

IMPACT OF JOB PROMOTION AND JOB ADVANCEMENT ON JOB SATISFACTION IN UNIVERSITIES OF KPK PROVINCE OF PAKISTAN

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ABSTRACT: *Research was conducted to explore job satisfaction of PhD and non-PhD faculty in universities of Khyber Pakhtunkhwa. This study covered both private and public sector universities situated in Khyber Pakhtunkhwa Province of Pakistan. The sample included faculties from 10 universities including 5 each from private and public sector universities. The sample size was 94 with 100% response rate. The results indicate wide differences between public and private sectors on the basis of job satisfaction. The permanent, PhD, and more experienced faculty members reveal greater satisfaction than contractual, non-PhD, and less experienced staff respectively. The study also found that the academic staff from public higher education institutes were comparatively more satisfied with whole job satisfaction than those working in private higher education institutes. Over all study shows that job promotion and job advancement have positive relationship with job satisfaction. The study recommends flexible promotion policies, job advancement schemes, seeking employees' opinion to increase employees' satisfaction. Equal opportunities should be given to all employees in reward policies, salary packages. Further, professional training services may be initiated for the job improvement*

INTRODUCTION

Job satisfaction has always been a key point of discussion among the researchers and scholars since long. After the foundation of industrialization this serious issue gained enthusiastic attention of researchers, and now it is being applied to each and every organization all around the world. Education sector has also been changed into an organization and the field of education determining the job satisfaction of teachers has become a major focus of attention for researchers. The job satisfaction of teachers particularly at higher level is very important. The value of higher education is undeniable; it is very important to provide teachers with facilities to their satisfaction. The topic is a serious issue due to the importance of higher education which is central stage of the whole pyramid of education system in the world including Germany, Brazil, Canada, Romania, USA, Japan,¹ Greece, France, Poland, UK, Spain, and Australia. Only satisfied teachers can give better performance. Job advancement and promotion are very important in all sectors around the world. In private sector, in contrast to public sector, the promoter promote employees without going through much procedures or formalities such as testing, interviewing, and screening. Job advancement aims at innovation, improved techniques, developing something new for the employees. Advancement involves discovering new working atmosphere, improvement, progress, development, the advancement of knowledge, learning etc., of employees. Why did researchers select this topic? Because job satisfaction plays vital role in the performance of organization and also job promotion and job advancement are very vital for the employees and have multiple benefits for the organization. If the employees are not satisfied the organization moves to the decline stage, that is why satisfaction and dissatisfaction are the key factors and play a vital role for promotion and demotion of every organization all around the world.

The major purpose of this Research is to identify the job satisfaction among PhD and Non-PhD faculty staffs of the universities. Overall observation that Non-PhD faculty members are not getting appropriate attention in terms of

advancement and promotion, they also feel that the policies of universities and higher education institutes are not in their favor; these commonly focus on creating conveniences for PhD faculty staffs. This research will also aid top management of the higher education institutes and universities in formulating employment policies.

Researchers have analyzed that there are various factors that can affect job satisfaction of the employees. If employees are satisfied, the organization moves to success. There are many factors to define the level of employee's satisfaction such as good and fair salary, good relationship between subordinates and top management, good work environment, age, gender, race, tenure, to remove poor working condition, job security, safety and many more. This study covers job promotion and job advancement.

LITERATURE REVIEW

Job satisfaction has remained most attractive topic for researchers since its interception in 1900s. Derrick and Glasson (1988) concluded that job satisfaction effects on employee and organizational productivity. Fredrik Tyler focused on the evaluation of individual inspiration towards work and performance when his/her economic requirements are fulfilled.

EUROPE

Peter *et al*, [1] found out the levels of job satisfaction and possible sources of stress were distributed to a random sample of general practitioners in the Greater Manchester region. Maximum levels of job satisfaction were reported for 'intrinsic' job factors such as freedom to choose technique of working, amount of variety and amount of responsibility rather than 'extrinsic' factors such as rate of pay and hours of work. Cary *et al* [2] found that job stress is one of the main reason of job dissatisfaction and negative mental wellbeing among general practitioners in England. The study highlights the relation between job satisfaction & job stress in both men & women. The analysis finds four different types of job stressors. Andrew E. Clark [3] concluded that the well-

educated, those working longer hours and workers in higher establishments have minor levels of jobs satisfaction.

Furnham et al [4] explored significant correlation between the MJSQ and scores of the OCQ. Kafetsios and Zampetakis [5] mentioned both positive and negative affect at work and their influence. Zihni Eyupoglu and Tulen Saner [6] referred the academic relation between job satisfaction and worker performance. The more education level of worker more satisfied he will be.

Workers productivity and organizational performance is affected by job satisfaction and motivational level (B Aziri [7]). Gilman *et el* [8] showed that female and male agriculture staff were satisfied with their jobs in Georgia, and they did not differ significantly in terms of their whole job satisfaction scores.

UNITED STATES OF AMERICA

Jaime X C et al [9] carried out descriptive correlational study to define the amount of variance in faculty staff's overall level of job satisfaction within New Mexico University.

All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction. Timothy A. Judge and Lise M. Saari [10] highlighted employee attitude and performance as helpful technique for human resource professionals, in order to strengthen their personnel resources.

Fernandez Macias et al [11] found job satisfaction as not the only indicator of job quality; there are some others factors too. Jonathan H. Westover [12] concluded that policy implications are vital to public Human Resource administrators who wish to attract top-notch workers and more effectively manage an increasingly multicultural employees. Abu S Nurullah [13] found that self-esteem and valued job characteristics are direct and strongest predictors of job satisfaction among the emerging adults. In addition, income and happiness positively predict job satisfaction. Ryan M. Foor and Jamie [14] suggested three factors of job satisfaction naming the policy and administration, satisfaction and personal growth, and fiscal resources job factors. Lavanda C. [15] explored the personality characteristics as dispositional source of job satisfaction impacting on personnel attitude. Atul Gupta and Sharon R. M. [16] indicated that business personality has statistically significant association with performance and operations strategy. The relationship between business personality and job satisfaction was not statistically significant. Operations strategy has statistically significant moderating role in the relationship between entrepreneurial personality and performance.

AFRICAN

Chimanikire *et el* [17] suggested that in order to make employees more satisfied incentive package should be sound and well enough to minimize international migration to other countries. Kofi P Quan-Baffour and A Arko-Achemfuor [18] indicated that lack of equal opportunities for teachers, poor conditions of service, increased workload, lack of discipline among learners, increasing violence against teachers and the apparent eroding of the teacher's authority were the areas of concern.

ASIA

Baldev R. Sharma [19] reported that to use own ideas at work, Freedom to change methods of work, occupational aspirations of workers play an important role in job satisfaction.

Edward Sek Khin Wong [20] result showed that the key sources of job satisfaction for two Malaysian university faculty staffs were policy, salary and administration. Neeraj Kumari [21] suggested that money is rarely a prime motivator for the employees in job satisfaction. Anitha [22] showed that the organization may give importance to certain factors such as rewards, rest room facilities, canteen, and recognition and promotion policy so that satisfaction of the employees may be improved further. Tanvir Alam and Shahi Md [23] suggested the force field analysis model to remove the restraining/negative forces factors for reducing the turnover rate. Also there is mention of the driving/positive forces factors for omitting the turnover rate. Ms. Chetna Pandey and Mrs. Rajni Khare [24] studied to find out the impact of job satisfaction and organizational commitment on employee loyalty and also to find out the relationship between job satisfaction and organizational commitment. The results show that there is an impact of organizational commitment on employee loyalty and job satisfaction. Shyam Lata Juyal [25] result showed that public sector managers were more satisfied in their job on nature of work, the dimensions of pay and senior/junior correlation. Both sectors managers showed additional satisfaction during 10-20 tenure of job, and public sector managers found to be more secure in their job than the private. Interaction effect also found significance between sectors and tenures and with job security and also between sectors and the dimensions of nature of work and senior/junior relationship. Ilhami Yücel [26] carried out suggested that the high levels of job satisfaction result in higher commitment and lower turnover intention so job satisfaction positively influences on continuance commitment and affective commitment, while it negatively impacts on turnover intention. Zeynep Oktug [27] study showed while age and organizational tenure do not moderate the relationship, job tenure moderates the relationship between organizational identification and job satisfaction of employees. Mehdi Noursina and F Bagheri [28] found employees and experts at Islamic Azad University, Naragh Branch Iran do not enjoy the same satisfaction with regard to some factors such as co-workers, promotion and advancement supervision, type of work, and salary.

PAKISTAN

Farhan Mehboob et el [29] found two factors related to job satisfaction; job motivator & job hygiene. The later was found more influential in predicting job satisfaction than job motivator in Shah Abdul Latif University, Sind, Pakistan. Ehsan et al, [30] conducted survey to find job commitment & satisfaction level of public university in Pakistan; and found quality of supervision, pay satisfaction and work itself significant effect on the job satisfaction and commitment of faculty.

Riaz A mangi *et al* [31] they conducted study on non-PhD faculty staffs in universities of Sindh. The study was based on (Herzberg’s, 1959) two factors, Motivator (Recognition, Advancement) and Hygiene (Compensation, Policies, Interpersonal) of job satisfaction. The results showed that among the non-PhD faculty members of universities Overall Job Satisaction was very low. The job satisfaction components and motivator have significant impact on the whole job satisfaction of the non-PhD faculty. M Ehsan Malik *et al.* [32] observed that pay has significant influence on job satisfaction but the promotion has less influence and partially significant to the job satisfaction. The only sure source of job satisfaction are promotion and pay in Higher Education Institutes of Pakistan. Saifuddin Khan Saif *et al.* [33] found that job satisfaction (involvement & commitment) as well as job dissatisfaction (absenteeism & turnover) is mostly founded on the ‘Factors of satisfaction attitude like work, pay, promotion, co-workers, supervision and environment. They also used the data on the factors for regression on the employee attitudes of both positive and negative consequences. A sample of 218 university teachers from the province of Khyber Pakhtunkhwa Pakistan was used to record their satisfaction from different factors of satisfaction. Anwar Ali Shah G. Syed et el [34] to carried out that all independent factors working environment, compensation, promotion, work life conflict, supervisor’s behavior are significant predictors of faculty’s job satisfaction. Training programs, possibility of growth, and promotion opportunities positively affect work satisfaction of faculty staffs. The contribution of other factors namely compensation and working environment are insignificant to both male and female faculty members of University of Sindh Jamshoro Pakistan. Alamdar H Khan et el [35] suggested that promotion, pay, security and job safety, working conditions, relationship with co-workers, job autonomy, nature of work and relationship with supervisor, affect the job satisfaction and performance Medical Institutions of Pakistan. Farheen B Zaidi and Saba Iqbal [36] they carried out that significant association exists between job satisfaction and career selection. Research also classifies that the career selection based on the consideration of personality traits and values can provide more satisfaction. Job satisfaction personality traits have a high impact. It was also concluded that work content values and career contentment contribute highly in the whole job satisfaction in the service industry of Pakistan top or middle management employees. Samina Qasim et el [37] indicated that among four factors work environment had the highest magnitude that was contributing towards the highest level of job satisfaction of employees of different multinational companies working in Pakistan.

HYPOTHESIS

Hypothesis as follows

- H₁ = Job promotion has positive effect job satisfaction.
- H₂ = Job advancement has positive effect job satisfaction

METHODOLOGY

Field survey through standard questionnaire [38,39] (slightly modified after pretesting) was used for data collection to find out impact of job promotion and advancement on job satisfaction and also to find out the major problems of PhD and non-PhD faculty staffs of private and public higher education institutes of Khyber Pakhtunkhwa.

The sample included 94 employees in the ten universities. The sample size for this study was drawn from ten universities in the Khyber Pakhtunkhwa through the online sample size calculator ¹

First of all universities of Khyber Pakhtunkhwa were identified with help of HEC website, the study purposely selected ten universities of Khyber Pakhtunkhwa including 5 from each sector namely KPK Agricultural University, Hazara university Mansehra, University of Peshawar , Gomal University Dera Ismail Khan and Comsats Institute of Information Technology, Abbottabad representing public sector and City University Khyber Pakhtunkhwa Peshawar , CECOS University Peshawar, Iqra National University Peshawar, Sarhad university Peshawar and Qurtaba university Dera Ismail Khan representing private sector.

Serial No:	Name of universities	No. of Respondents
1	KPK Agricultural University Peshawar	5
2	Hazara university Mansehra	4
3	Gomal university DIKhan	4
4	UOP, Peshawar	3
5	Comsats University Abbottabad	7
6	INU Peshawar	11
7	CECOS University Peshawar	13
8	Qurtaba University DIKhan	23
9	City University Peshawar	12
10	Sarhad University Peshawar	12
	Total	94

In this research study the Population response was PhD and non-PhD faculty staffs of public and private higher education institutes of Khyber Pakhtunkhwa. To participate in survey a total 94 faculties including non-PhD and PhD were contacted 23 from Private and 71 from Public universities of Khyber Pakhtunkhwa, 94 faculties positively responded and (100%) response rate.

In order to get accurate and reliable data, the questionnaire was pre tested in the field and feedback from the survey was used to modify the original questionnaire.

A list of faculty members was prepared from ten selected universities. From each university different number of faculty members was selected through proportional allocation method.

The formula for proportional sampling technique is as follows;

$$n_i = \frac{N_i}{N} \times n$$

where:

Number of Sampled faculty members in *i*th University = n_i

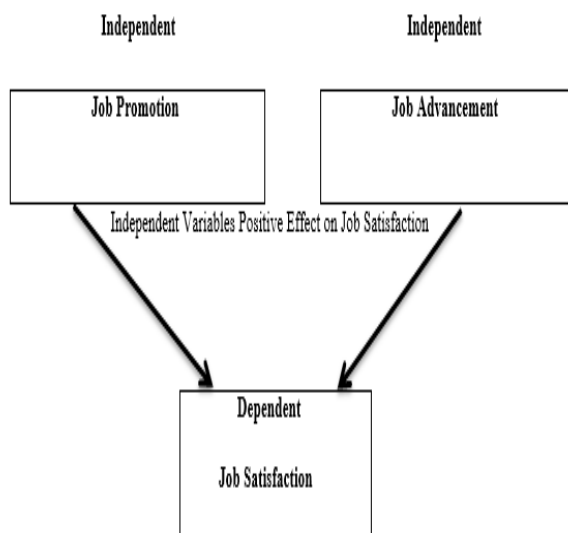
Total Number of faculty members in *i*th University = N_i

Number of Universities = i

Total Sample Size = n

Total Number of faculty members = N

Job Satisfaction Model



1 <http://www.surveysystem.com/sscalc.htm>

RESULTS

The collected data were put into the computer and analyzed using statistical package for social sciences (SPSS) depending on the nature of the study and data. In job promotion the relationship is highly significant as t value is greater than 2 and is about 9.606. So job promotion has positive effect on job satisfaction and job advancement has also the relationship is significant because T. value is less than 2 and is about -3.838 but P value less than 0.05 is about 0.000 so job advancement also has positively effect on job satisfaction. Job promotion and job advancement has been found positively related with job satisfaction and is significant.

Model Explanation

R	.789
R Square	.622
F Statistics	74.992

R-Square = .622, **F-Statistics** = 74.662

R-square is equal to .622 it shows that only 62% variability is being designated by the independent variables. The model applied is valid because F-statistics is equal to 74.662.

Table 1 Descriptive statistics of independent and dependent variables.

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
JS	94	1.33	5.00	3.6028	.95449
JA	94	1.25	5.00	3.5585	.87868
JP	94	1.50	5.00	3.0771	.76817
Total N	94				

The table 1 shows that the total numbers of faculty members are 94. JS minimum number is about 1.33, maximum number is about 5.00, mean is equal to 3.6028 and Std. Deviation is about .95449. JA minimum number is about 1.25, maximum number is about 5.00, mean is equal to 3.5585 and Std. Deviation is about .87868. JA minimum number is about 1.50, maximum number is about 5.00, mean is equal to 3.0771 and Std. Deviation is about .76817.

Table 2

Regression Analysis of Job Satisfaction

Variables	T Value	P Value	Coefficient
			B Value
JS(Constant)	4.725	.000	2.063
JP	9.606	.000	.716
JA	-3.838	.000	-.327

Table 2 shows that the T. value is about 4.725, it indicates that relationship between dependent and independent variables are statistically significant and P-Value is less than 0.05 and is about 0.000, it shows that relationship between dependent and independent variables are statistically significant.

Table 3

Regression Analysis of Job Promotion

Variables	T Value	P Value	Coefficient
			B Value
JS(Constant)	4.725	.000	2.063
JP	9.606	.000	.716
JA	-3.838	.000	-.327

Table 3 shows that the T. value is about 9.606, it indicates that the relationship between job satisfaction and job promotion are positively and statistically significant at 95% confident level and P. value is less than 0.05 and is about 0.000, it shows that relationship between job satisfaction and job promotion is statistically significant at 95% confident level.

Table 4

Regression Analysis of Job Promotion

Variables	T Value	P Value	Coefficient
			B Value
JS(Constant)	4.725	.000	2.063
JP	9.606	.000	.716
JA	-3.838	.000	-.327

The table 4 shows that the T. value is less than 2 and is about -3.838, it shows that relationship between job satisfaction and job advancement is positive and is statistically significant because P. value is less than 0.05 and is about 0.000, it shows that relationship between job satisfaction and job advancement is statistically significant.

Reliability of Job Satisfaction

C's Alpha	Number of Items
.764	3

In the job satisfaction Cronbach's Alpha is greater and is about .764 that is considered to be good.

Reliability of Job Promotion

C's Alpha	Number of Items
.791	4

In the job promotion Cronbach's Alpha is greater and is about .791 that is considered to be good.

Reliability of Job Advancement

C's Alpha	Number of Items
.656	4

In the job advancement Cronbach's Alpha is greater and is about .656 that is considered to be acceptable.

DISCUSSION AND FINDINGS

The total number of respondents included 94 PhD and non-PhD faculty members in ten public and private universities of Khyber Pakhtunkhwa.

Hypothesis1 shows that the correlation between job satisfaction and job promotion is positive and statistically significant and P. value is less than 0.05 and is about 0.000. Hypothesis2 shows that correlation between job satisfaction and job advancement is positive and statistically significant because P. value is less than 0.05 and is about 0.000. The overall study shows that the correlation between job promotion, advancement and job satisfaction are positive and statistically significant. The faculty staffs of public and private universities of Khyber Pakhtunkhwa were less satisfied with advancement and promotion. The finding is in line with Irum Saba [40].

CONCLUSION

Study was conducted in the private and public higher education institutes of KPK to investigate job satisfaction among PhD and non-PhD faculty of higher education institutes because the university's faculty members facing a lot of difficulties. The non-PhD faculty has shown dissatisfaction with the job advancement and job promotion factors of satisfaction and the PhD faculty has shown satisfaction. In non-PhD faculty their view for the promotion and advancement was significantly dissatisfactory. The majority faculty members told to reduce job hours, to provide well equipped class room with multimedia, salary packages should be improve, to give chances for promotion, to give reward for their hard work and good performance, employees opinion should be considered, equal opportunities should be given. The improvement of correlation with the administration will have positive effect on the job

satisfaction of non-PhD and PhD faculty. It can be concluded that PhD and non-PhD faculty staffs mostly concentrate on promotion and advancement factors for the job satisfaction in higher education institutes.

The level of job satisfaction of PhD and non-PhD faculty can be improved by making well promotion and advancement policies, employees opinion should be considered, equal opportunities should be given, to give reward for their hard work and good performance, to give fair salary and advance training services for the job and skilled improvement and development.

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