

IMPACT OF PROMOTION AND INTERPERSONAL COMMUNICATION ON JOB SATISFACTION OF UNIVERSITY LECTURERS: A STUDY IN NANGARHAR UNIVERSITY, AFGHANISTAN

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Abstract

The purpose of the study was to examine the impact of promotion and interpersonal communication on job satisfaction of the university lecturers of Nangarhar University, Afghanistan. The details of this study will provide how promotion opportunities and interpersonal communication effects on job satisfaction. The study implemented a cross-sectional survey and 70 respondents participated online questionnaire voluntarily. In addition, data was gathered through purposive sampling technique. Data was analyzed through SPSS 24 version. Pearson product moment correlation was applied to know the impact of interpersonal communication and promotion on job satisfaction. The result shows that there was no significant correlation between job promotion opportunities and job satisfaction. However, interpersonal communication and job satisfaction were positive significantly correlated. It means that increasing of the interpersonal communication directly increase the job satisfaction level of the employees.

Keywords: Promotion, interpersonal communication, Job Satisfaction, University Lecturers

INTRODUCTION

The main goal of human resource and labor management is to boost employee confidence or change their attitude toward their jobs in a positive way to increase their job performance and satisfaction level. It has been a significant field of research for many years, and numerous academics look at the relationship between job satisfaction and its influencing factors. Researchers have previously examined the impact of job satisfaction on variety of organizational variables. In generally, dissatisfaction of employees leads toward job turnover of employees. It is very crucial and important of all institution in order to stay alive and prosper to take into account job satisfaction of employees and their affecting factors. Job satisfaction is said to as the extent of the positive affective orientation towards a job (Blegen & Mueller, 1987).

Many of the researchers considered good communication skills as a substantial indicator of job satisfaction for all employees. Employees can learn vital knowledge about their work, company policies and procedures, culture, and system through interpersonal interactions. Interpersonal communication enables top-level management to share or allocate job tasks to their staff, making it simple for organizations to develop and put ideas into action. Therefore, managers should focus more on the relationship between communication and employee satisfaction. According to Mustapha and Zakaria (2013) interpersonal relationships and job satisfaction were positive and significant correlate with each other. Similarly, Pratama (2019) also determined the significance of the relationship between organizational communication and job satisfaction and performance. In the background of the mentioned studies, there is a relationship between communication and satisfaction that must be prioritized for businesses to achieve higher success.

Another indicator of job satisfaction is promotion. Job satisfaction of the employees in organization is influenced by different variables. Promotion is one of the important variable which have impact on the job satisfaction of the employees. Mustapha and Zakaria (2013) stated that promotion opportunities positively correlate with job satisfaction. In addition, Pandey and Asthana (2017) study suggested that working conditions, organizational policy and strategies, promotion, job stress and compensation package are key factors of job satisfaction. Therefore, in the background of the above studies, it is obvious that organizational culture, communication skills, and promotion opportunities are significant indicators of the worker's career and life and have a remarkable influence on other aspects of the employee's job.

LITERATURE REVIEW

Many scholars have conducted research on promotion and interpersonal communication variables and their impact on job satisfaction, and revealed that these variables have positive and significant impact on the job satisfaction of the employees. Lofquist and Dawis (1969) defined job satisfaction as the pleasurable emotional state resulting from the appraisal of how the environment fulfills an individual's requirement.

Several researchers investigated the relationship between organizational communication and job satisfaction. Traditionally, managers spent most of their time in communication in one form or another (meetings, face-to-face discussions, memos, letters, e-mails, reports, etc). Besides, the employees found that communication is an important part of their work Baker(2007). Moreover, Ehlers (2003) found that communication satisfaction with co-workers, supervisors and upper management has significant positive relationships with job satisfaction. Mustapha & Zakaria (2013) measured job satisfaction from the perspective of interpersonal relationships and faculty workload among academic staff at public Universities in Kelantan, Malaysia, and founds that interpersonal relationship and job satisfaction had a significant positive relationship. Good communication skills are important for all employees in the organization. Giri & Pavan (2010) also stated that organizational communication had significant impact on job performance and satisfaction of employees.

Another indicator of job satisfaction is the relationship between employee promotion and job satisfaction. According to Rahaman & Uddin (2022) promotion positively affects employee job satisfaction. The authors suggest managers should provide required timely promotions to their employees to keep them satisfied. Moreover, another research by Noor et al. (2015) stated that job promotion and job advancement have a positive relationship with job satisfaction. Further, Pergamit and Veum (1999) employed data from the 1989 and 1990 waves of the NLSY (National Longitudinal Survey of Youth data), and found a remarkable correlation between promotions and job satisfaction. Coupled with the mentioned findings Blau and DeVaro (2007) opined that managers and companies can use promotion opportunities as incentives for the employees to increase their productivity and efforts. Promotion is considered a significant part of a worker's career and life, impacting other aspects of the job. Sabina et al. (2015) stated that increase in promotion increases employee job satisfaction level. Moreover, Ackah (2014) also stated that employees who got promotion perform better than compare to those who have less promotion opportunities. Moreover, some of the scholars revealed that promotion opportunities has no significant impact on job satisfaction. According to Ehsan Malik et al. (2012) promotion has less impact and partially significant to the job satisfaction.

PURPOSE OF THE STUDY

There is very little academic research conducted about Impact of promotion and interpersonal communication on job satisfaction of university Lecturers in Nangarhar University. This study will helps the organization that how interpersonal communication and promotion opportunities can effect on the job satisfaction of employees. It is important to analyze the relationship between interpersonal relationships, promotion and job satisfaction of university lecturers.

OBJECTIVES

1. To evaluate the relationship between employee interpersonal communication and job satisfaction in the university.
2. To investigate the relationship between promotion opportunities and job satisfaction.

Hypothesis

H₁: There is significant relationship between employee's interpersonal communication and job satisfaction.

H₂: There is significant relationship between promotion opportunities and job satisfaction.

METHODOLOGY

Research method

Quantitative research was applied for data collection from Nangarhar University, Afghanistan. More specifically, the study implemented a cross-sectional survey through online questionnaire voluntarily. The online google form was open from 17/March/2022 to 25/April/2022.

Research participants

This research was conducted in Nangarhar University, Jalalabad, Afghanistan. Data was gathered through purposive sampling technique through online questionnaire voluntarily. It consist 70 respondents. It had 69 males (98.6%) and 1 females (1.4%).

The below tables shows the results of the data.

Table 1

Table 1. Demographic statistic of the participants' gender and education levels.					
Number Percentage	Gender		Education levels		
	Male	Female	Bachelors	Masters	Ph.D.
	69	1	2	55	13
98.6	1.4	2.9	78.6	18.6	

Table 1 shows the demographic statistics of the participants. The study participants were 69 male and 1 female, 2 bachelors, 55 masters and 13 PhD teachers.

Research tool

Data was collected through standardized questionnaire with likert scale which range from 1 to 5. In other words, 1 shows strongly disagree, 2 shows disagree, 3 shows neutral, 4 shows agree, and 5 shows strongly agree. Furthermore, reliability of interpersonal communication dimension was 0.944 with 10 items. Reliability of promotional opportunities was 0.907 with 10 items. Moreover, the reliability of job satisfaction was 0.837 with 6 items.

Variables

There were many variables computed such as Age, Gender, education level, promotional opportunities, interpersonal communication, and job satisfaction variables.

ANALYSIS AND FINDINGS

Table 2

Table 5. Pearson correlation of Job satisfaction and interpersonal communication.		
	interpersonal Communication	job satisfaction
interpersonal communication	--	
job satisfaction	0.261	--

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

Table 2 showed the results of the Pearson product-moment correlation coefficient computed to assess the relationship between interpersonal communication and job satisfaction. There was a positive significant correlation between interpersonal communication and job satisfaction at ($r=0.261$, $n=70$, $p=0.029$) of university employees on 0.05 level of two tailed. In simple words, increasing interpersonal communication is associated with an increasing job satisfaction score of the participants, and decreasing any of the variables would affect vice versa.

H₁: There is significant relationship between employee's interpersonal communication and job satisfaction.

Hence, H₁ is accepted because interpersonal communication was significantly associated with job satisfaction of the employees. In other words, increasing of employee's interpersonal communication significantly affected on increasing of job satisfaction of the participants. Moreover, decreasing of employee's interpersonal communication also significantly decrease the job satisfaction of the participants.

Table 3

Table 3. Pearson correlation of Job satisfaction and promotion opportunities.		
	Promotion opportunities	Job satisfaction
Promotion opportunities	--	
Job satisfaction	0.193	--

$p > .05$. Correlation is not significant at the 0.05 level (2-tailed).

Table 3 shows the results of the Pearson product-moment correlation coefficient computed to assess the relationship between promotion opportunities and job satisfaction. There was no significant correlation between job promotion opportunities and job satisfaction ($r=0.193$, $n=70$, $p=0.110$) of the university employees on a 0.05 level two-tailed. In simple words, increasing promotion opportunities is not associated with an increase or decrease in the job satisfaction score of the participants.

H₂: There is significant relationship between promotion opportunitis and job satisfaction.

Hence, H₂ was rejected because job satisfaction was not significantly associated with job satisfaction of the employees. It means that increasing of promotion opportunitis did not significatnly affect the job satisfaction of the University lecturers.

DISCUSSION

The finding of the study showed that promotion opportunities was not significantly correlated with job opportunities. Similarly another study was conducted by Malik et al. (2012) stated that promotion has less impact and partially significant to the job satisfaction. However, Rahaman & Uddin (2022) revealed differently and argued that promotion has positive significantly affects employee job satisfaction. Mustapha and Zakaria (2013) also stated that promotion opportunities are positively correlate with job satisfaction. **Sabina et al.** (2015) stated that increase in promotion increases employee job satisfaction level. Moreover, **Ackah** (2014) also stated that employees who got promotion perform better than compare to those who have less promotion opportunities.

In addition, according to the result it was also found that there were significant correlation between interpersonal communication and job satisfaction. According to Ehlers (2003) found that communication satisfaction with co-workers, supervisors and upper management has significant positive relationships with job satisfaction. Besides, the employees found that communication is an important part of their work (Baker (2007). Giri & Pavan (2010) also stated that organizational communication had significant impact on job performance and satisfaction of employees.

In short, relationship between promotion opportunities and job satisfaction was not achieved in this study. Furthermore, relationship between interpersonal communication and job satisfaction at Nangarhar University's Lecturers was achieved significantly.

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