistan. Data was collected through a self-administered questionnaire which was distributed to 240 teachers in 44 colleges. SPSS version 16 was used for descriptive and inferential statistical analysis. On the basis of data analysis, recommendations for the employers as to how they can bring job satisfaction to their employees have also been made.

Keywords: Rewards, financial rewards, non-financial rewards, job satisfaction

Introduction

Background

The relationship between rewards and employees' job satisfaction is a highly researched area in past because of the fact that the organizations with higher level of their employees' job satisfaction have proved them to be more successful than the organizations having lower level of employees' job satisfaction. If the employees, who have been working in an organization, are satisfied with their job settings, they will prove to be more effective and productive which will ultimately help organizations in achieving the organizational objectives and goals. If the

employees are dissatisfied from their jobs and frequently leave their organizations, they may become a hindrance in the way of the organizations to achieve their goals and targets. Research has identified that employees' job satisfaction can be achieved by the provision of rewards which are attracting and meaningful for the employees. Monetary rewards are related to the employees' job satisfaction (Ying- Chang, Kuo, Weng-Cheng, Hsia, & Ying-Chien, 2010). Salary, additional remuneration, promotion opportunities and recognition are related to the employees' satisfaction. Lowest level of job satisfaction was found as far as recognition and salary levels were concerned (Appleton, House, & Dowell, 1998). Personal growth and development had a statistically significant relationship with the job satisfaction of the employees (Roelen, Coopmans, & Groothoff, 2008). Rewards bring job satisfaction among the employees which shows that if the employees are satisfied with the rewards, they contribute their best towards the accomplishment of organizational overall goals and objectives. Rewards have a statistically significant relationship with job satisfaction (Khalid, Salim, & Loke, 2011). Recognition and advancement are positively and significantly related to employees' job satisfaction (Bright, 2008). Literature provides a lot of financial and non-financial rewards that have a positive and direct relationship with the job satisfaction of the employees. Total rewards include financial compensations, fringe benefits and opportunities of learning and development (Kaplan, 2007). Rewards include financial and non-financial rewards. Ledford (2003) presented model of total rewards including compensation, fringe benefits and opportunities to the career growth.

Problem Statement

The research studies the relationships between rewards (financial and non-financial) and teachers' job satisfaction.

Objectives of the Study

The purpose of the study is to explore the nature of relationship between the rewards (financial & non-financial) and job satisfaction of the teachers working in privately owned commerce / management science educational institutions affiliated with University of the Punjab Lahore. Following are the objectives of this study;

1. Understanding the impact of financial rewards on the job satisfaction of the teachers working in privately owned commerce / management science educational institutions (POCI) affiliated with University of the Punjab Lahore.
2. Identifying the impact of non-financial rewards on the job satisfaction of the teachers working in privately owned commerce / management science educational institutions (POCI) affiliated with University of the Punjab Lahore.
3. Measuring one to one relationship between every dimension of financial and non-financial reward with the job satisfaction of the teachers who are working in privately owned commerce / management science educational institutions (POCI) affiliated with University of the Punjab Lahore.

4. Recommending rewarding strategies to the management of the colleges under study, which significantly enhances their employees' job satisfaction.

Hypothesis

H_A-1: Financial rewards have a positive relationship with the teachers' job satisfaction, working in privately owned commerce/management science educational institutions affiliated with University of the Punjab, Lahore.

H_A-2: Non-financial rewards have a positive relationship with the teachers' job satisfaction, working in privately owned commerce/management science educational institutions affiliated with University of the Punjab, Lahore.

Significance of the Study

The study is very important for the management of the privately owned / managed commerce/management sciences colleges as it will help them to increase the level of job satisfaction among their teachers.

The management of the colleges under study will be able to design and implement such rewards systems which reduce their employees' turnover.

Satisfied teachers prove to be more productive which helps their organizations to achieve their overall goals and objectives.

The teachers who are retained in the organizations for a longer period of time and who are satisfied from their job because of getting rewards exactly in accordance with their desires, needs and expectations, will impart knowledge in such a way that the students will fully learn the subject matter. Students with better understanding of the concepts of their subjects will be contributing more towards the growth and development of the nation.

This study will be helpful for the national and international students, teachers and researchers studying organizational behavior, human behavior and human psychology; they will understand which type of rewards (financial or non-financial) bring more job satisfaction to the teachers working in privately owned institutions.

Managers of multi-cultural organizations/institutions will learn which individual rewards, specifically, are perceived more important by the employees, and which combination of rewards should be given to them to increase their level of job satisfaction.

The higher level of employee job satisfaction will help the management to retain their valuable employees. It will reduce their recruitment and training costs.

Literature review

Rewards

Literature on rewards tells that the rewards have been divided into various categories such as intrinsic rewards and extrinsic rewards. Some researchers grouped the rewards into monetary rewards and non-monetary rewards whereas some researchers named the rewards as financial rewards, non-financial rewards, and psychological rewards. Many studies on rewards show that financial rewards include such rewards which are paid to the employees in the form of money or

money's worth such as salary, bonus, commission, increment, and additional remuneration and non-financial rewards include such awards which are given to the employees in any form except money such as training, advancement opportunities, learning opportunities, personal and career growth opportunities, recognition, appreciation, and benefits. Benefits include health benefits and retirement benefits.

Gieter, Cooman, Pepermans, Caers, Bois and Jegers (2006) argued that the non-financial and psychological rewards are also important along with the financial rewards and such rewards should also be properly considered by the employers while designing the total reward system. Financial rewards are foremost important for the employees but if non-financial rewards are well mixed with the financial rewards they can prove to be as powerful motivator as the financial rewards are. They divided thirty four rewards into three major categories; financial rewards, non-financial rewards and psychological rewards. Vacation pay, salaries and travelling allowances were grouped into the financial rewards. Non-financial rewards included opportunities of training, flexible working hours, promotion, security of job, paid holidays and recreational activities at the workplace. Psychological rewards included appreciate, compliment, respect, goal achievement, responsibilities, relationship with colleagues, work environment, self-fulfillment, participation in decision making, working conditions, autonomy and good reputation of the employer.

Kaplan (2007) in her article "Business Strategy, People Strategy and Total Rewards" divided the rewards into four major categories. These categories include compensation, benefits, work environment and learning and development. Further she assumed that compensation includes salary, incentives paid annually and in the long run in the form of cash, employees' stock ownership, awards at the spot, project accomplishment financial incentives, employee referrals and giving bonuses. Benefits include health and life insurance, benefits on disability and retirement, child care, elder care and fitness centers, and legal support. Career and succession plans, membership with the professional organizations, training, participation in the conferences that enhance the professional knowledge, mentoring, learning through recreational activities and sabbaticals are included in learning and development category. Work environment category is comprised of flexible working schedules, facility of telecommuting, flexible job designs, comfortable environment at the workplace, recognition, chances to participate in the social activities, permission to use the dresses in which employees feel comfortable and free of charge feasts.

Rewards and Job Satisfaction

Locke (1976) defined job satisfaction as a pleasant or positively affecting condition as a result of the performance appraisal or experiences at the work setting/workplace. Job satisfaction is an emotional reaction which arises as a result of any particular situation at the job which can only be felt and cannot be seen. Job satisfaction is related to the perception of the employees when they compare that the rewards they get are in accordance with or more than their expectations. Pay, work itself, supervision, promotion opportunities and coworkers are such features of job

which are responded by the employees and these responses depict their job satisfaction (Luthan, 1998). According to Smith (1969), job satisfaction is “an effective response of a worker to his job” (p. 22). Job satisfaction is cognitive and emotional reaction of an individual to the difference between the rewards he actually receives and expects or perceives from his job (Cranny, Smith, & Stone, 1992). Reaction of an employee to his job when he feels that there exists a difference between the rewards, he actually receives and he expects against his given services to the organization will be used as an operational definition of job satisfaction.

Mottaz (1985) worked on the impact of rewards on work satisfaction. He studied three variables which included extrinsic social rewards, intrinsic task rewards and extrinsic organizational rewards. Study of the workers showed a strong relationship between the intrinsically rewarding work and work satisfaction. Chambers, Wall, and Campbell (1996) conducted a study to examine the factors that bring job satisfaction and stress among the practitioner registrars. Postal survey method was used for the data collection purpose. The results revealed the factors that were considered major to bring job satisfaction were responsibility, working hours and the overall job whereas the factors that caused dis-satisfaction to them were recognition, pay and work diversification. Appleton, House and Dowell (1998) conducted a survey to know the psychological symptoms and job satisfaction level of general practitioner in Leeds and found that majority of the general health practitioners were of the view that their physical health was affected by their work. They expressed little satisfaction with their working hours, level of pay and recognition for the job done.

Recognition or praise has also been found related with employees' job satisfaction. When employees are praised or they are communicated with praising or motivating language, they feel more satisfaction from their job. Sharbrough, Simmons, and Cantrill (2006) found that there existed a significant positive relationship between the motivation language (praise or recognition) of the supervisor and the employees' job satisfaction. Mayfield, Mayfield and Kopf (1998) found that there existed a positive and significant relationship between the subordinate job satisfaction and supervisor's use of motivating language (praise or recognition).

Rickard, Roberts, Foote and McGrail (2007) found on the McCloskey-Mueller importance scale that the coordinators were feeling dis-satisfaction as for as compensation, recognition and narrower scope of career path (growth) is concerned. On the other hand, their priorities which needed to be reconsidered were financial rewards particularly for weekend call-outs, lack of recognition and opportunities of career growth.

Goldstein and Rockart (1984) studied certain variables apart from the job characteristics and the results revealed that there was a strong relationship between the dependent and independent variables i.e. job satisfaction and leadership quality of supervisors (supervision). Roelen, Koopmans and Groothoff (2008) researched the factors that influence job satisfaction of the employees. Results of the study showed that task variety (work itself) was the most related variable to the job satisfaction. Career growth and colleagues were also found to be related to the job satisfaction. Bokemeier and Lacy (1987) tested the relationship between the job values, working conditions, rewards and job satisfaction among women and men. Results revealed that

the job values, working conditions, personal characteristics and rewards cause different levels of job satisfaction to the employees. Khalid, Salim and Loke (2011) found that rewards are positively related to the job satisfaction of the employees.

Many studies are found in literature in which relationship between rewards (financial and non-financial) and job satisfaction has been analyzed. If we see the relationship between different dimensions of the rewards with the job satisfaction, we find more or less similar results in different studies. Some rewards are strongly related with the job satisfaction whereas others have a weak relationship with the job satisfaction. In many studies recognition is found to have a strong positive relationship with the job satisfaction of the employees. Some researchers concluded that when the employees feel dissatisfaction from their pay, recognition, and their career growth (advancement opportunities); they were found to be dissatisfied from their job which shows a positive relationship between pay, recognition, and advancement opportunities. Rewards which are tested in various studies include financial rewards and non-financial rewards. Financial rewards include pay, increments, bonuses, and additional remunerations whereas non-financial rewards include learning opportunities, promotion, training, and benefits.

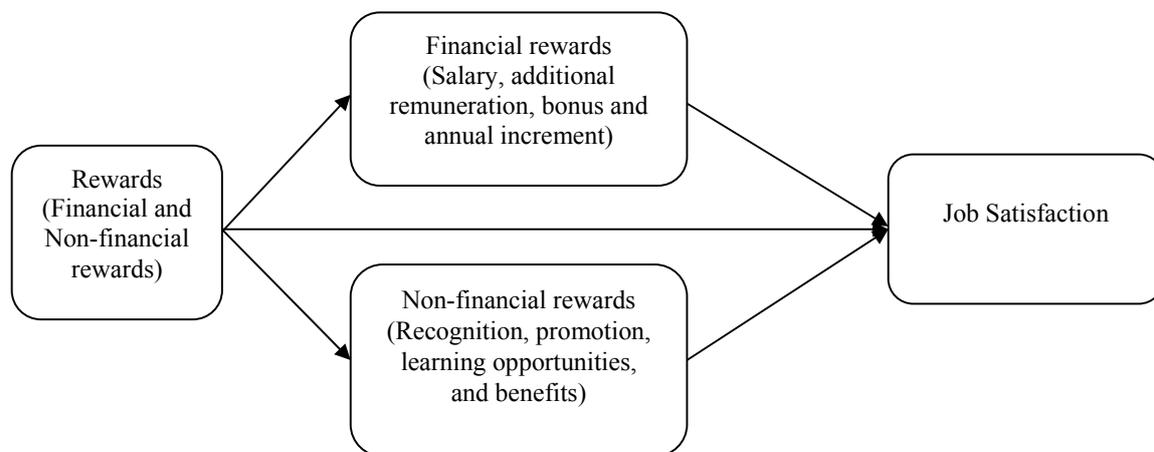
Theoretical Framework

Many studies have investigated the relationship between financial and non-financial rewards with the employees' job satisfaction. The financial rewards included salaries, vacation pay and travelling allowances. Opportunities of training, promotion and paid holidays were included in non-financial rewards. Compensations included recognition in the form of cash, monetary incentives, salary and premium. Benefits included retirement and health benefits whereas career opportunities included career growth and chances of personal development. Joshi and Sharma (1997) asserted that there existed a positive relationship between monetary benefits, scope for advancement and performance appraisal, and job satisfaction whereas negative relationship was observed between recognition and job satisfaction. Lim (2008) found a positive relationship between salary and promotion, and job satisfaction. Herzberg (1987) in his motivation-hygiene theory asserted that intrinsic factors such as recognition and advancement are related to job satisfaction and extrinsic factor such as pay (salary) is related to job dis-satisfaction. Lacy and Sheehan (1997) argued that prospect for promotion is related to employees' job satisfaction. Rice, Near and Hunt (1980) investigated that financial rewards, pay and promotion are related to job satisfaction of the employees. Churchill, Ford, and Walker (1974) defined certain determinants of job satisfaction which included training, pay and company benefits, and promotion and advancement. Katuwal and Randhawa (2007) found that wages, training and development facilities, opportunity of being promoted and existing welfare facilities are negatively related to the employees' job satisfaction whereas recognition neither satisfied nor dissatisfied the employees. A positive and statistically significant relationship exists between payment, promotion, recognition, benefits and general dimensions of work satisfaction (Ali & Ahmad, 2009).

Various studies measured the relationship between rewards (financial and non-financial) and job satisfaction. Some rewards are found to have significant positive relationship with the job satisfaction whereas other rewards have the insignificant positive relationship with the job satisfaction of the employees. For the purpose of this study, it is assumed that there exists a positive relationship between rewards (financial and non-financial) and job satisfaction.

The diagrammatical relationship between rewards (financial and non-financial) and employees' job satisfaction has been given in Figure 1;

FIGURE 1; Relationship between Rewards, Financial Rewards, Non-Financial Rewards, and Job Satisfaction



Method

Research Design

This study is a cross-sectional study for understanding the relationship between rewards (financial and non-financial) and job satisfaction, of the teachers working in privately owned commerce/management sciences educational institutions affiliated with University of the Punjab, Lahore. Financial rewards include salary, additional remuneration, bonus, and annual increment whereas non-financial rewards include recognition, promotion, learning opportunities and benefits.

Population

Teachers teaching in 44 privately owned commerce/management sciences colleges of Lahore affiliated with University of the Punjab (PU, 2011), have been used as population for the purpose of this study. According to the list of affiliated colleges available at the official web site of University of the Punjab, 34 colleges are affiliated with University of the Punjab to teach B. Com classes whereas 10 colleges are affiliated to teach M. Com/MBA classes for the academic session 2011-12.

Sampling

A simple random sampling technique has been used for the purpose of collecting data from the respondents. A total of 240 questionnaires were distributed to the faculty members directly in the staff/faculty rooms of their respective colleges. 159 questionnaires were returned by the respondents which show a 66.25% response rate. 24 questionnaires were found unusable due to incompleteness. A total of 135 questionnaires were found to be complete and were used for the statistical analysis to test the presumed hypothesis.

The Questionnaire

A structured questionnaire was distributed to the teachers at their workplaces with written instructions about filling those questionnaires. The questionnaire was composed of four sections; the first section of the questionnaire collected demographic data of the participants including their employer, job title, nature of employment, gender, marital status, age, annual income, permanent residence, highest qualification, specialization, subject, teaching experience total and teaching experience in their current institution. The second section of the questionnaire collected data about their perception about different dimensions of financial and non-financial rewards. Dimensions of financial rewards included statements regarding how they feel about their salary, additional remuneration, bonus and annual increment. On the other hand, dimensions of non-financial rewards included recognition, promotion, learning opportunities, and benefits. This section of the questionnaire is an adapted modified form of Minnesota Satisfaction Questionnaire (MSQ) which is comprised of 100 statements and collects data regarding satisfaction of employees from different facets of job satisfaction such as pay, promotion opportunities, recognition, job security, supervision, working conditions, company policies and responsibility. For the purpose of this study statements related to salary, promotion and recognition has been adapted whereas other statements which are not related to the variables under study have been excluded. The third section of the questionnaire collected data about employees' perception about their level of satisfaction regarding different facets of job satisfaction that included supervision, work itself, co-workers, working conditions and overall job satisfaction. In sections two and three of the questionnaire, a five point Likert scale has been used to collect data where 1=Strongly Disagree and 5=Strongly Agree. Fourth and last part of the questionnaire was composed of open ended questions.

Reliability and Validity

Cronbach-Alpha reliability coefficients for the sub sections of rewards and job satisfaction has been calculated using SPSS version 16 and the results are shown in the table 1.

Table 1
Reliability Statistics

	Cronbach's Alpha	N of Items
Salary	.848	5
Additional Remuneration	.866	6
Bonus	.738	4
Annual Increment	.651	4
Recognition	.899	6
Promotion	.702	5
Learning Opportunities	.733	4
Benefits	.874	5
Financial Rewards	.874	4
Non-financial Rewards	.754	4
Rewards	.878	8
Job Satisfaction	.901	29

Data Collection Procedure

Primary data has been collected with the help of a self-administered questionnaire. As the total population consisted of 44 privately owned commerce/managements sciences colleges affiliated of Lahore with University of the Punjab. A total of 240 questionnaires were delivered to the teachers of all the 44 colleges at their workplaces. Four visits were paid to each college to deliver and collect the pre delivered questionnaire from the respondents in different days of the week. It took two and a half month to complete the data collection process.

Data Analysis

SPSS version 16 has been used for the purpose of descriptive and inferential analysis and content analysis has been done of the open ended questions. Demographic variables have been analyzed using descriptive statistics through percentages and frequencies. Graphical presentation of different percentages and frequencies of demographic variables has also been given. As far as the inferential statistics is concerned, Pearson correlation test has been applied to check whether there exists any statistically significant relationship between the financial and non-financial rewards, and job satisfaction of the teachers.

Relevant literature provides that there are two approaches to measure employees' job satisfaction which include global approach and facet approach. In this study, job satisfaction is being measured through facet approach. Respondents are asked to rate their level of their satisfaction regarding various facets of their jobs on a five point Likert scale. The facets of the job used to measure the job satisfaction of the employees include supervision, work itself, coworkers, working conditions, and overall job satisfaction.

Findings

Descriptive Statistics of Demographic Factors

Descriptive analysis of demographics of the participants has been made in SPSS 16 and shown in table 2.

Table 2
Descriptive Statistics

		Frequency	Percent	Valid Percent	Cumulative Percent
Nature of Employment	Permanent	107	79.3	79.3	79.3
	Visiting	28	20.7	20.7	100
	Total	135	100	100	
Gender	Male	99	73.3	73.3	73.3
	Female	36	26.7	26.7	100
	Total	135	100	100	
Marital Status	Single	62	45.9	45.9	45.9
	Married	71	52.6	52.6	98.5
	Divorced	2	1.5	1.5	100
	Total	135	100	100	
Age	20-30	71	52.6	52.6	52.6
	31-40	59	43.7	43.7	96.3
	41-50	5	3.7	3.7	100
	Total	135	100	100	
Annual Income	Up to 400000	101	74.8	74.8	74.8
	400001 - 700000	29	21.5	21.5	96.3
	700001 - 1000000	5	3.7	3.7	100
	Total	135	100	100	
Permanent Residence	Lahore	121	89.6	89.6	89.6
	Other than Lahore	14	10.4	10.4	100
	Total	135	100	100	
Highest Qualification	Graduation	4	3	3	3
	Masters	94	69.6	69.6	72.6
	M. Phil	37	27.4	27.4	100
	Total	135	100	100	
Subject	B. Com	119	88.1	88.1	88.1
	M. Com / MBA	16	11.9	11.9	100
	Total	135	100	100	

Teaching Experience	Up to 2 years	11	8.1	8.1	8.1
	Above 2 – Up to 4	38	28.1	28.1	36.3
	Above 4 – Up to 6	40	29.6	29.6	65.9
	Above 6 – Up to 8	25	18.5	18.5	84.4
	Above 8 – Up to 10	7	5.2	5.2	89.6
	Above 10 years	14	10.4	10.4	100
	Total	135	100	100	
Teaching Experience in the Current Institution	Up to 2 years	80	59.3	59.3	59.3
	Above 2 – Up to 4	36	26.7	26.7	85.9
	Above 4 – Up to 6	16	11.9	11.9	97.8
	Above 6 – Up to 8	3	2.2	2.2	100
	Total	135	100	100	

Correlation Analysis

It has been hypothesized that financial rewards (salary, additional remuneration, annual increments, and bonus) have a positive relationship with the job satisfaction. Similarly, it was also hypothesized that non-financial rewards (Recognition, promotion, learning opportunities, and benefits) have a positive relation with employees’ job satisfaction. As the study hypothesized various relationships between rewards (financial and non-financial), and job satisfaction, a correlation analysis has been conducted to test the hypothesized relationships. SPSS version 16 has been used for correlation analysis. To test the above mentioned hypothesis, first of all a correlation analysis between rewards and job satisfaction has been carried out. After that correlation analysis between financial rewards, non-financial rewards, and job satisfaction has been conducted to test the nature of relationships between them. A correlation between dimensions of financial rewards and non-financial rewards, and job satisfaction has been calculated to see the nature of relationship between each individual dimension of financial and non-financial rewards with job satisfaction.

Correlation between rewards and job Satisfaction. Table 3 shows a statistically significant positive relationship between rewards and job satisfaction (0.465**).

Table 3 Correlation between Rewards and Job Satisfaction

	Rewards	Job Satisfaction
Rewards	1	.465**
Job Satisfaction	--	1

** p<.01; n=135

Correlation between financial rewards, non-financial rewards, and job satisfaction. Table 4 presents a statistically significant positive relationship between financial rewards and job satisfaction (0.334**). There exists a statistically significant positive correlation between non-financial rewards and job satisfaction (0.518**).

Table 4 Correlation between Financial Rewards, Non-Financial Rewards, and Job Satisfaction

	1	2	3
1. Financial Rewards	1	.669**	.334**
2. Non-Financial Rewards	--	1	.518**
3. Job Satisfaction	--	--	1

** p<.01; n=135

Correlation between dimensions of financial rewards and job satisfaction. For the purpose of this study dimensions of financial rewards include salary, additional remuneration, bonus and annual increment. Correlation between the above mentioned dimensions of financial rewards and job satisfaction has been shown in the Table 5. There exists a statistically significant positive correlation between salary and job satisfaction (0.339**). Additional remuneration has a statistically significant positive relationship with job satisfaction (0.257**). Bonus has a statistically significant positive relationship with the job satisfaction. Annual increment has a statistically significant positive relationship with job satisfaction (0.322**). All the dimensions of financial rewards have a statistically significant positive relationship with the job satisfaction which shows that with the provision of better financial rewards, higher level of job satisfaction can be achieved.

Table 5 Correlation between Salary, Additional Remuneration, Bonus, Annual Increment, and Job Satisfaction

	Salary	Additional Remuneration	Bonus	Annual Increment	Job Satisfaction
1- Salary	1	.677**	.520**	.625**	.339**
2- Additional Remuneration		1	.681**	.709**	.257**
3- Bonus			1	.603**	.217**
4- Annual Increment				1	.322**

** p<.01; n=135

Correlation between dimensions of non-financial rewards and job satisfaction. Table 6 shows correlation between all the dimensions of non-financial rewards (recognition, promotion, learning opportunities, and benefits), and job satisfaction. Recognition has a statistically significant positive relationship with job satisfaction (0.506**) which is an indication that if the work of the employees is recognized, they will perceive more job satisfaction whereas if their work is not recognized, they will be dissatisfied with their job. Promotion has a statistically significant positive relationship with job satisfaction (0.376**). There exists a statistically significant positive relationship between learning opportunities and job satisfaction (0.447**). A statistically significant negative correlation has been found between benefits and job satisfaction (0.266**). Above said correlation analysis shows that better the non-financial rewards are given, higher the level of job satisfaction of the employees.

Table 6 Correlation between Recognition, Promotion, Learning Opportunities, Benefits, and Job Satisfaction

	1	2	3	4	5
1- Recognition	1	.479**	.561**	.393**	.506**
2- Promotion		1	.507**	.466**	.376**
3- Learning Opportunities			1	.289**	.447**
4- Benefits				1	.266**
5- Job Satisfaction					1

** p<.01; n=135

Discussion

Rewards and Job Satisfaction

Rewards included financial rewards and non-financial rewards. It was presumed that rewards have a positive correlation with job satisfaction. Table 3 is evident that rewards have a statistically significant positive relationship with job satisfaction (0.465**). The correlation analysis between rewards and job satisfaction suggests that if the employees are paid better rewards, they would exhibit higher level of job satisfaction.

Financial Rewards and Job Satisfaction

For the purpose of this study, it was presumed that there exists a positive relationship between the financial rewards and job satisfaction. Table 4 is evident that financial rewards have a statistically significant positive relationship with job satisfaction (0.334**). It is clear from the correlation coefficients between financial rewards and job satisfaction that if the teachers are paid more financial rewards, their level of job satisfaction would be higher.

Non-Financial Rewards and Job Satisfaction

It was hypothesized that non-financial rewards which include recognition, promotion, learning opportunities, and benefits are positively related to job satisfaction. Table 4 shows that there exists a statistically significant positive relationship between non-financial rewards and job satisfaction (0.518**). It is clear from the nature of relationship between non-financial rewards and job satisfaction that if the teachers are given more non-financial rewards than what they are already paid, their level of job satisfaction would be higher.

Dimensions of Financial Rewards and Job Satisfaction

Financial rewards include salary, additional remuneration, bonus, and annual increment. The correlation coefficient of the dimensions of financial rewards and job satisfaction has been measured to know whether they are correlated or not. It was hypothesized that the financial rewards are positively related with the job satisfaction. When we analyzed the correlation between every individual dimension of the financial rewards and job satisfaction, it was clear from the table 5 that all the dimensions of financial rewards are positively related to job satisfaction. It means that if the employees are paid more salaries, additional remuneration, bonus, and annual increment, they exhibit more job satisfaction.

Dimensions of Non-Financial Rewards and Job Satisfaction

Non-financial rewards include recognition, promotion, learning opportunities, and benefits. It was hypothesized that, non-financial rewards have a positive relationship with the job satisfaction. Analysis of the correlation between dimensions of non-financial rewards and job satisfaction illustrates that all the dimensions of non-financial rewards are positively related to job satisfaction (Table 6). The correlation coefficients between all the dimensions of non-financial rewards and job satisfaction are evident that if the efforts are more recognized, they are provided better promotions, learning opportunities, and benefits are increased, the teachers would be more satisfied.

Hypothesis Testing

For the purpose of this study some hypothesis were developed in which it was assumed that the dimensions of financial rewards, dimensions of non-financial rewards, financial rewards, non-financial rewards, and rewards are positively related to job satisfaction. Here the entire presumed hypotheses have been tested.

The below given hypothesis were tested through correlation analysis between the variables under study. SPSS version 16 has been used to calculate correlation between the variables i.e. rewards, financial rewards, non-financial rewards and job satisfaction.

H_A-1: Financial rewards have a positive relationship with the teachers' job satisfaction, working in privately owned commerce / management science educational institutions affiliated with University of the Punjab, Lahore.

It was presumed that there exists a positive relationship between financial rewards and job satisfaction. To test this hypothesis, correlation analysis between financial rewards and job satisfaction has been conducted (See Table 4). Table 4 is evident that there exists a statistically significant positive relationship between financial rewards and job satisfaction (0.334**), so H_{A-1} is accepted.

H_{A-2}: Non-Financial rewards have a positive relationship with the teachers' job satisfaction, working in privately owned commerce / management science educational institutions affiliated with University of the Punjab, Lahore.

The correlation between non-financial rewards and job satisfaction has been measured in Table 4 which shows that there exists a statistically significant positive relationship between non-financial rewards and job satisfaction (0.518**), hence H_{A-2} is accepted.

Conclusion

This study was conducted to find out the relationship between rewards and job satisfaction. Rewards included financial rewards and non-financial rewards. Financial rewards consisted of salary, additional remuneration, bonus, and annual income whereas non-financial rewards included recognition, promotion, learning opportunities, and benefits. A survey questionnaire was used to collect the data from teachers of privately owned commerce/management sciences educational institutions of Lahore, affiliated with University of the Punjab, who voluntarily participated in this study. Cronbach's alpha was calculated to test the reliability of the questionnaire used to collect data which remained within 0.651 to 0.901 for different dimensions of rewards and job satisfaction which shows that the statements included in each dimension of the rewards and job satisfaction were internally reliable, regular, and consistent and all the statements were collecting data for the similar concept as well. Correlation coefficient between dimensions of financial rewards, dimensions of non-financial rewards, financial rewards, non-financial rewards, rewards, and job satisfaction was conducted to figure out whether there existed any relationship between these variables or not. Descriptive analysis of the demographic variables which included nature of employment, gender, marital status, age, annual income, permanent residence, subject, and teaching experience, has also been made. The study concluded the followings;

1. Financial rewards have a statistically significant positive relationship with job satisfaction which is evident of that more the financial rewards given to the teachers, higher would be their level of job satisfaction, and vice versa.
2. Non-financial rewards are positively and significantly related with job satisfaction. This means that if the teachers are given more non-financial rewards, they would be more satisfied and with fewer non-financial rewards, they would feel dissatisfaction.
3. The correlation analysis between rewards and job satisfaction shows that rewards have a statistically significant positive relationship with job. It illustrates that more the teachers are rewarded, higher their level of job satisfaction.

4. Job satisfaction is positively related with rewards (financial and non-financial) which means that increasing rewards increases job satisfaction and decreasing rewards decreases job satisfaction. So if any organization wants to increase the level of job satisfaction of their employees, it can be increased by increasing the rewards (financial and non-financial) being paid to the teachers.
5. All the dimensions of financial rewards including salary, additional remuneration, bonus, and annual increment have a statistically significant relationship with job satisfaction. It is clear from the positive relationship between dimensions of financial rewards and job satisfaction that higher the salary, additional remuneration, bonus, and annual increment given to the teachers, higher the level of job satisfaction they exhibit and vice versa.
6. It is found that all the dimensions of non-financial rewards including recognition, promotion, learning opportunities, and benefits have a statistically significant positive relationship with job satisfaction. It shows that if the teachers are given more recognition, promotion opportunities, learning opportunities, and benefits, their level of job satisfaction would also be higher.
7. Both the hypotheses of the study have been accepted as correlation between the variables proved that rewards are positively related with the job satisfaction.

Recommendations

On the basis of descriptive and correlation analysis and discussion with the participants, the researchers suggest the followings;

1. This study is evident that recognition has the highest correlation coefficient with the job satisfaction among all other dimensions of financial and non-financial rewards which shows that employees value recognition more than any other form of reward. So for the employers, provision of recognition to their employees, must be of foremost importance, to uplift their level of job satisfaction. The work of the teachers can be recognized by awarding them certificates, trophies, or medals, giving them cash prizes, announcing best teacher of the month and displaying their names and pictures at the college notice boards or the college websites.
2. After recognitions, the second highest correlation coefficient is between learning opportunities and job satisfaction. This shows that if the employers want to bring higher level of job satisfaction among their employees, they must focus on providing learning opportunities to their employees. Teachers' training programs, workshops, refresher courses, and group discussions can help the employers if they want to provide their employees learning opportunities at their workplaces.
3. Promotion is the third dimension of non-financial reward which has the third highest coefficient correlation with the job satisfaction, so provision of opportunities of promotion to the employees must be the third preference to increase the level of job satisfaction among the teachers. A strong organizational hierarchy can be developed

and introduction of a proper and transparent promotions system can be very much useful in this regard.

4. Value of correlation coefficient between the salary and job satisfaction comes after promotion. This is evident that for the participants non-financial rewards are of more importance than financial rewards as far as their job satisfaction is concerned. Before offering any amount of salary to the employees, employers must be aware of the salary package being offered in other competitive organizations. So at least a competitive salary must be offered to the employees so that they may feel satisfaction from the amount of salary they receive from their respective employer.

In the nut shell, Job satisfaction is positively related with rewards (financial and non-financial). The results of the study prove that job satisfaction can be increased with the provision of recognition as the first preference, learning opportunities as a second priority, promotion opportunities come after the provision of learning opportunities, provision of higher amount of salary comes at the fourth place, and increasing the amount of annual increment is to be the fifth preference for the employers to bring job satisfaction among their employees. Out of all the findings of the study, one important finding of the study is that employees are more concerned with the non-financial rewards as compared to the financial rewards.

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