

Reward and job satisfaction among the nurses in the Jaffna teaching hospital

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Abstract

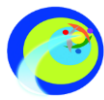
Reward plays a major role in providing job satisfaction to the employees. The feeling of Job satisfaction can strengthen commitment and Loyalty and make the employees more productive and creative. In this study, the target population is the Nurses in Jaffna teaching hospital. The main objective of this study is to identify the relationship between the employee rewards and their job satisfaction and identifying the effect of both intrinsic and extrinsic reward on employee satisfaction. Through the questionnaire, using five-point Likert scales was used. Based on the analysis there is a positive relationship between extrinsic reward and intrinsic reward with job satisfaction and a positive relationship between payment, promotion, working condition, workgroup and recognition with Job satisfaction.

Keywords: extrinsic reward, intrinsic reward and job satisfaction

Introduction

Intrinsic rewards system from rewards inherent in the job itself and which the individual enjoys as a result of completing the task or attaining his goals. Meanwhile, extrinsic rewards are external to the job's task, such as payment, work condition, fringe benefits, security, promotion, contract or service the work environment and conditions of work. According to Bergum and Lethr (1984) rewards systems are among the most important topics in human resource management. Throughout the literature, theorists and academics and practitioners and managers emphasize the importance of rewards.

Additionally, job satisfaction is Important in Human Resource Management. Job satisfaction provides Employees feelings of fulfillment, achievement and even pleasure for their job (Richard, 1976). The organization's reward system quid its actions that have the greatest impact on the performance of individual employees. The salary increase, bonuses and promotions can be a strong motivation of individual performance. Therefore, the reward must be directly and specifically associated with improved performance (Hackman & Oldham, 1976). A reward can be extrinsic or intrinsic external reward can be in the form of salary, incentive, bonuses, promotion, job security. intrinsic



rewards are intangible rewards or psychological rewards like appreciation. Meeting the new challenges, positive and caring attitude from employer, and job rotation after achieving the goal. This research titled employee rewards and its impact on job satisfaction among the nurses in Jaffna Teaching Hospital tries to explain the employee reward and its impacts on employee satisfaction. According to Jayakody and Ajanta (2017) suggest that EI could be increased by year of experience and training and Education. Reward refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Identifying the relationship between the employee rewards and their job satisfaction and identifying the effect of both intrinsic and extrinsic reward on employee satisfaction is the main objective of this research.

Literature Review

According to Fournet, Distefano and Margaret (1966), rewards can be either intrinsic or extrinsic. Intrinsic rewards system from rewards inherent in the job itself and which the individual enjoys as a result of completing the task or attaining his goals. Meanwhile, extrinsic rewards are external to the task of the job, such as payment, work condition, fringe benefits, security, promotion, contract or service the work environment and conditions of work (Gerald & Dorothee, 2004). Extrinsic rewards are often determined at the Organizational level. Intrinsic rewards, on the other hand, are those rewards that can be termed as psychological rewards. Colby, Sippola and Phelps (2001) defined rewards as the payments made to the employees as compensation for the organization's services. Compensation or remuneration is what employees receive in exchange for their work in the enterprise (Clifford, 1985).

Methodology

This study was based on a survey of individuals who held a job in either the private or public sector of Jaffna town hospitals. The total sample was selected from male and female Nurses performing different tasks. The questionnaires were submitted to the staff working in the hospital to get data about rewards and job satisfaction. To measuring respondent's opinion and attitude five point Likert scales was used. Correlation analysis, regression analysis was used for the analysis using SPSS Software. The convenience sampling was applied to collect the data because only a few nurses were ready to contribute voluntarily to this study in their busy schedules. Following hypotheses were developed for testing:

H1: There will a positive relationship between extrinsic reward and job satisfaction.

H_{1a}: There will be a positive relationship between payment and job satisfaction.



- H_{1b}: There will be a positive relationship between promotion and job satisfaction.
- H_{1c}: There will be a positive relationship between working conditions and satisfaction.
- H_{1d}: There will be a positive relationship between Workgroup and satisfaction.
- H₂: There will be a positive relationship between Intrinsic Rewards with job satisfaction.
- H_{2a}: There will be a positive relationship Recognition with job satisfaction.
- H₃: There will be a positive Relationship between total reward and job satisfaction.

Results and Discussions

H₁: There will be a positive relationship between extrinsic reward and job satisfaction

Table 1. Correlation between extrinsic reward and job satisfaction

Variables		satisfaction
satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
Ex.Reward	Pearson Correlation	.58**
	Sig. (2-tailed)	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows that there is a medium positive correlation between Extrinsic reward and job satisfaction (correlation= 0.58)

H_{1a}: there will be a positive relationship between payment and job satisfaction

Table 2. Correlation between payment and job satisfaction

Variables		payment	satisfaction
payment	Pearson Correlation	1	0.667**
	Sig. (2-tailed)		.008
satisfaction	Pearson Correlation	.667**	1
	Sig. (2-tailed)	.008	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows a medium positive correlation between payment reward and job satisfaction (correlation= 0.667). Therefore, H_{1a} is accepted.

H_{1b}: there will be a positive relationship between promotion and job satisfaction

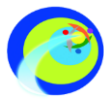


Table 3. Correlation between promotion and Job satisfaction

Variables		promotion	satisfaction
promotion	Pearson Correlation	1	0.816**
	Sig. (2-tailed)		.003
satisfaction	Pearson Correlation	.816**	1
	Sig. (2-tailed)	.003	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows a strongly positive correlation between promotion and job satisfaction (correlation= 0.816). Therefore, H_{1b} is accepted

H_{1c} : there will be a positive relationship between working condition and satisfaction

Table 4. Correlation of Working condition and satisfaction

		Working condition	satisfaction
Working condition	Pearson Correlation	1	0.701**
	Sig. (2-tailed)		.005
Satisfaction	Pearson Correlation	0.701**	1
	Sig. (2-tailed)	.005	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows a strongly positive correlation between working conditions and job satisfaction (correlation= 0.701). Therefore, H_{1c} is accepted.

H_{1d} : There will be a positive relationship between Workgroup and satisfaction

Table 5. Correlation between workgroup and satisfaction

Variables		Workgroup	satisfaction
Work Group	Pearson Correlation	1	.664**
	Sig. (2-tailed)		.012
Satisfaction	Pearson Correlation	.012	1
	Sig. (2-tailed)	.664**	

** . Correlation is significant at the 0.01 level (2-tailed)

Table 5 shows a strongly positive correlation between Workgroup and job satisfaction (correlation= 0.664). Hence, the H_{1d} accepted.

H_2 : there is a positive relationship between Intrinsic Reward and Job satisfaction.

Table 6. Correlation between relationship intrinsic reward and job satisfaction

Variables		satisfaction	In.Reward
satisfaction	Pearson Correlation	1	.62**
	Sig. (2-tailed)		.003



In.Reward	Pearson Correlation	.62**	1
	Sig. (2-tailed)	.003	

** . Correlation is significant at the 0.01 level (2-tailed)

Table 6 shows a strong moderate correlation between intrinsic reward and job satisfaction (correlation= 0.62). Hence, the H₂ is accepted.

H_{2a} There is a positive relationship between Recognition and Job satisfaction

Table 7. Correlations between Recognition and satisfaction

Variables		Recognition	Satisfaction
recognition	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.169
satisfaction	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.169	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7 shows a strong correlation between Recognition Reward and job satisfaction (correlation= 0.886).

H₃: There will be a positive Relationship total reward and job satisfaction

Table 8. Model summary of total reward and job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.66 ^a	.868	.824	.47871

a. Predictors: (Constant), Reward

Table 9. coefficient of Extrinsic reward and job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.375		1.984	.141
	Total reward	.594	.134	.66	4.437

a. Dependent Variable: Satisfaction.

According to the table 9, the Constant Value is 2.375 and the coefficient for the Proactive Behavior is (Beta) 0.66. According to the model, Fit exits, thus

$$Y=a+bx$$

$$\text{Job satisfaction}=2.375+.66x \text{ *(total Reward)}$$

The Value of the beta is .66, that shows 1% increase in the Total Reward of the nurses will influence 66% on job satisfaction. In other words, 66% of the nurses' satisfaction is affected by 1% of the total reward. So, this Total reward moderately correlated with job satisfaction. Therefore, H₃ is accepted.



Conclusions and Recommendations

The coefficient of correlation of extrinsic reward and job satisfaction is 0.58. There is moderate positive correlation between extrinsic Reward and satisfaction. There is a positive relationship between payment and satisfaction the payment increases the satisfaction ($r = .667$) the remains depend on another variable. The coefficient of correlation of promotion and job satisfaction is 0.816. There is a strong positive relationship. Moreover, correlation analysis 0.701 is the correlation between working conditions and job satisfaction here, there is a strongly positive relationship between this. Working condition is the important factor for providing better services to the patient. There is a positive relationship between Working group and satisfaction. The payment increases the satisfaction ($r = .664$) the remains depend on another variable. The coefficient of correlation of intrinsic reward and job satisfaction is 0.62. There is a moderate positive correlation between extrinsic Reward and satisfaction. According to the correlation analysis, 0.889 is the correlation between working Recognition and job satisfaction; here, there is a strongly positive relationship these between. Recognition is the important factor for providing better services to the patients. According to the regression analysis, 0.66 is the regression value between working Recognition and job satisfaction. Furthermore, there is a positive relationship ($r = .66$) between total reward and satisfaction by increasing the reward by 1%. The reward will be increased by 66% other 44% will be determined by various factors.

The profession of the nurses is strongly connected with emotion compared with other professions but in this competitive world to achieve competitive advantages, it should be studied other how this Reward system affects other professional's satisfaction. Based on this study by providing the sound intrinsic and extrinsic rewards to the employees made them attain the high level of employee's job satisfaction. Effective administrative activities will help further to create a work environment with a proper reward that will encourage, support, sustain and improve Job satisfaction.

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