

The Impact Of Recognition And Rewards On Worker's Satisfaction: A Sociological Analysis Of Rural Industries In Khyber Pakhtunkhwa-Pakistan

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ABSTRACT

This study examines the impact of recognition and rewards on worker satisfaction in rural industries of Khyber Pakhtunkhwa, Pakistan, through a sociological lens. Recognition and rewards, including formal and informal incentives, play a crucial role in enhancing job satisfaction and performance. Despite their significance, many industrial managers hesitate to implement such systems, viewing them as unnecessary expenses rather than strategic tools for productivity improvement. For the current study a cross-sectional research design was employed, with data collected from 279 respondents across three major industries—crush plants, marble, and furniture—operating in District Dir Lower. Further, a structured questionnaire based on a Likert scale was used to measure perceptions of recognition, rewards, and job satisfaction. The reliability of the scale was verified through Cronbach's Alpha (0.639 for recognition and rewards, 0.74 for job satisfaction). Univariate analysis revealed that 40.5% of workers felt valued for their services, while 42.3% acknowledged recognition of work quality. However, more than half (52.3%) disagreed with the statement that their skills were acknowledged. Similarly, Bivariate analysis showed significant associations between recognition, rewards, and job satisfaction ($p < 0.001$). Key indicators such as recognition of work quality ($p = 0.000$, $T_c = 0.153$), acknowledgment of skills ($p = 0.000$, $T_c = 0.187$), and provision of incentives ($p = 0.000$, $T_c = 0.201$) demonstrated strong positive correlations. Whereas, Multivariate analysis controlling for professional qualifications further confirmed a significant relationship between recognition/rewards and worker satisfaction for both non-professionally ($p = 0.000$, $T_c = 0.295$) and professionally qualified workers ($p = 0.000$, $T_c = 0.381$). The study findings underscore the necessity of implementing structured recognition and reward systems to enhance worker motivation and productivity in rural industries. Industrial managers should integrate comprehensive employee appreciation frameworks to foster a more committed workforce and drive industrial growth in developing regions. Future research should explore longitudinal impacts and sector-specific recognition models to optimize worker satisfaction outcomes.

Key Word; Recognition, Rewards, Rural Industrial, Job Satisfaction, Workers, Employee Performance KP-Pakistan

INTRODUCTION

The systematic approach of Brun and Dugas (2008) recognized different systems for worker's appreciation articulated in the shape of individual acknowledgment, appreciation of exertion performs, the gratitude of occupation enthusiasm as well as the appreciation of outcomes. According to him, the four major types of appraisals distinguish workforces as developed, proficient being dedicated to their occupations by capitalizing their spell and vitality to accomplish responsibilities proficiently and bring real outcomes. Dispense of rewards is considered cheap and obtainable for the whole workforce and may be distributed in different shapes. A worker may be rewarded in the formal and written form usually taking place in a formal organization where the senior manager writes letters of appreciation, provisions of talent shield, spending receipts, awards in the shape of medals, or even allocates permission for car parking, sending them on tours and avail of recreations opportunities, etc. to their subordinate employees (Grote, 2006; Silverman, 2004). Real rewards require a durable and loyal pattern and way of communication within the organization. Such culture pushes the hard workers for more betterment and an excellent amount of work as well as encourages other workers to pledge for the same (Harrison, 2005; Saunderson, 2004). In their study, Manjunath and Rajesh (2012) and Ferguson & Reio (2010) noted that every worker has the potential to the determination of greater recital but needs to be pushed especially through rewards and appraisals. The majority of managers and owners feel reluctant in awarding the prize to their employees and thinking it is a loose administration and lesser control as well as

confrontation of classless, considered it a wastage of time and money and an improper and poor way of administration (Brun & Dugas, 2002; Baron, 1983).

RECOGNITION/REWARDS AND EMPLOYEE PERFORMANCE

Either the type of reward, formal, informal or even day-to-day has a significant role in enhancing worker's performance and is considered crucial for attaining organizational goals. (Zani, Rahim, Junos, Samonol, Ahmad & Merican, 2011; Rahim & Duad, 2013). The study of Freeman (1978) finds that favorable rewards in the workplace lead to a satisfactory working environment which inspires workers to become committed to their duties with high excellence and performance. These inspired workers assist the modest benefit for an organization as their recital is the indication of healthy execution in aims and occupational approach consequently, attain the level of development and opulence of corporation (Danish & Usman, 2010; Imran, Ahmad, Nisar & Ahmad, 2014). However, a disheartened work condition has been notorious to yield low courage fewer workers who hardly meet their skills, absence of innovativeness, and commitment difficulty reached to company requirements. Worker's gratitude has been treated as a weapon and effective motivational practice endures an optimistic impression on labor presentation, leading thereby to the speedy development of manufacturing sectors (Zani, Rahim, Junos, Samonol, Ahmad & Merican, 2011). Further, satisfied workers crop constructive insolence to the parental department, their personal and social growth consequently increasing the excellence and magnitude of workers' contribution to a particular organization (Imran *et al.*, 2014). Similarly, actual and affirmative permissions of workplace environment lead to stanch labors for excel in their output contribution. Well-inspired servants extend help in inexpensive and reasonable benefit of their company. Consequently, their enactment hints an institute smoothly encounters its goalmouths and commercial stratagem for the purpose to attain progress and affluence (Danish & Usman, 2010; Nisar & Ahmad, 2014). On the other hand, the poor employed condition is leading to low production which discourages the shareholders from investing, workers from their duties, and lack of interest and commitment to the degree of departmental tasks (Erbasi & Arat, 2012; Ngatia, 2015; Tausif, 2012).

The fundamental purpose of appraisals and rewards of different structures and nature is to nurture organization development through workers' performance and ascertain worth and value for their sacrifices and involvement in different assigned tasks. Such a timely appreciation approach plays a pivotal role in the assessment of workers' performance and contribution as well as provides a roadmap of strategies for upcoming development (Silverman 2004). Further, most of the time extended delayed recompense usually misplaces the maximum of its influence and supremacy confront nosedives in establishing recurrent chances to dialog their contribution party their fallouts. Worker's gratification through rewards and appreciation especially of non-cash has become much more important in formal organizations as financial appraisals have faced the challenges of unfitness and inadequacy in their operations. It has been demonstrated that pecuniary plunder only stimulates workers for time being whereas nonfinancial and cash push the workers more provisionally (Whitaker, 2010 & Bussin, 2015). In this sense, Silverman (2004) describes that cash prize is usually valued and workers will efforts their best to get them but their core influence on human incentive is incomplete and unsurpassed. Besides, greater dependency on cash rewards diverts worker's intention from quality services negatively targeting the skill of professional creativity of workers with the perception that other members perceive each other in competition, the band of egotism related with work and observing the recompense as powers instead a general view of prizes and recognitions (Zobal, 1999). It is thus, concluded that motivational programs either forma, financial or nonfinancial have potential and direct relation between worker satisfaction, organizational goal achievement as well as the personal performance of the workers too. It applies to professionals and will empower associations and institutions to superior plan in footings of worth presented to their workers. Further, such acknowledgment of services consents to a person understanding that their contribution has been appreciated and cherished, affords an intelligence of possession as well as self-actualization, rallies confidence, augments devotion, and upsurges workers retaining within the corporation.

OBJECTIES OF THE STUDY

- 1- To know about the prevalence of recognition/rewards in rural industries of the region
- 2- To ascertain the level of worker's satisfaction from available formal and informal recognition system if existed in industrial services of the study population.
- 3- To propose strategic recommendation in light of the finding of the study.

RESEARCH QUESTIONS

- 1-What are the perceptions of the industrial workers regarding recognition/rewards in the rural manufacturing sector of the area?
- 2-Do formal and informal recognition exist and are they associated with rural industrial workers' satisfaction?
- 3-Is the recognition system of local industries crucial for rural industrial workers' satisfaction?
- 4-Is there any relation between recognition/rewards and industrial workers' satisfaction?
- 5-Does the association vary with the intervention of professional qualification as a background variable in the study population?

RESEARCH METHODOLOGY

Operationalization of Recognition and Rewards

In almost all the job satisfaction and organizational developmental theories, recognition has given central position and considered as higher order need for employee satisfaction and enhance productivity. The current study involves the overall measurement to ensure the existing system of recognition in such traditional HRM and transitional industrial sector of the region. Thus, to assess the relationship between recognition and rewards with industrial worker's satisfaction a seven (7) item

scale was developed and an optimistic response with three (3) or more than three was placed as important for worker satisfaction in the study area.

Measurement of Variables

For the measurement of variables in the current study, a Likert scale was used. It is a method to collect information about the perception and attitude of the study population (Nachmias & Nasehmias, 1992). In this regard, several independent and dependent variables have been designed based on the existing literature, discussions with experts, and the personal experiences of the researcher. Further, three-scale measurements, i.e., agrees, neutral, and disagree, followed by the allocation of a score to each response to the statement (P.V. Young, 1988). Similarly, the measurement of the variable of recognition and rewards of the workers in existing manufacturing sector a scale designed and used by Michael for employee.

Study Design & Universe

A number of study design has been applied by different scientist for measuring job satisfaction across the glob, however, the "Cross-Sectional" study design is most suitable for current study and thus applied for measuring the level of worker's satisfaction through recognition and rewards in industrial sector of the region. This is a one shoot study design followed as one shoot in both; time consideration of investigations well as study population (Babie, 1989); (Creswell, 2014). Further, this design is usually used for scientific measure of people's attitudes and insights towards the prevailing spectacles, problems, or an issue by taking a cross-section of the population. Moreover, the study was conducted in District Dir. Lower, KP-Pakistan, to understand the existing structure and system of recognition and rewards through sociological lens with statistical manipulation and scientific interpretation especially with background variable as education qualification of the sample respondents. In this sense, Dir Lower has been divided into six tehsils; Tehsil Adanzi, Tehsil Timergara, Tehsil Lal Qilla, Tehsil Balambat, Munda, and Samarbagh respectively. Additionally, the district has been divided into different PESCO subdivision namely; Chakdara, Talash, Timergara-I, Timergara-II, Lal Qilla, and Samar Bagh. Based on the nature of study and study population data were collected from different industries, operating under PESCO Sub-Divisions. The study universe was delimited to only three major PESCO sub division of Chakdara, Samr Bagh and Timergara only.

Map of Dir Lower



<https://pakistanalmanac.com/kp-lowerdir/>

Sample Size and Sampling Technique

In social science research it is usually very difficult to cover the overall study population and consider a costly and time-consuming process. Therefore, the social scientist follows sampling procedures for collection of primary information from respondents. Such sampling is used to provide the basis for estimating and predicting the prevalence of unknown information regarding any social problem. It is the process of selecting a few groups from the whole population, which refers to the typical subgroup of the entire population (Walliman, 2011). Similarly, sample size refers to the number of participants or observations included in a study (It is a critical component of research design, as it affects the accuracy and reliability of the findings (Creswell, 2014). Also, different sampling techniques are utilized for selection of sample respondents scientifically. Based on the nature and scientific requirement of the current study, the researcher followed multistage stratified random sampling technique, where first, three major industries (Crush plants, Marble and Furniture) were specified for data collection in the universe of the study. After, total number of industries and their workers were identified through pilot study conducted in June 2022 with the help of local PESCO staff's under given PESCO sub divisions. Keeping in view the total amount of industrial worker i.e., 932, a sample of 279 was selected based on Sekeran (2003) criteria. Further, the selected sample size was proportionally allocated to each Strata's as per Bowley (1926) formula given below.

$$n_h = \left(\frac{N_h}{N} \right) * n \dots \dots \dots (\text{Equation} \dots \dots \dots A)$$

Where n_h is for sample size from each Sub Division, h , N_h is the total number of workers under each Sub Division, h , N is the total number of workers, and n denotes the total sample size. For detail see table no-I given below.

Table-I: Proportional Allocation of Sample Size and Types of Selected Industries

PESCO Sub Divisions	Number of Specific Types of Industries (Crush Plants, Marble and Furniture Industries)	Total Number of Workers	Sample Size From Each Stratum			
Chakdara	49	344	36	33	34	103
S. Bagh	36	252	27	22	27	76
Timergara	39	336	38	38	24	100
Total	124	932	101	93	85	279

Source; Author 2024

Data Collection, Reliability, Indexation and Data Analysis

A structured questionnaire with three Likert scale procedure was used for taking primary information regarding the study dynamics i.e., independent and dependent variables with back ground variable intervention. After careful investigation for 60 sampled respondents a reliability test was ascertained to omit the inconsistency. The reliability of the scale for the current study was checked and measured through Cronbach's (1951) Alpha test where an Alpha value of 0.6 and above was considered sufficient for consistency and thus appropriate for indexation. According to Ghazali, (2008), a value of 0.6 and above was considered minimum and enough for internal consistency and appropriate for indexation, whereas 0.8 is very significant for reliability. Thus, a reliability value for recognition and rewards was measured as 0.639, and Job Satisfaction as followed as 0.74 for further indexation. After completion of collection and reliability measurement the primary information was analyzed in terms of inferential statistics. At Univariate the independent statements of the variable were measured in frequency and percentages of sample population whereas at bivariate level, Chi-square test statistics was ascertained between Health and Safety and Job Satisfaction with application of T^c in a directional manner. Whereas at multivariate analysis one background variables i.e., professionally qualification was applied to ascertain the association between recognition and rewards and Workers Satisfaction through application of Chi-square test statistics.

RESULTS

This section consists of all the inferential statistic's results of the study dynamics namely percentage and frequency distribution of sample respondents to given statement, association between recognition and rewards and job satisfaction among rural industrial workers and multivariate analysis professional qualifications of the sample respondents. The detail analysis and their relevant discussion is below.

Univariate Analysis

The collected information disclosed that 113 (40.5) of the sample workers showed agreed with the statement that they feel valued for their services in their industry. In addition, 56 (20.1) workers remained impartial and disinterested in the statement. Likewise, 110 (39.4) of workers showed disagreed with the statement and indicated that they were not valued for their service in the workplace. Further, the data exposed that 118 (42.3) respondents confirmed that their company recognizes the quality of their work. Whereas 45 (16.1) numbers of respondents were remain unanswered to the statement. Similarly, 116 (41.6) workers negated the statement that there is no recognition of the quality of work in their industries. On the other hand, 86 (30.8) of respondents showed agreed with the statement that their industry acknowledges their skill, knowledge, and profession. while more than half 146 (52.3) numbers of workers were dissatisfied and indicated disagreed with the statement, that no one recognizes their skill, knowledge, and profession.

The tabulated data further disclosed that 73 (26.2) respondents agreed with the statement that their hard work and dedication are noticed by the company supervisor. While half of the study population 138 (49.5) once again negated the statement for appreciation of hard work from the manager side. In addition, 97 (34.8) respondents replied agreed with the statement that their company provides incentives, bonuses, or another cash award for outstanding performance. While 126 (46.2) of workers refused and showed dissatisfaction with incentives, bonuses, or other cash awards from the company side.

Moreover, the data showed that 89 (31.9) respondents agreed that their manager praised them for their commitment to the industry. Whereas 109 (39.1) of workers showed dissatisfaction with any sort of praise from the manager of their industry. In addition, 112 (40.1) workers replied with agreed to the statement that they receive congratulation from management when they accomplish a specific task. Whereas 58 (20.8) workers remain impartial and showed disinterest in the statement. Similarly, 109 (39.1) workers refused the statement and indicated that they did not receive any kind of congratulations for the accomplishment of a given task in their industries.

Table-IIFrequency distribution and proportion of workers regarding recognition/ rewards system in existing industrial sector

Statement	Response			Total
	Agree	Neutral	Disagree	
I feel valued for service in my industry	113(40.5)	56(20.1)	110(39.4)	279(100)
My company recognize the quality of work that I do	118(42.3)	45(16.1)	116(41.6s)	279(100)
My industry acknowledge my skill, knowledge and profession	86(30.8)	47(16.8)	146(52.3)	279(100)

My hard work and dedication are noticed by my supervisor	73(26.2)	68(24.4)	138(49.5)	279(100)
My company provide incentive, bonus or other cash award for outstanding performance	97(34.8)	53(19.0)	129(46.2)	279(100)
My manager praised me for my commitment to our industry	89(31.9)	59(21.1)	131(47.00)	279(100)
I receive congratulation from management when I accomplish a specific task	112(40)	58(20.8)	109(39.1)	279(100)

Sources: Author-2024

Association Recognition/Rewards Of The Workers And Job Satisfaction In Rural Industries

The data on the statement of recognition that “I feel valued for services in my industry” ($P = 0.001$; $T^c = 0.195$), show a significant and positive association with the dependent variable of the study. Similarly, “my company recognizes the quality of work that I do” again a highly significant and positive association ($P = 0.000$; $T^c = 0.153$) with job satisfaction and the statement my industry acknowledges my skill, knowledge, and profession is also highly significant and positive ($P = 0.000$; $T^c = 0.187$) association with workers satisfaction in the area. The table further found a highly significant relationship between independent statements; “my hard work and dedication are noticed by my supervisor” ($P = 0.000$; $T^c = 0.199$). In addition, my company provides incentives, bonuses, or other cash rewards for extraordinary performance, which is also highly significant and positive in direction ($P = 0.000$; $T^c = 0.201$). Another independent statement; my manager praised me for my commitment to our industry, again highly significant and positive ($P = 0.000$; $T^c = 0.208$) and the statement “I receive congratulation from management when I accomplish a specific task” is also highly significant and positive in direction ($P = 0.000$; $T^c = 0.231$), with workers satisfaction in the study population.

Table-III Association between recognition/rewards of the workers and workers’ satisfaction in rural industries

Statement	Dependent variable	Statistics χ^2 , (P-Value) & T^c
I feel valued for service in my industry	workers’ satisfaction	$\chi^2=18.912$ ($P=0.001$) $T^c=0.195$
My company recognize the quality of work that I do	workers’ satisfaction	$\chi^2=32.258$ ($P=0.000$) $T^c=0.153$
My industry acknowledge my skill, knowledge and profession	workers’ satisfaction	$\chi^2=22.644$ ($P=0.000$) $T^c=0.187$
My hard work and dedication are noticed by my supervisor	workers’ satisfaction	$\chi^2=38.055$ ($P=0.000$) $T^c=0.199$
My company provide incentive, bonus or other cash award for outstanding performance	workers’ satisfaction	$\chi^2=21.497$ ($P=0.000$) $T^c=0.201$
My manager praised me for my commitment to our industry	workers’ satisfaction	$\chi^2=26.265$ ($P=0.000$) $T^c=0.208$
I receive congratulation from management when I accomplish a specific task	workers’ satisfaction	$\chi^2= 26.868$ ($P=0.000$) $T^c=0.231$

Sources: Author-2024

Association between recognition/reward with workers satisfaction in rural industries of District Dir Lower (controlling professional qualification of the sampled respondents)

The table data further describes a highly significant and positive ($P = 0.000$; $T^c = 0.295$) association between recognition/reward with job satisfaction in context of non-professional status of the workers. In addition, the results for the professionally qualified status of workers were also highly significant and positive as demonstrated by P and T^c values ($P = 0.000$; $T^c = 0.381$) and for the entire value of the table it was also highly significant and positive in direction ($P = 0.000$; $T^c = 0.33$).

Table IV Association between Recognition/reward and workers’ satisfaction in rural industries of the study area (controlling professional qualification of the respondents)

Professionally Qualified	Independent Variable	Dependent Variable	Statistics χ^2 , (P-Value) & T^c	Statistics χ^2 , (P-Value) & T^c for entire table
Professional	Recognition/ Reward	workers’ satisfaction	$\chi^2=29.718$ ($P=0.000$) $T^c=0.381$	$\chi^2=64.506$ ($P=0.000$) $T^c=0.332$
Non-Professional	Recognition/ Reward	workers’ satisfaction	$\chi^2= 37.026$ ($P=0.000$) $T^c=0.295$	

Sources: Author-2024

DISCUSSION

Recognition is the acceptance of services and contributions and is considered the best reward. The rewards both cash and non-cash; informal in terms of appreciation, acknowledgment, praise and even to offer congratulation to an employee for the accomplishment of a specific target are known as recognitions. The basic purpose of employee acceptance is to secure contribution, be esteemed, and valued create a sense of self-actualization, shape the moral attitude, and a greater ratio of workers' satisfaction in any organization. The current study is an attempt to sociologically analyze worker satisfaction in rural industries through the lens of recognition. Several statements and their response have noted in table below.

To conclude, in rural industries of the study population nearly half of the workers were valued for their services and were satisfied whereas the remaining half were not valued and felt dissatisfied with their services. However, the literature information strongly emphasized the recognition and reward either formal, informal, or day-to-day, to enhance the creativity and productivity of the employee in the organization. In this regard, Petterson & Luthans (2006), are of the view that informal and social appraisals, like valuing the contribution of employees individually or openly in public are considered as repeated rewards, and has greater significance than the formal and cash prize of workers. Despite its crucial role, the day-to-day rewards have been given relatively less attention than prescribed appreciation in modern organization management.

Both, the recognition of the quality of work as well as professional skill and abilities have a significant influence on over-committed employee behavior and pushed them for substantial development of the organization. Frequent appreciation is a positive sanction usually followed on i.e. daily or weekly basis. It may have a low financial cost even no cost, usually imperceptible, mostly reliant on interpersonal skills for the positive feedback that can be given to all workers (Worldat Work, 2011).

The fundamental purpose of appraisals and rewards of different structures and nature is the dedication of hard work from the managerial side and cash apprise like incentive and bonus has more aptitude to nurture organization development, through workers' performance. Further, these timely incentives and appreciation approach play a vital role in the assessment of workers' performance and contribution as well as provides a roadmap of strategies for upcoming development (Silverman 2004). Similarly, Silverman (2004) further argued that cash rewards are more important for employee exertion their best to get it but their core influence on human incentives is incomplete and unsurpassed.

The tabulated results are in link with the work of Brun & Dugas (2002); Baron, (1983). They find that usually the manager and owners feel reluctant in awarding the prize to their employee and consider it poor administration, lesser control as well as confrontation of classlessness, considered, a waste of time and money as well. However, contrary to them, Harrison (2005), critically considers the recognition especially, to congratulate and pate back significance in the motivation of workers for better performance. It transmits the profit instantly and provides the base for influential fortification of anticipated conduct and cliques an illustration of another employee's desirable outcome to smoothly achieve the objectives of the organization. Further, it delivers the opportunity to distinguish the respectable services of a person or group from other members of the organization and provides the base to identify on the spot for their decent services.

BIVARIATE ANALYSIS

These results are closely linked with the research works of (Luthans, 2000); (Danish & Usman, 2010); (Harrison, 2005) and (Brun & Dugas, 2008). According to their findings worker recognition has been notorious to be a resilient motivational factor capable to empower workers' vitalities in the positive direction for the achievement of company goals and objectives. Recognition has a substantial association with worker recital and satisfaction. Further, the informal and day-to-day reward and recognition, especially the dignity, acknowledgment, and acceptance of services and contributions are considered more motivational and valuable for committed workers (Lawler, 2003; Csikszentmihalyi, 1990). Moreover, the informal recognition and reward are held to be a constructive response and a judgment made about a person's contribution, reflecting not just work performance but also personal dedication and engagement given to someone independently, communally, confidentially, or even openly. More simply the basic philosophy of informal recognition is to know someone whose services and professionalism are valued, accepted, esteemed, and respected leading their bye to a sense of possession, developing self-confidence as well as surging workers' retention rate in the organization and job satisfaction as a whole (Nyakundi *et al.*, 2012). Brun and Dugas (2008), in their research study have formulated several methods for employee gratitude and appreciation of personal reward communicated to the workers in the shape of cash, incentive, bonus or congratulation, and give a pat, recognition of outstanding performance, work commitment as well as a graduate of task accomplishment. All these acceptances full-fledged workers' devotedness to their services by investing time and energy to perform duties competently and deliver concrete results (Andrew, 2007). Further, it can be existing in multiple ways ranging from a supervisor saying or scripting formally to record cheers, the endowment of gift cards and credentials, shopping vouchers, domestic goods, dinner, trophies, reserved car parking space, theatre/cinema tickets, as well as the use of certain facilities to gain their satisfaction (Grote, 2006; Silverman, 2004; Nolan, 2012, Luthans, 2000). The table as a whole reveals that recognition and reward, either formal like bonuses and incentives, or informal like congratulation from the management side, appraisal, and pats as well as acknowledgment are significant but still a major concern and out of practice in rural industries of the area.

MULTIVARIATE ANALYSIS

Based on the differential in Kendal T^c values, the association between recognition and job satisfaction with professional qualification is spurious. Recognition and reward of either formal information or daily compulsory parts of the organization are considered pivotal in the motivation of workers. The most significant objective of recognition is to focus and preserve workers, to tempt human capital, realize tasks, and attain appropriate production of the organization additionally. The research study of San *et al.*, (2012), disclosed a highly significant association between task accomplishment and reward among both

professionally qualified and non-qualified workers in Malaysian Industrial zones, confirming that recognition is equally important in enhancing the performance of workers without the professional qualification status of the workers.

CONCLUSION

Industrial development through the philosophy of workers satisfaction has always been major concern of developing countries like Pakistan. The real purpose of the study was to analyze workers' satisfaction in rural industries through the factor of recognition and rewards. The study was conducted in three major industries (crush plants, marble, and furniture industries) under the PESCO Sub division, Chakdara, Timergara, and Samarbagh randomly. The study was carried out through independent factor of recognition and rewards whereas the dependent variable of the study is Worker's Satisfaction (Job Satisfaction) in rural industries of the area. The role of the independent variables was assessed upon the dependent variable (job satisfaction) of the study. The study was concluded with Uni-variate, Bi-variate, and Multivariate findings with chi-square and Kendal Tc tests to measure the association between variables. The result of frequency distribution demonstrate that workers were not granted any recognition in the shape of incentives or even informal rewards for outstanding performance. The overall association among independent statement of the study was significant and positive in direction with dependent variable of the study. Similarly, in context of professional qualification of the respondents as taken control variable, the overall association is highly significant among study variables. The study findings, conclusion and discussion verify and support a number of organizations theories like Discrepancy theory, Equity Theory, Maslow's Theory of Hierarchal Need Satisfaction and Frederick Herzberg Two Factor or Dual Factor Theory of job satisfaction. The study verifies these theories and its central domains. The study support and validate the given domains and determined significant contributors in explaining the satisfaction level among industrial' workers from existing industrial sector of the region.

POLICY IMPLICATION

Recognition/reward is the acceptance of sacrifices, commitments, and efforts for organizational development. It is an easy way to gain the happiness of the workers and boost company productivity. The company owner and manager must launch a proper recognition system for outstanding performance. They may initiate the cash reward in form of a bonus and other incentives to their workers. Besides, cash the day-to-day appraisal may be practiced by committed workers to encourage their expertise, and assure their attribution and overall happiness.

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