

## A Comparative Assessment Regarding Occupational Satisfaction Level Among Non-Teaching Staff in Uttarakhand State

H. M. Azad<sup>1&2\*</sup>, Smriti Tandon<sup>1</sup>, Surendra Kumar<sup>2</sup>

<sup>1</sup>Department of Management studies, Graphic Era University, Dehradun

<sup>2</sup>Department of MBA, HNBG University, Srinagar-Garhwal, Uttarakhand

\*Corresponding Author: [hmazad77@gmail.com](mailto:hmazad77@gmail.com)

### ABSTRACT

The employees of any institution are the backbone to fulfil the organizational goals and objectives and the institutional targets are set according to their efficiency. The categories of regular employees may differ from the top management and supervisory level to the employees working as supporting staff, but the work and skill of the temporary staff engaged on daily wage or casual basis also has a significant role to strengthen the institutional work culture. The academic institutions are also influenced by the working atmosphere, organizational policies and attitude of the administrative, technical or supporting staff working there. The job satisfaction level of administrative, technical and supporting staff in the academic institutions has a major effect for smooth functioning in the academic institution. The case study inclines on analysing the difference in job contentment level among various categories of employees assigned with administrative responsibilities, technical works and the skilled employees engaged as supportive staff working at the educational institutes in the state of Uttarakhand with the aim of comparatively analysing the significant parameters where these employees may be comparatively more satisfied against the parameters where they are least satisfied and further scope to making policies for further improvements in the respective fields...

**Keywords** : employees, institutions, organization, academic, policies, job satisfaction.

### 1. INTRODUCTION:

The basic aim of the higher academic institutions is creation of an autonomous and accountable institution for research, education and learning. The rapid changes in educational and research advancements especially with the development of Science and Technology, the contribution and inputs from young skillful minds contributing towards sustainable development requires a strong base of academic staff and scholars supported by non-academic staff. With the implementation of New Education Policy 2020 the academic institutions are to remain dedicated towards inter-disciplinary research and corresponding development initiatives in new technological advances. The institutions of higher learning may add to advancements of education and innovation along with sustainable development of industry and society. The staff working in the academic institutions are involved in various activities depending on the departmental needs, activities according to the academic curriculum, out-door student activities, administrative works and financial matters to settle the budgetary requirements. The staff in the technical wings like engineering and maintenance, workshops and scientific laboratories, computer labs, language rooms, vehicle maintenance section, etc. are engaged depending on the necessity and may be permanently recruited or temporarily engaged through outsourcing from external agencies for supply of required manpower for a certain period of time. The Staff engaged for cleaning and sanitation works, security services and vehicle maintenance, driving of office vehicles are generally

engaged by calling quotations from the external agencies as per the provisions and guidelines issued by the controlling ministries of the central and governments.

Depending on the nature of work and responsibilities in the concerned institution, the types of employees and their working conditions may vary (Kumar et al., 2021). The organizational hierarchy, management, service conditions, pay scales and applicable allowances to the employees also differs from institution to institution (Kumar et al., 2023). The nomenclature of job profile, recruitment and promotional avenues to the staff, financial conditions, grants and incentives also directly or indirectly affect the job satisfaction level of the employees.

The teaching faculty in the central universities are generally categorized as professors, associate professor and assistant professors recruited as per prescribed rules and regulations. The service conditions, pay and allowances and career advancements, medical benefits, etc. in the central universities are under the University Grants Commission and their controlling ministry i.e., Ministry of Education. However, in case of the state universities in Uttarakhand, the recruitment of teachers in the universities and colleges is done as per UGC Regulations as regulated and amended from time to time. The State controlled universities and colleges are regulated as per UGC Regulations adopted mutatis mutandis by the State Government, and their service conditions, pay and allowances, etc. are regulated by the State Government.

The non-academic staff in the state-controlled engineering institutions of Uttarakhand are generally functional as the administrative staff including principals, headteachers, and other administrators; the supervisors, counsellors, psychologists and health personnel for students, the librarians for students, faculty, and other users, the specialists in educational, curriculum developers, and inspectors.

There is a certain code of conduct to be followed by all teaching as well non-teaching employees and every staff member is responsible to protect and take necessary measures to protect the institutional assets and movable and immovable property. The employees are expected to get familiarize with the administrative policies and their own duties and responsibilities. Similarly, the teaching faculty are also expected to maintain proper decorum and academic responsibilities. The role of technical and supporting staff is also defined as per their engagement in the respective institution wherein they directly or indirectly provide support to the administrative and academic including cocurricular activities of their institution(Kumar, 2017a).

This study will highlight the specific areas which requires attention to increase the inclination and motivation level among the staff with an idea of retaining potentially efficient employees to strengthen the governance and smooth functioning of the administrative machinery in the organization(Kumar, 2017b). A new mechanism may be developed with proper and rational distribution of work, arranging training and workshops at regular

intervals on quarterly or periodical basis, arrange sessions for reducing work stress, reduction of work overloads, policies to check and address employee grievance, allocation of proper responsibilities and career development policies(Kumar & Choudhary, 2023).

### Importance of Comparative Assessment among Employees

An understanding regarding the variation in the satisfaction level of different categories of staff in administrative, technical or supportive cadres in educational setups especially in the states like that of Uttarakhand has lots of significance as it may highlight those areas where the controlling ministries at the central or state levels may formulate new policies or make certain amendments in the prevailing rules and regulations, government schemes and new infrastructural developments according to needs and demands of the employees. This may strengthen the motivational level and working potential of the employees with assurance of optimum facilities, employee retention policies, incentives for the efficient employees sharing higher responsibilities in the educational institutes with remarkably higher achievements.

### Organizational Structure in Academic Institutions in Uttarakhand

The Central level higher educational institutions like central universities have following type of organizational structure:

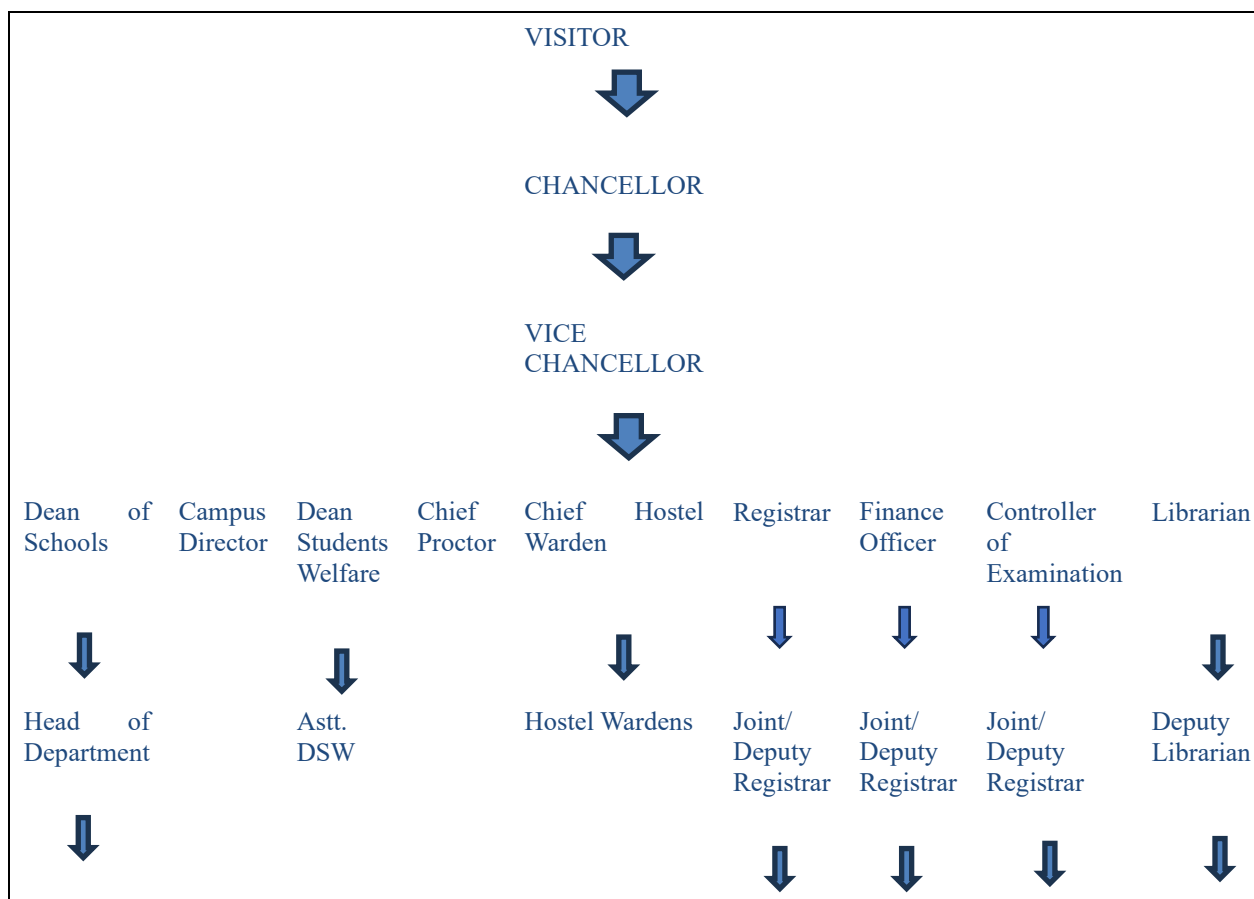




Figure 1: Organizational Setup of Central University

The State controlled universities and deemed to be universities in Uttarakhand have following type of organizational structure:

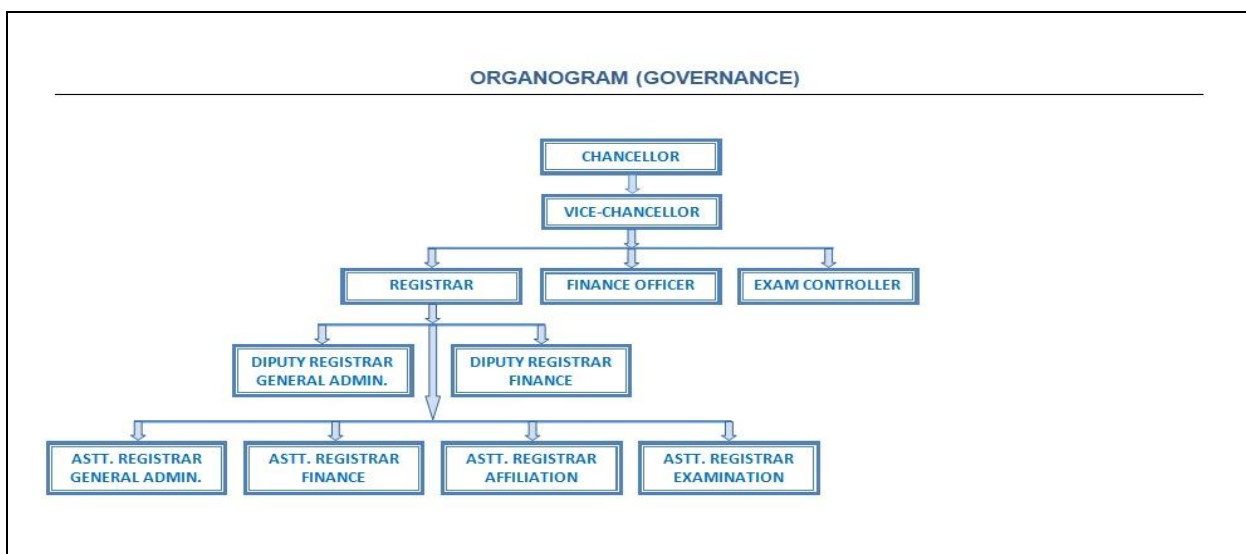


Figure 2: Organizational Setup in State University

### Categorization of Staff in Academic Institutions

The non-teaching staff in the academic institutions may be classified into Administrative, technical and supporting staff and based on their pay scales and grade pay structure. The administrative and technical employees may be further classified as Group A, B and C including erstwhile Group D or Multi-tasking staff; whereas the Supporting employees generally belong to Group C and erstwhile Group D employees as depicted through figures as under:

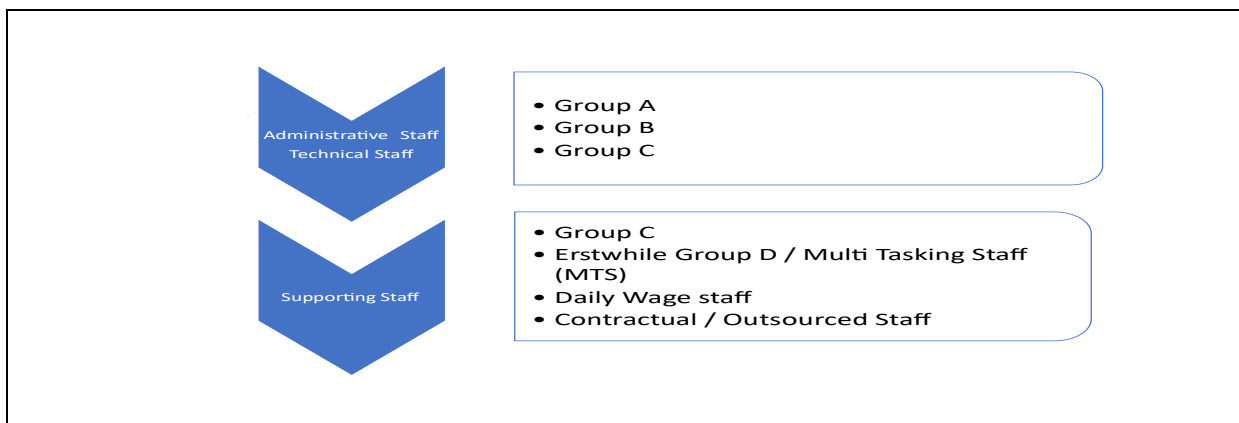


Figure 3: Classification of posts

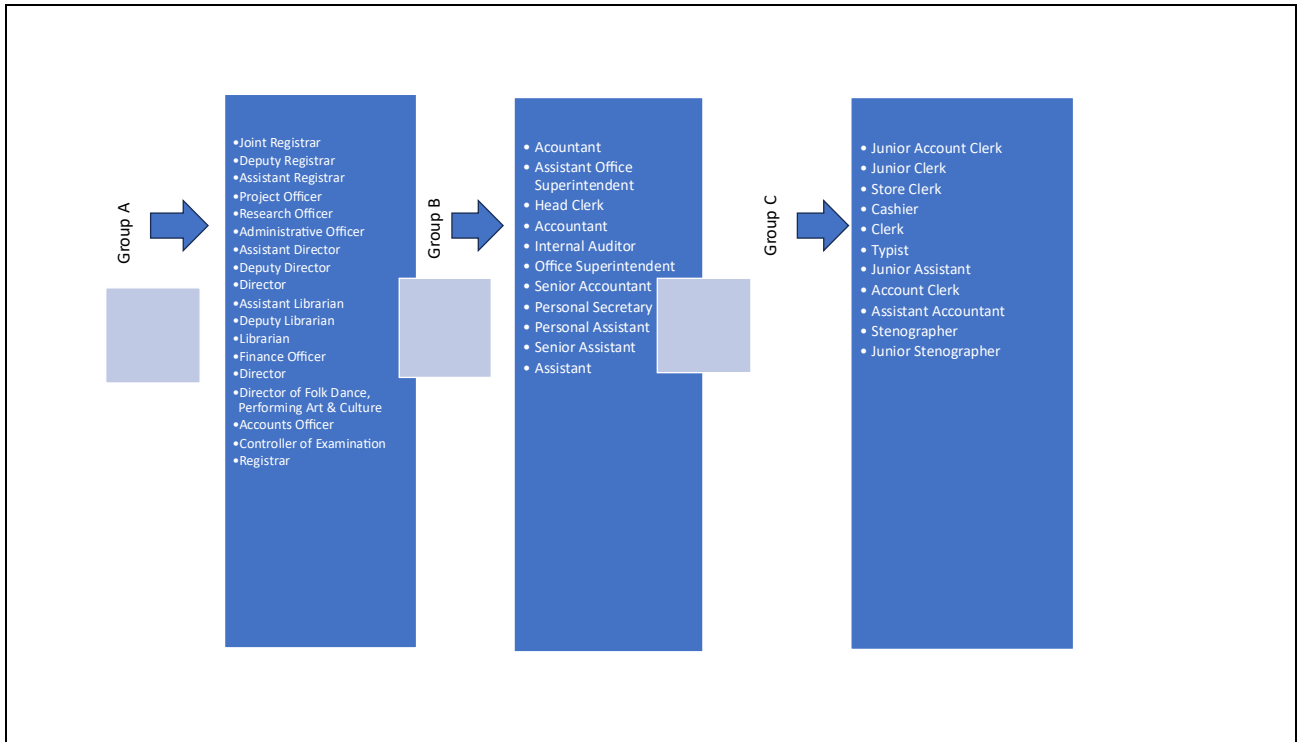


Figure 4: Classification of Administrative Staff



Figure 5: Classification of Technical Staff

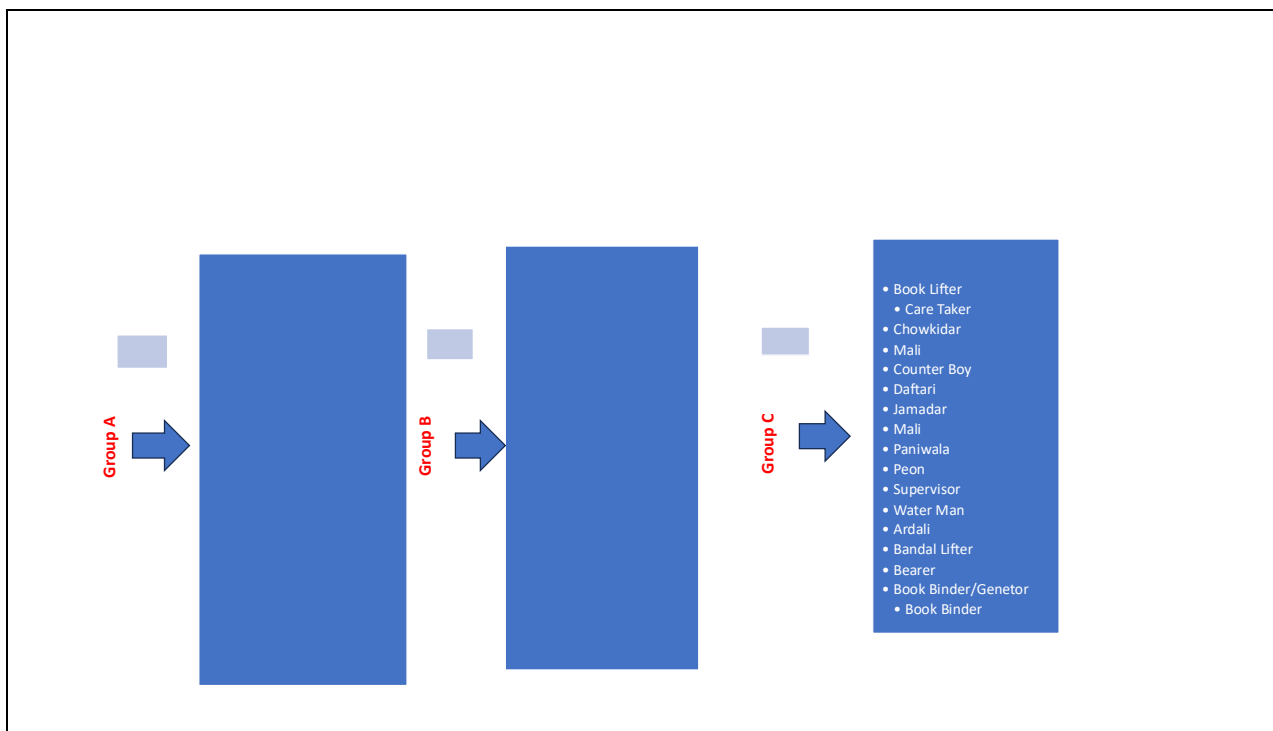


Figure 6: Classification of Supporting Staff

#### Level of Job Satisfaction among Employees

The description of variation in the category of staff, the variation of the duties, roles and responsibilities and the availability of scope of work, career progression and expectations of the employees from their organization indicates that level of their satisfaction can also have variation from institution to institution and from one department to another department. The mutual association of the employees and their organizational hierarchy and work culture, the amicable resolution of their grievances arising from time to time regarding pay anomalies, allowances, working environment, health care and medical benefits to themselves and their dependent family members, service conditions and financial support, residential accommodation, loans and advances, retirement benefits to the superannuating employees, can also have an impact on their level of satisfaction of the staff. The timely action and policies in order to resolve such issues may certainly help in checking the employee attrition rates and effective tool to retain the brilliant and efficient staff in the organization. Thus, the study will serve with an idea to highlight the areas and parameters on which the management requires to work upon to boost up the morale of employees and their long-term affinity with their institution by improving their satisfaction level.

#### 2. LITERATURE REVIEW:

According to survey by Schroder, R. [2008] on 835 university employees, the employees in the university showed moderate level of job satisfaction with higher degree of satisfaction towards students and peers. The study tried to measure the levels of overall intrinsic as well as extrinsic job satisfaction. The empirical study by Aydogdu, B. and Asik, B. [2011] regarding statistical

relationship between the significant factors it revealed about positive and negative relationships between the various dimensions in the organization and turnover intentions respectively. The case study by Sarvar, S. & Abugre, J. [2013] aimed at finding out the relationship between rewards to the employees in the service sector and the status of their job contentment. on their study in private organizations of Ghana. It also tried to analyse about the effect of job satisfaction on customer satisfaction with loyalty towards their organization(Kumar et al., 2026). The critical analysis undertaken by Jalagat, R. [2016] tried to determine the relationship among variables like job satisfaction of employees, their performance and motivation. The analytical approach of Sudyardhita, K. I. et. al. [2018]&(Kumar & Giri, 2024) assessed about the impact of variables like compensation, motivation and satisfaction towards job in case of the banking staff working at twenty-four branches in Indonesia. According to the quantitative study of Carvalho, A. et. al. [2020] on saturated samples, to assess the effect of motivation among employees towards their job satisfaction and performance level in six company locations. Badrianto, Y. and Ekhsan, M. [2020] tried for analysing about the impact of working environment and variables related to job satisfaction with reference to their performance level among the employees working in production department. The analytical study by Murtiningsih, R. S. [2020] revealed that compensation, training and development have positive effect unlike training and development as well as organizational culture. Rosalia, P. D. et.al. [2020]&(Maindola et al., 2025) tried to determine about effect of compensation and motivation on the employees' job satisfaction and their performance, and observed a positive effect of motivation and negative effect of compensation. Riyanto, S. et. al. [2021] analysed the



effect of work motivation and job satisfaction on employees' performance on the basis of sample analysis in case of Indonesian IT companies located at Bandung and Jakarta. The observation by Bhardwaj, A. et. al. (2021) regarding satisfaction level of the employees with reference to their position in various public and private banks of Rajasthan. The study revealed about the existence of a positive correlation and also that mostly the employees working in banks are contented with their work culture except for salary and timings. The study of Ramlawati, R. et. al. [2021] tried to find out the effect of alternate external influence on a sample size of 100 employees and revealed a significant effect of external alternatives on job satisfaction unlike job stress. According to Utar, W. et. al. (2021) job training and job satisfaction variables have partial impact of working productivity on the basis of their study about effect of training competency and job contentment on productivity among employees based on their case study at Jakarta in Indonesia. The quantitative study by Andreas, D. (2022) tried to determine the effect of psychological factors of the employees on their job performance and it was observed that internal factors like motivation and attitude have major effect on their performance. Hajiali, I. et. al. (2022)&(Kumar, 2021) tried to analyse a sample size of 125 employees at LLDIKTHX and observed the necessity of employee motivation for improvement of employees' job satisfaction with little impact of employee competence. The quantitative approach by Mukhtar, A. et. al. (2023) on the basis of data collected from 300 employees in Indonesia indicated a positive relation among the independent variables and noticeable impact on dependent variables. The approach of Susanto, P. C. et. al. (2023) tried to review and synthesize a literature review and emphasized the variables which can enhance the performance level of employees like motivation, work satisfaction, employee engagement, and leadership. Silva, P. et. al. [2023] analysed about the perception of employees towards corporate social responsibility based on their study on the employees of construction industry. Getnet, D. and Fuji, A. T. (2024) conducted an analytical study to predict about the influence of factors like leadership, commitment and work motivation on employees' performance and observed that these factors significantly influenced their performance, whereas leadership has the least effect. Helaudlho, B. et. al. (2024) tried to analyse about the impact of job rotation on the performance of the staff based on their data collected from 262 employees of the Ministry of law and Human Rights. It was observed that though job rotation may increase work motivation but it can adversely affect the work motivation of the employees.

#### **Objectives:**

To study about variation in job satisfaction level among non-teaching employees working in academic institutes.

Comparative study of the job satisfaction level among administrative, technical and supporting grade staff of the academic institutions in the state of Uttarakhand.

#### **Hypothesis:**

H0: There is equal level of job satisfaction level among administrative, technical and supporting grade staff.

H01: The job satisfaction level of administrative employees is higher than the technical and supporting grade employees.

H02: The supporting grade employees are least satisfied in comparison to administrative and technical employees.

### **3. RESEARCH METHODOLOGY:**

The study includes both qualitative and quantitative analysis to understand the level of job satisfaction among different categories of staff working in the academic institutions, universities and their affiliated colleges in the state of Uttarakhand.

#### **Data Collection:**

##### **Primary Data:**

A structured questionnaire in both English and Hindi Languages was prepared for collecting primary data. The questionnaire had two sections in which one part contained demographic and personal information of the staff and the other section contained Minnesota Satisfaction Questionnaire (MSQ) on a five-point Likert Scale. The responses having with least satisfaction level with relevant parameter marked as 'Highly Dissatisfied' and getting 1 point each and the respondent with high satisfaction responded as "Highly Satisfied" and was awarded a score of 5 points each. The questionnaires were circulated by e-mail and in hard copies on random basis among non-teaching employees of various departments and sections and response received regarding job satisfaction level from the samples of employees were tabulated for comparative study and data analysis.

##### **Secondary Data:**

The present case study for the survey report is mainly based on the primary data collection. The collection of secondary data was made form the relevant annual report publications, journals, information bulletins and websites of the academic institutions.

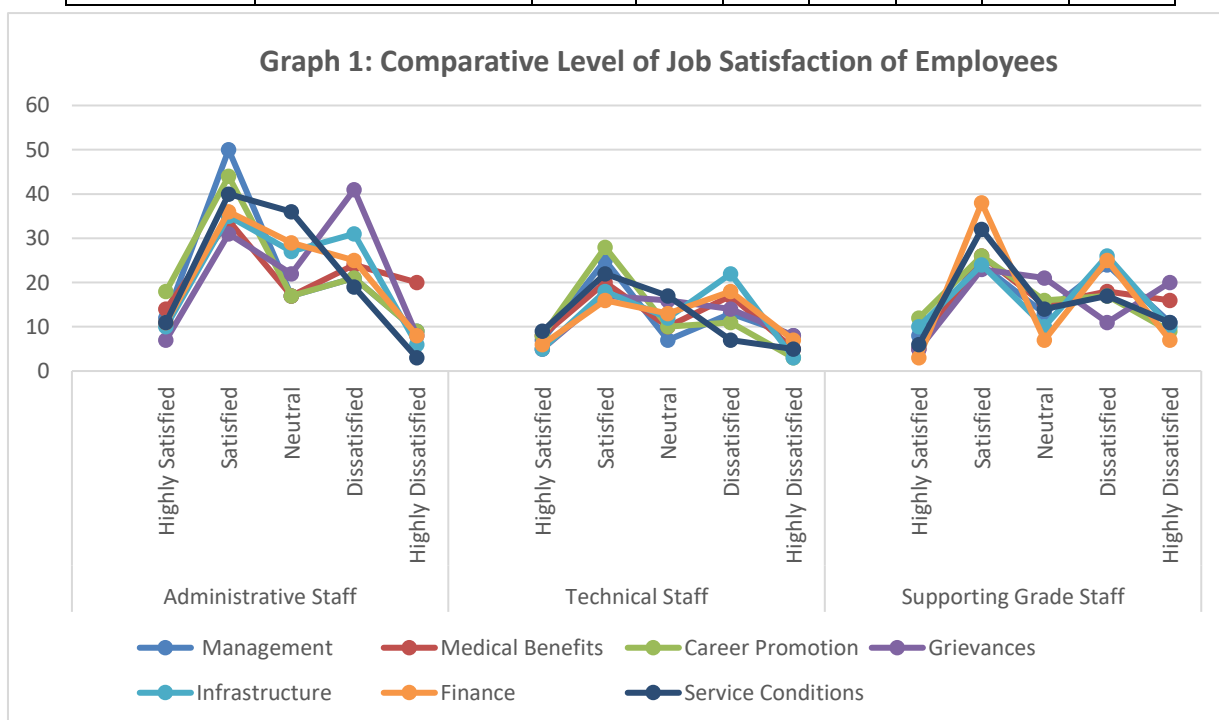
##### **Data Analysis and Data Interpretation:**

The data collected from the staff working under different categories in the academic institutions has been compiled and presented in tabular form along with graphical representation to show the status of job satisfaction level on seven parameters i.e. Management, Career Promotions, Medical Benefits, Grievances, Infrastructure, Finance and Service Conditions.

The details of data received is indicated in the tables and the graphs represented their under as follows:

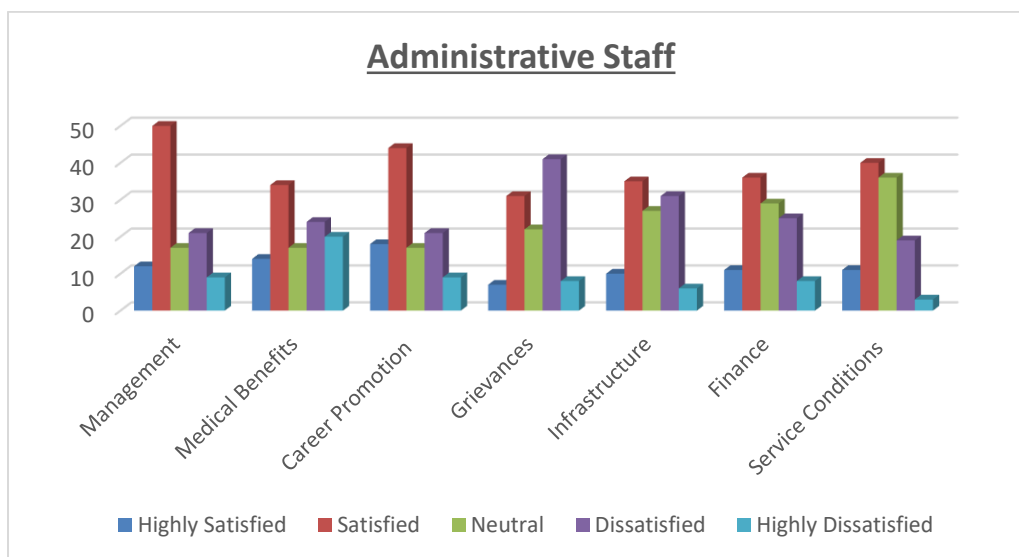
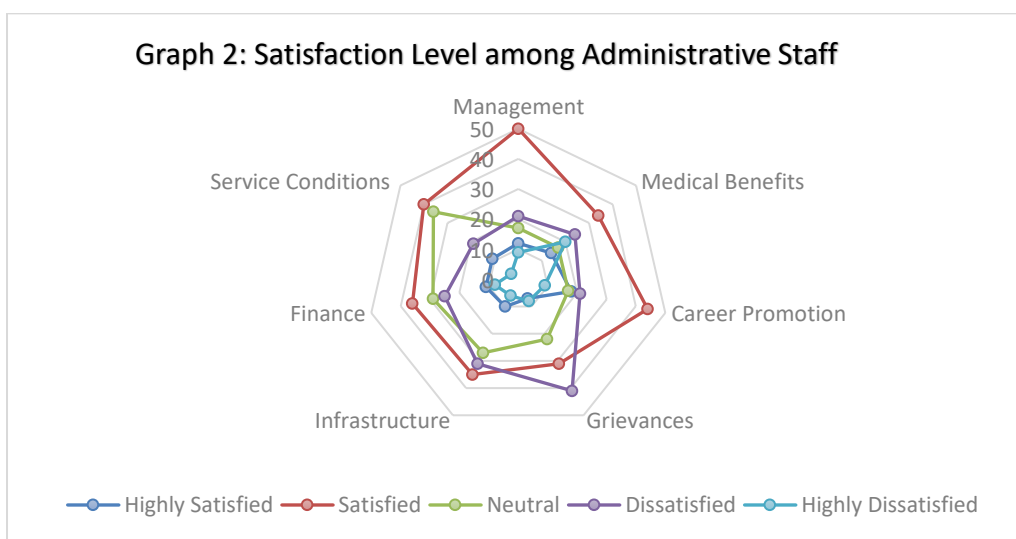
#### **TABLE 1: JOB SATISFACTION LEVEL OF EMPLOYEES**

Job Category	Job Satisfaction Level	Management	Medical Benefits	Career Promotion	Grievances	Infrastructure	Finance	Service Conditions
Administrative Staff	Highly Satisfied (5)	12	14	18	7	10	11	11
	Satisfied (4)	50	34	44	31	35	36	40
	Neutral (3)	17	17	17	22	27	29	36
	Dissatisfied (2)	21	24	21	41	31	25	19
	Highly Dissatisfied (1)	9	20	9	8	6	8	3
Technical Staff	Highly Satisfied (5)	7	8	8	5	5	6	9
	Satisfied (4)	25	20	28	17	18	16	22
	Neutral (3)	7	10	10	16	12	13	17
	Dissatisfied (2)	13	17	11	14	22	18	7
	Highly Dissatisfied (1)	8	5	3	8	3	7	5
Supporting Grade Staff	Highly Satisfied (5)	8	5	12	5	10	3	6
	Satisfied (4)	24	26	26	23	24	38	32
	Neutral (3)	13	15	16	21	10	7	14
	Dissatisfied (2)	24	18	17	11	26	25	17
	Highly Dissatisfied (1)	11	16	9	20	10	7	11



**TABLE 2: JOB SATISFACTION AMONG ADMINISTRATIVE STAFF**

Levels	Management	Medical Benefits	Career Promotion	Grievances	Infrastructure	Finance	Service Conditions
Highly Satisfied	12	14	18	7	10	11	11
Satisfied	50	34	44	31	35	36	40
Neutral	17	17	17	22	27	29	36
Dissatisfied	21	24	21	41	31	25	19
Highly Dissatisfied	9	20	9	8	6	8	3



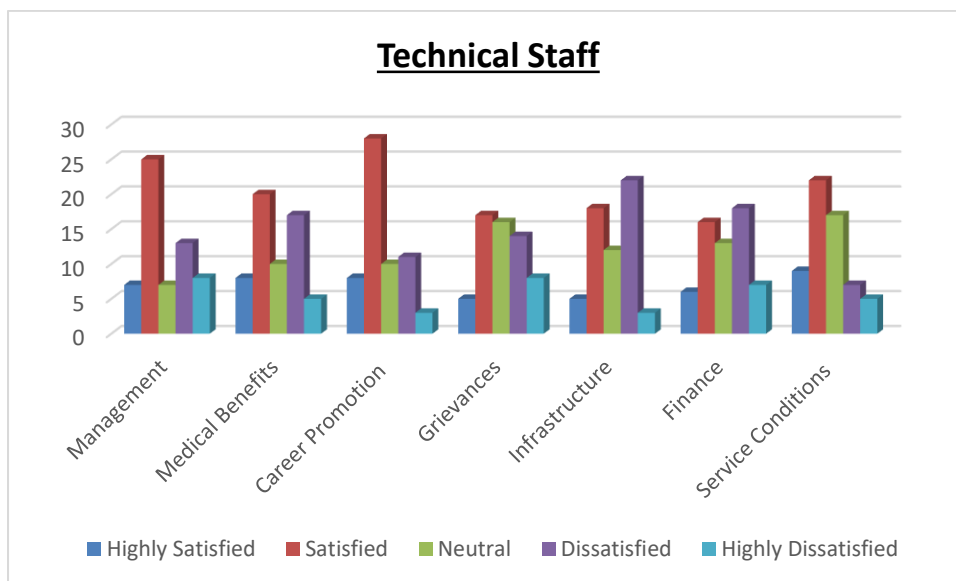
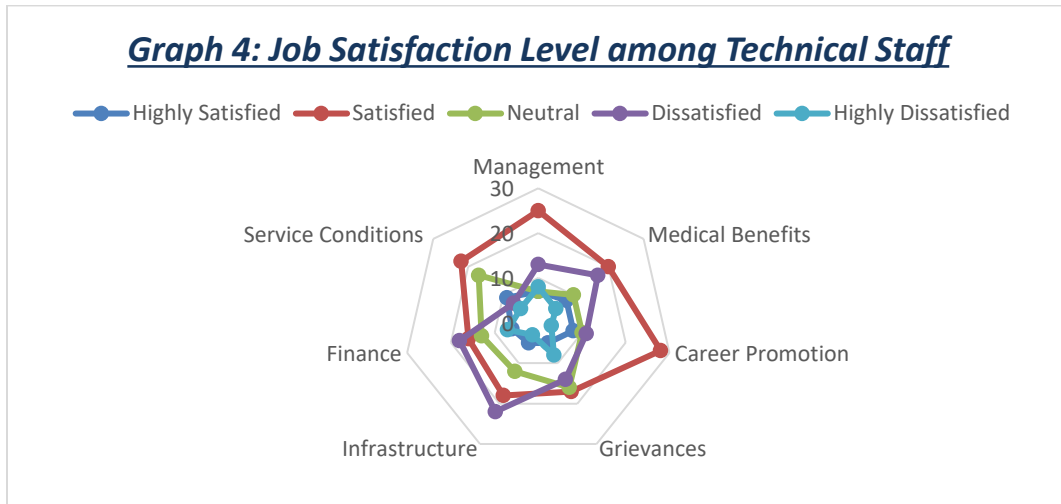
Graph: 3

**TABLE 3: JOB SATISFACTION AMONG TECHNICAL STAFF**

Levels	Management	Medical Benefits	Career Promotion	Grievances	Infrastructure	Finance	Service Conditions
--------	------------	------------------	------------------	------------	----------------	---------	--------------------



Highly Satisfied	7	8	8	5	5	6	9
Satisfied	25	20	28	17	18	16	22
Neutral	7	10	10	16	12	13	17
Dissatisfied	13	17	11	14	22	18	7
Highly Dissatisfied	8	5	3	8	3	7	5

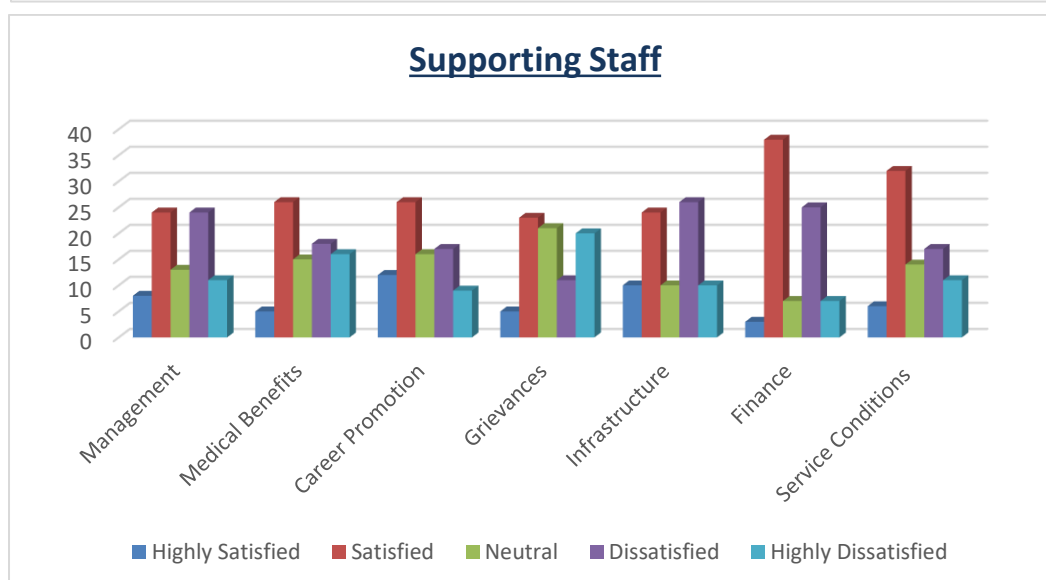
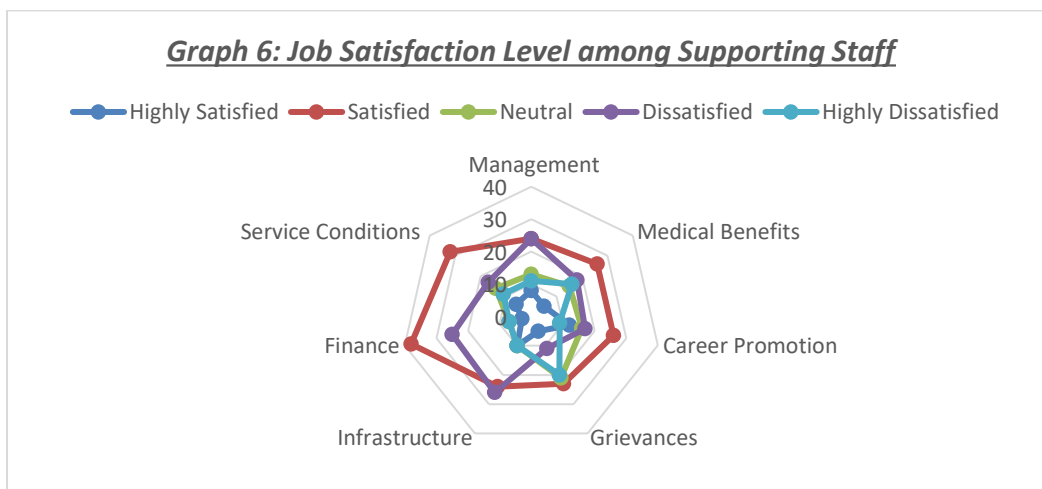


Graph: 5

**TABLE 4: JOB SATISFACTION LEVEL AMONG SUPPORTING STAFF**

Levels	Management	Medical Benefits	Career Promotion	Grievances	Infrastructure	Finance	Service Conditions
Highly Satisfied	8	5	12	5	10	3	6
Satisfied	24	26	26	23	24	38	32
Neutral	13	15	16	21	10	7	14

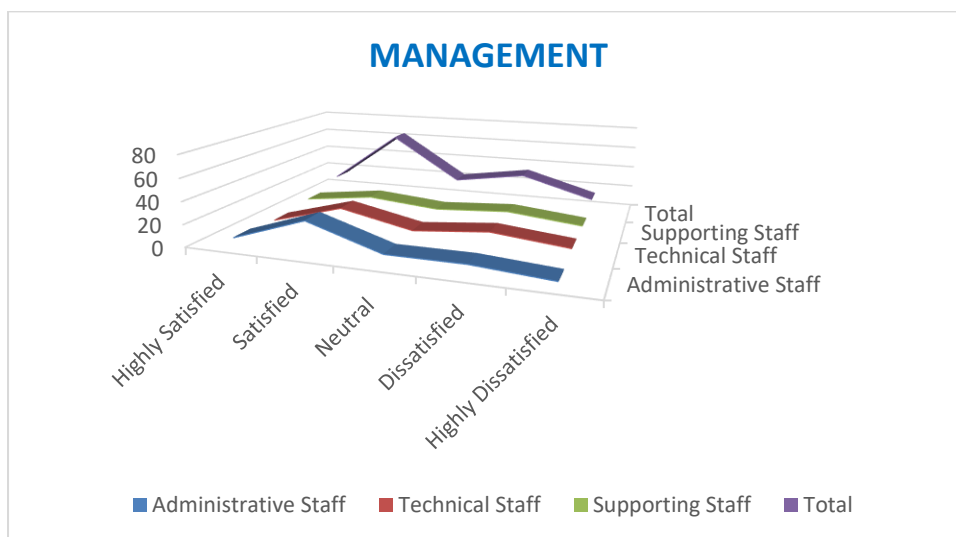
Dissatisfied	24	18	17	11	26	25	17
Highly Dissatisfied	11	16	9	20	10	7	11



Graph: 7

**Table 5: SATISFACTION LEVEL REGARDING MANAGEMENT**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	6	28	7	7	2	179	3.58	71.6
Technical	3	21	7	13	6	164	3.28	65.6
Supporting Staff	7	14	8	12	6	154	3.08	61.6
<b>Total</b>	<b>16</b>	<b>63</b>	<b>22</b>	<b>32</b>	<b>14</b>			



Graph: 8

**Data Interpretation:**

According to data expressed in Table 5 and the graphical representation in Graph 8, the administrative staff show the maximum level with total score 179 and arithmetic mean 3.58 followed by technical staff with total score 164 and arithmetic mean 3.28 and supporting staff with total score 154 and arithmetic mean 3.08 regarding management of the educational institutions in Uttarakhand.

**Table 6: SATISFACTION LEVEL FOR CAREER PROMOTION**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	9	13	7	12	8	150	3.00	60.0
Technical	4	18	9	15	4	153	3.06	61.2
Supporting Staff	5	16	8	13	8	147	2.94	58.8
<b>Total</b>	<b>18</b>	<b>47</b>	<b>24</b>	<b>40</b>	<b>20</b>			

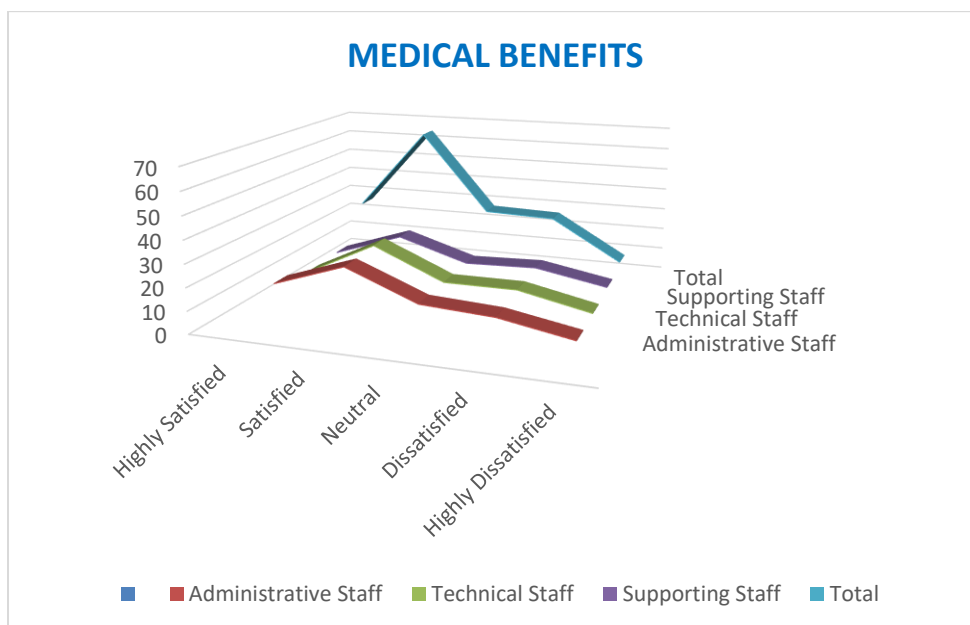


Graph: 9

On the basis of the details shown in Table No. 6 and the graphical representation in Graph 9, the technical staff are more satisfied with total score 153 and arithmetic mean 3.06 followed by administrative staff with total score 150 and arithmetic mean 3.00 and supporting staff with total score 147 and arithmetic mean 2.94 as far as the scope of career promotion in the educational institutions is concerned.

**Table 7: SATISFACTION LEVEL REGARDING MADICAL BENEFITS**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	12	22	9	7	1	190	3.80	76.0
Technical	9	27	11	11	3	211	4.22	84.4
Supporting Staff	8	19	9	10	4	167	3.34	66.8
<b>Total</b>	<b>29</b>	<b>68</b>	<b>29</b>	<b>28</b>	<b>8</b>			



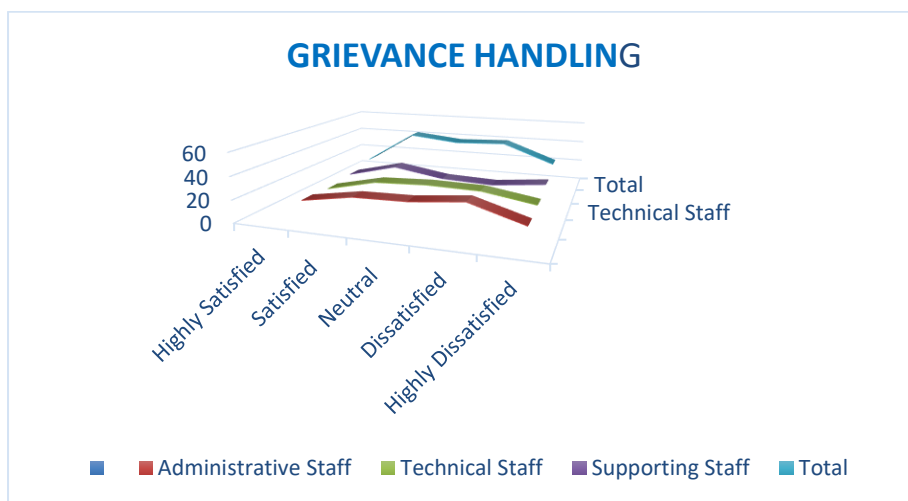
Graph: 10

On the basis of the data provided in the Table 7 and the graphical representation in Graph 10, the technical staff with total score 211 and arithmetic mean 4.22 are more satisfied compared to administrative staff total score 190 and arithmetic mean 3.80 and supporting grade staff with total score 167 and arithmetic mean 3.34 regarding improvement in terms of the medical benefits to the staff in the educational institutions.

**Table 8: SATISFACTION LEVEL REGARDING GRIEVANCE HANDLING MECHANISM**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	4	13	13	8	3	130	2.60	52.0
Technical	2	13	15	14	6	141	2.82	56.4
Supporting Staff	5	17	9	7	12	146	2.92	58.4

<b>Total</b>	<b>11</b>	<b>43</b>	<b>37</b>	<b>29</b>	<b>21</b>			
--------------	-----------	-----------	-----------	-----------	-----------	--	--	--

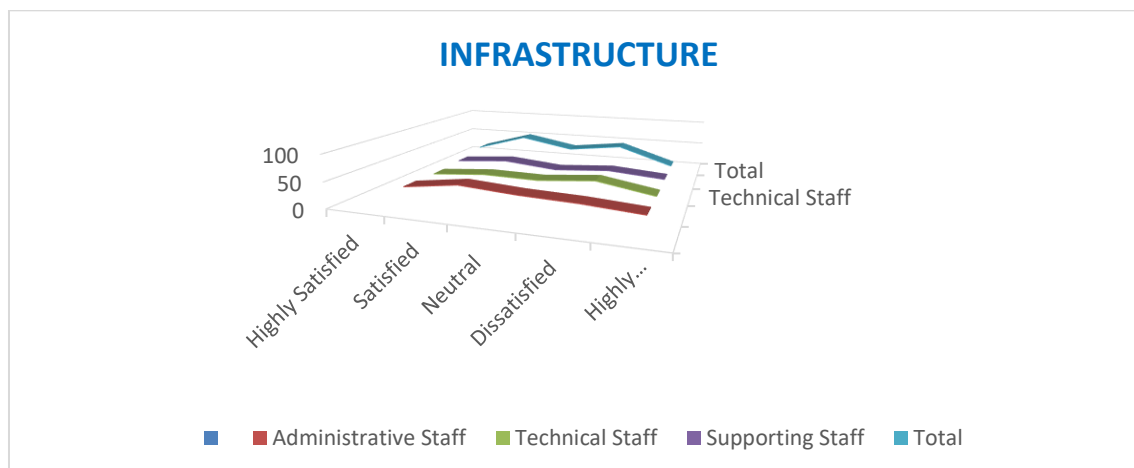


Graph: 11

The data provided in Table 8 and Graph 11, indicates higher satisfaction level among the supporting grade staff with total score 146 and arithmetic mean 2.92 followed by technical staff with total score 141 and arithmetic mean 2.82 and administrative staff with total score 130 and arithmetic mean 2.60; regarding improvement in the grievance handling mechanism for employees of the educational institutions of Uttarakhand.

**Table 9: SATISFACTION LEVEL REGARDING INFRASTRUCTURE**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	6	21	13	9	1	172	3.44	68.8
Technical	4	13	11	21	1	148	2.96	59.2
Supporting Staff	8	17	6	14	5	159	3.18	63.6
<b>Total</b>	<b>18</b>	<b>51</b>	<b>30</b>	<b>44</b>	<b>7</b>			

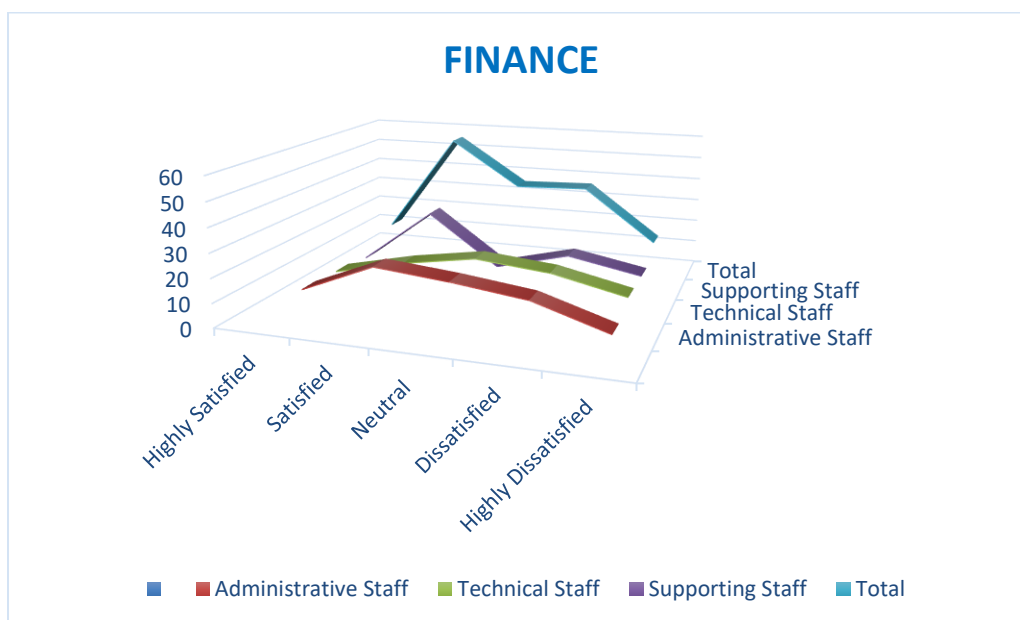


Graph: 12

The data provided in the Table 9 and the Graph 12, depicts higher satisfaction level among the administrative cadre employees with total score 172 and arithmetic mean 3.44 followed by supporting staff total score 159 and arithmetic mean 3.18 and technical staff with total score 148 and arithmetic mean 2.96 regarding improvement in the infrastructure for the employees of the educational institutions of Uttarakhand.

**Table 10: SATISFACTION LEVEL REGARDING FINANCE**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	5	18	15	11	1	165	3.30	66.0
Technical	4	11	16	13	6	144	2.88	57.6
Supporting Staff	2	26	4	12	6	156	3.12	62.4
<b>Total</b>	<b>11</b>	<b>55</b>	<b>35</b>	<b>36</b>	<b>13</b>			



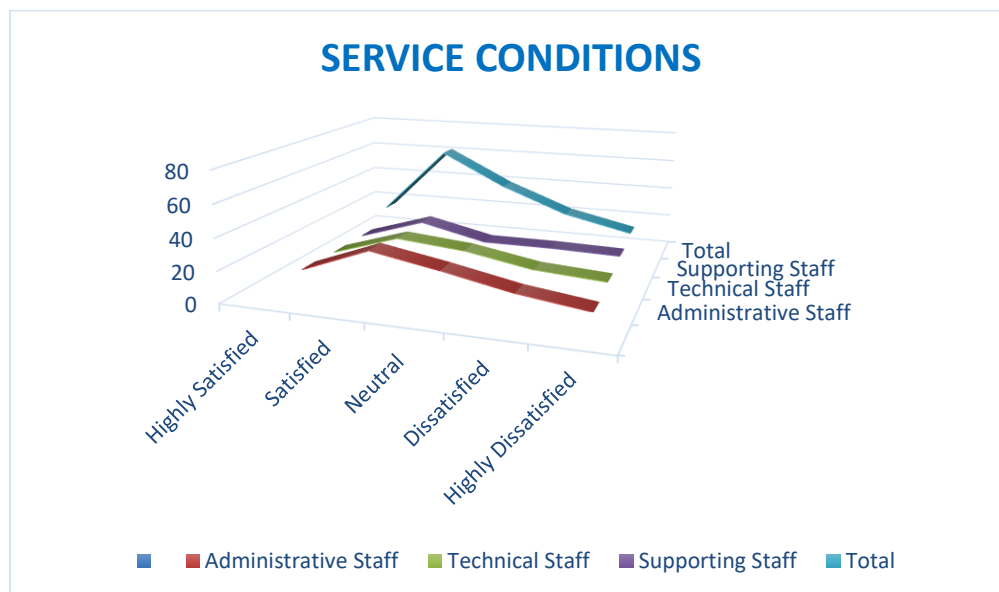
Graph: 13

The data provided in the Table No. 10 and Graph 13, shows higher satisfaction level among the administrative cadre employees with total score 165 and arithmetic mean 3.30 followed by supporting staff with total score 156 and arithmetic mean 3.12 and technical staff with total score 144 and arithmetic mean 2.88 regarding finance for the employees of the educational institutions of Uttarakhand.

**Table 11: SATISFACTION LEVEL REGARDING SERVICE CONDITIONS**

Staff Category	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total Score	Arithmetic Mean	% age
Administrative	6	23	15	6	0	179	3.58	71.6
Technical	5	19	15	7	4	164	3.28	65.6
Supporting Staff	5	19	9	9	8	154	3.08	61.6
<b>Total</b>	<b>16</b>	<b>61</b>	<b>39</b>	<b>22</b>	<b>12</b>			





Graph: 14

The data provided in the Table No. 11 and Graph 14, shows higher satisfaction level among the administrative cadre employees with total score 179 and arithmetic mean 3.58 followed by technical staff with total score 164 and arithmetic mean 3.28 and supporting staff with total score 154 and arithmetic mean 3.08 regarding service conditions for the employees working in educational institutions of Uttarakhand.

#### 4. CONCLUSION:

The basic motive of study was to assess the difference in job contentment level of the employees working in the administrative, technical and supporting grades. The objective was to find out whether there exists an equal level of job satisfaction among different categories of employees; or whether the administrative employees are more satisfied than technical and supporting grade employees; or vice versa in the academic institution of Uttarakhand.

The study indicates that the administrative staff are comparatively more satisfied than the technical and supporting staff regarding management, infrastructure, finance and service conditions in the academic institutions. The technical staff are more satisfied compared to the administrative and supporting staff in terms of the career promotions and medical benefits.

On the other hand, supporting staff show higher satisfaction level than administrative and technical staff in terms of grievance handling mechanism in academic institutions of Uttarakhand.

#### .. REFERENCES

- Andreas, D. (2022). Employee performance: The effect of motivation and job satisfaction. *Produktif: Jurnal Kepegawaian dan Organisasi*, 1(1), 28–35.
- Aydogdu, S., & Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention.

*International Review of Management and Marketing*, 1(3), 43–53.

3. Badrianto, Y., & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in PT Nesainak Industries. *Journal of Business, Management, & Accounting*, 2(1).

4. Bhardwaj, A., Mishra, S., & Jain, T. K. (2021). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings*, 37, 170–174.

5. da Cruz Carvalho, A., Riana, I. G., & Soares, A. D. C. (2020). Motivation on job satisfaction and employee performance. *International Research Journal of Management, IT and Social Sciences*, 7(5), 13–23.

6. Getnet, D., & Fujie, A. T. (2024). The effect of leadership, employee commitment, and work motivation on employees' performance. *Journal Research of Social Science, Economics, and Management*, 3(6), 1310–1322.

7. Hajiali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination of work motivation, leadership style, and employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69.

8. Helaudho, B., Mukhtar, S., & Pahala, I. (2024). Optimizing performance: The role of job rotation in employee motivation and satisfaction. *Pakistan Journal of Life & Social Sciences*, 22(2).

9. Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36–42.

10. Kumar, S. (2017a). A review of literature on cultural entrepreneurship and entrepreneurial narratives. *Asian Journal of Research in Banking and Finance*, 7(6), 109. <https://doi.org/10.5958/2249-7323.2017.00052.9>

11. Kumar, S. (2017b). Female entrepreneurship determinants: A study across countries. *Asian Journal of Research in Business Economics and Management*, 7(6), 199–208. <https://doi.org/10.5958/2249-7307.2017.00080.9>

12. Kumar, S. (2021). Exploring human resource management practices in small scale hospitals of rajasthan (Issue May 2011).
13. Kumar, S., & Choudhary, A. (2023). Analysis of relation between productivity and working efficiency on employee job satisfaction in Indian carpet industry. *Journal of Mountain Research*, 18(1), 211–216. <https://doi.org/10.51220/jmr.v18i1.23>
14. Kumar, S., Choudhary, A., Gangil, B., & Kumar, M. (2023). Application of labor welfare measures among workers in the carpet industry: A study in the light of government initiatives. *Bihar Journal of Public Administration*, XX(1).
15. Kumar, S., & Giri, S. G. (2024). Enterprising culture and strategic venture development: Empowering sustainability via homestay agripreneurs in millet cultivation across Uttarakhand, India. *International Journal of Extension Education*, XX(II), 53–62. [https://www.inseeworld.com/jsite/download/injee\\_v20-2-2024/p08.pdf](https://www.inseeworld.com/jsite/download/injee_v20-2-2024/p08.pdf)
16. Kumar, S., Giri, S. G., Choudhary, A., Kumar, M., & Rawat, M. (2026). The role of internet and digital platforms in expanding the global reach and sustainability of the homestay sector. In *Lecture Notes in Networks and Systems* (Vol. 1452, pp. 311–322). Springer. [https://doi.org/10.1007/978-981-96-7292-9\\_25](https://doi.org/10.1007/978-981-96-7292-9_25)
17. Kumar, S., Maindola, S., & Rawat, M. (2021). Employee and work engagement: An answer to the problems of the handloom industry in India. *Parikalpana: KIIT Journal of Management*, 17(1), 147. <https://doi.org/10.23862/kiit-parikalpana/2021/v17/i1/209026>
18. Maindola, S., Goswami Giri, S., & Kumar, S. (2025). The role of leadership styles in enhancing employee engagement: An empirical study in the information technology industry. *International Journal for Multidisciplinary Research*, 7(5). <https://www.ijfmr.com>
19. Muktamar, A., Jenita, J., Munizu, M., Astuti, A. K., & Putra, A. S. B. (2023). The influence of organizational commitment, work motivation, and compensation on employee performance and employee satisfaction. *Jurnal Ilmiah Edunomika*, 8(1).
20. Murtiningsih, R. S. (2020). The impact of compensation, training and development, and organizational culture on job satisfaction and employee retention. *Indonesian Management and Accounting Research*, 19(1), 33–50.
21. Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives and job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511–518.
22. Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
23. Rosalia, P. D., Mintarti, S., & Heksarini, A. (2020). The effect of compensation and motivation on job satisfaction and employee performance at SMK Medika Samarinda. *Saudi Journal of Business and Management Studies*, 5(7), 448–454.
24. Sarwar, S., & Abugre, J. (2013). The influence of rewards and job satisfaction on employees in the service industry. *The Business & Management Review*, 3(2), 22.
25. Schroder, R. (2008). Job satisfaction of employees at a Christian university. *Journal of Research on Christian Education*, 17(2), 225–246.
26. Silva, P., Moreira, A. C., & Mota, J. (2023). Employees' perception of corporate social responsibility and performance: The mediating roles of job satisfaction, organizational commitment and organizational trust. *Journal of Strategy and Management*, 16(1), 92–111.
27. Sudiardhita, K. I., Mukhtar, S., Hartono, B., Sariwulan, T., & Nikensari, S. I. (2018). The effect of compensation, motivation, and work satisfaction on employee performance at PT Bank XYZ (Persero) Tbk. *Academy of Strategic Management Journal*, 17(4), 1–14.
28. Susanto, P. C., Syailendra, S., & Suryawan, R. F. (2023). Determination of motivation and performance: Analysis of job satisfaction, employee engagement and leadership. *International Journal of Business and Applied Economics*, 2(2), 59–68.
29. Utar, W., Iswoyo, A., Chamariyah, W., Mardiana, F., & Rusdiyanto, W. H. (2021). Effect of work training, competency and job satisfaction on employee productivity: A case study in Indonesia. *Rigeo*, 11(4)