

NON-FINANCIAL REWARDS AND JOB SATISFACTION AMONG PERMANENT NON-ACADEMIC STAFF OF STATE UNIVERSITIES IN SRI LANKA: A DESCRIPTIVE CROSS-SECTIONAL STUDY

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ABSTRACT

Herzberg's two-factor theory suggests that extrinsic rewards (salary, allowances, etc.) help only to reduce job dissatisfaction, while intrinsic rewards (non-financial rewards) help to increase job satisfaction. Studies on non-financial rewards among non-academic staff members of state universities in Sri Lanka are scarce. Therefore, researchers aim to describe the impact of non-financial rewards (IV) on job satisfaction (DV). This study used a deductive research approach and survey strategy employing a mono-method and cross-sectional design. Data were collected using a self-administered questionnaire covering demographics, non-financial rewards, and job satisfaction. The study examined recognition, personal development, work-life balance, and workplace environment. ANOVA was used to identify variations in job satisfaction based on age group and experience. A simple regression analysis was performed to identify the impact of nonfinancial rewards on job satisfaction. Based on the Morgan table, 415 ($377 \pm 10\%$) questionnaires were circulated using a simple random sampling method. In total, 141 entries were included in the final analysis. The majority of employees (53.9%) were male, married (83.7%), and served as Management Assistants, with most holding G.C.E. (A/L) qualifications (50.1%), and commutes over 30 km daily. The ANOVA test revealed that employees aged 18-23 years and with less than 10 years of experience reported the highest job satisfaction. University recognition, career development support, fair work schedules, and a healthy workplace environment significantly impacted job satisfaction ($P < 0.05$). The study found that non-financial benefits significantly influenced job satisfaction ($R^2 = 0.406$, $F = 95.196$, $\beta = 0.638$, $t = 9.757$, $p < 0.05$, 95% CI) among non-academic staff at Sri Lankan state universities. Recognition ($\beta = 0.327$, $t = 3.522$, $p < 0.05$, 95% CI) and the workplace environment ($\beta = 0.334$, $t = 4.056$, $p < 0.05$, 95% CI) were identified as the most affected dimensions of non-financial rewards, supporting Herzberg's two-factor theory that addressing and enhancing such rewards can increase job satisfaction. The research team suggests that state universities introduce intrinsic rewards, such as recognition, a healthy work environment, personal development, and work-life balance, to boost employee satisfaction and performance.

Keywords: Job satisfaction, non-academics, non-financial rewards, state universities