

## Assessing Job Satisfaction Level among Faculty of Sarhad University of Science and Information Technology, Peshawar

**Mansoor Ahmad**

Sarhad University of Science and Information Technology (SUIT), Peshawar

**Majid Khan**

Sarhad University of Science and Information Technology (SUIT), Peshawar

**Adil Afridi**

Sarhad University of Science and Information Technology (SUIT), Peshawar

**Huma Khan\***

Sarhad University of Science and Information Technology (SUIT), Peshawar.

Corresponding Autor Email: [huma.siahs@suit.edu.pk](mailto:huma.siahs@suit.edu.pk)

**Hina Khan**

Ebn Hayan Medical Center, United Arab Emarat. Email :

[Hinakhan.hk207@gmail.com](mailto:Hinakhan.hk207@gmail.com)

### ABSTRACT

Employee satisfaction serves as a vital determinant of productivity, engagement, and the overarching success of an organization. Current academic discourse increasingly emphasizes the intersection of effective leadership and job satisfaction, noting that a healthy workplace environment not only bolsters employee well-being but also drives institutional efficiency while reducing operational costs. Methodology: This study employed a descriptive cross-sectional design to evaluate job satisfaction levels among the faculty at Sarhad University of Science and Information Technology (SUIT), Peshawar. Data were gathered from 154 participants using a non-probability convenience sampling technique. The sample demographics revealed a predominantly male faculty, with 148 male and 6 female respondents. Results: The findings indicate that a significant majority of the faculty members are satisfied with their roles. The analysis identified several critical pillars of satisfaction within the university setting: fair compensation, the cultivation of a positive organizational

culture, and the implementation of effective, transparent communication. A supportive work environment, underpinned by robust interpersonal communication, was found to be the primary driver of professional contentment. Conclusion: While these results align with global literature, they provide a specific, localized perspective on the academic environment in Peshawar. For university administrators, the practical implications are clear: to maintain a competitive and high-performing institution, leadership must prioritize equitable pay structures and foster a culture of open dialogue. Implementing regular feedback mechanisms and providing platforms for faculty to voice their professional insights are essential strategies for sustaining long-term institutional excellence.

## INTRODUCTION

### The Strategic Importance of Employee Well-being

Employee satisfaction is no longer viewed merely as a secondary human resource concern; it is a fundamental driver of productivity, engagement, and institutional success. As noted by Davis et al. (2020), the nexus between effective leadership and job satisfaction is a primary area of modern scholarly interest. Cultivating a healthy workplace does more than just improve individual well-being; it acts as an economic stabilizer by increasing output while simultaneously reducing the hidden costs associated with turnover and absenteeism. For a specialized institution like Sarhad University, understanding these dynamics is essential for creating a supportive ecosystem that motivates faculty and staff alike.

### Determinants of Satisfaction in Academic Settings

The complexity of job satisfaction is rooted in its multifaceted nature. Zeng et al. (2020) argue that understanding these determinants is a prerequisite for any institution aiming to boost morale and foster a productive work environment. Building on this, Szromek et al. (2020) identify that satisfaction is inextricably linked to the physical work environment, the specific leadership styles employed by management, and the consistency of employee recognition programs. By examining these dimensions, universities can move beyond generic management and implement actionable strategies that improve the institutional culture.

## **Compensation, Career Growth, and Managerial Support**

Research by Riyanto et al. (2021) further highlights that satisfaction levels are heavily influenced by tangible and intangible rewards, such as fair compensation, stable work conditions, and clear pathways for career development. These findings are echoed by Anwar et al. (2020), who emphasize that managerial support and professional growth opportunities are the cornerstones of workplace happiness. For the faculty at Sarhad University, these factors are particularly relevant as the academic landscape becomes increasingly competitive and demanding (Ahmed et al., 2024).

## **Leadership Effectiveness and Organizational Efficiency**

The role of leadership is perhaps the most critical variable in the satisfaction equation. Alsafadi et al. (2021) underscore that the quality of the work environment and the effectiveness of leadership are primary predictors of employee engagement. When leadership is perceived as supportive and visionary, organizational performance naturally improves. This perspective is supported by Saputra et al. (2022), who suggest that enhancing management practices and fostering positive employee relations leads to higher efficiency and a more motivated workforce.

## **Balancing Demands and Support Systems**

Finally, achieving high job satisfaction requires a delicate balance between institutional expectations and employee support. Haryono et al. (2020) point out that effective recognition systems make employees feel valued, which directly correlates with increased engagement. Similarly, Inayat et al. (2021) suggest that a well-balanced approach—one that manages job demands while providing robust support systems—can significantly alleviate workplace stress. By integrating these diverse research insights, Sarhad University can develop a tailored framework to boost job satisfaction, ensuring a positive atmosphere that benefits both the individual educator and the university as a whole.

## **Methodology**

This research was conducted as a descriptive cross-sectional study to examine the variables under investigation. The study setting was localized to Sarhad University of Science and Information Technology (SUIT), Peshawar, with the targeted population comprising the teaching faculty across various departments of

the institution. Using the Raosoft calculator, a sample size of 154 employees was determined as sufficient for the analysis. The research spanned a six-month duration, from March 2024 to August 2024, and utilized a non-probability convenience sampling technique for data collection.

Specific selection criteria were established to ensure a focused study group. The inclusion criteria encompassed all permanent teaching faculty at SUIIT, regardless of gender or age group. Conversely, the exclusion criteria filtered out administrative and supportive staff, as well as visiting faculty, to maintain the homogeneity of the academic dataset.

The data collection procedure commenced following formal approval from the research committee and specific permission from the heads of various departments. Data was gathered through a self-administered questionnaire containing 18 semi-structured questions designed to gain insights into job satisfaction levels. During this process, strict protocols for informed consent were followed; participants were verbally briefed on the study's aims, provided with a written consent form, and assured of their right to withdraw at any time. Confidentiality was a primary assurance, with participants informed that their data would only be accessible to the research group and supervisor and would not be disclosed in a way that could cause harm.

For the data analysis procedure, the Statistical Package for Social Sciences (SPSS) version 26 was employed. The analysis included descriptive statistics for demographic variables such as age, gender, years with the company, and total years of experience. Furthermore, frequency analysis was applied to job satisfaction levels, and thematic analysis was used to interpret the collected data. The results are presented through a combination of tables and graphs. Finally, ethical considerations were prioritized throughout the study; permission was secured from the research supervisor and the Director of SUIIT, and all procedures adhered to the guidelines of the Pakistan Health Research Council (PHRC) to ensure the protection of participant rights and data privacy.

## RESULTS

The study conducted on job satisfaction among Sarhad University faculty found that

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a majority of the respondents felt generally positive about their roles. Key findings indicate that 55.8% of faculty are satisfied with their employer, while 40.4% remained neutral. Regarding job interest, 51.9% of participants agreed that they find their work interesting and challenging, and 40.3% felt their contributions were adequately recognized and rewarded. However, some areas could be improved, as 45.5% felt neutral about their compensation matching their responsibilities, and 26.0% disagreed with the adequacy of training and mentoring provided. This suggests that, while a supportive work environment and good communication boost satisfaction, further attention to training and compensation could enhance overall morale

### Age of Participant

This histogram shows the distribution of participants' ages, ranging from 23 to 53 years. The most frequent age group is around 30 to 35 years, as indicated by the tallest bar in that range. The average (mean) age is 34.38 years, with a standard deviation of 5.132, which measures the spread of ages around the mean. Most participants are clustered around the mean, with fewer participants at the younger and older ends of the age range. The total number of participants (N) is 154.

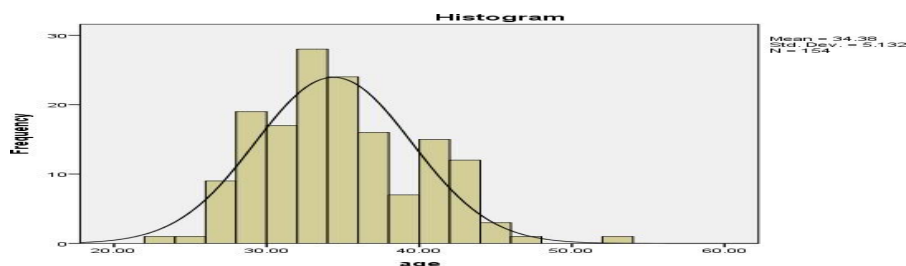


*Figure 4.1 Age Of Study Participant*

### Gender of Participant

The table presents the gender distribution of the participants. Out of 156 participants, 148 (94.9%) were male, and 6 (3.8%) were female. Two participants (1.3%) are missing from the valid data. The cumulative percent shows that 96.1% were male, while the remaining 3.9% were female, summing to 100%.

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**Table 4.1: Gender of Participant**

|         |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid   | male   | 148       | 94.9    | 96.1          | 96.1               |
|         | female | 6         | 3.8     | 3.9           | 100.0              |
|         | Total  | 154       | 98.7    | 100.0         |                    |
| Missing | System | 2         | 1.3     |               |                    |
| Total   |        | 156       | 100.0   |               |                    |

## Gender of Participants

This bar chart represents gender distribution. The vast majority of respondents are male (about 90%), while a small percentage are female (around 10%).

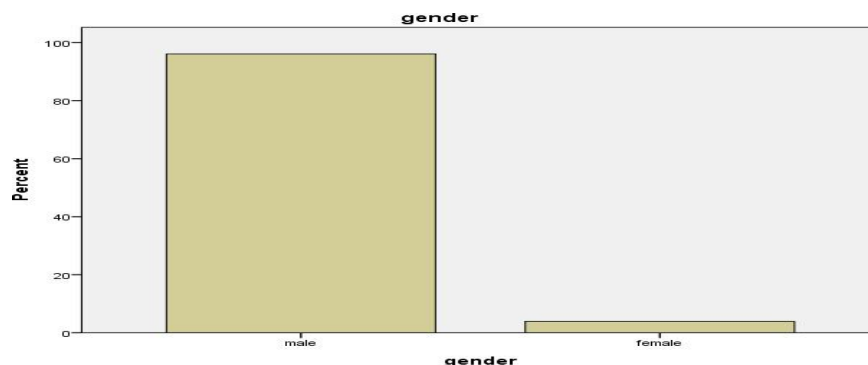


**Figure 4.2 Gender Of Study Participants**

## Experience Of Participants

This table shows the experience levels of respondents. 91% of respondents have 1 to 5 years of experience, while 7.7% have 6 to 10 years of experience. There are 1.3% missing responses, and the cumulative percentage indicates that 100% of valid responses cover 1 to 10 years of experience.

**Table 4.2 Experience of Participants**

| Experience | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 1 to 5     | 142       | 92.0    | 92.2          | 92.2               |
| 6 to 10    | 12        | 8       | 8             | 100.0              |
| Total      | 154       | 98.7    | 100.0         |                    |

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|       |     |       |
|-------|-----|-------|
| Total | 156 | 100.0 |
|-------|-----|-------|

## Experience of Participants

This bar chart shows that the majority of respondents (over 90%) have 1 to 5 years of experience, while a small percentage (around 8%) has 6 to 10 years of experience.

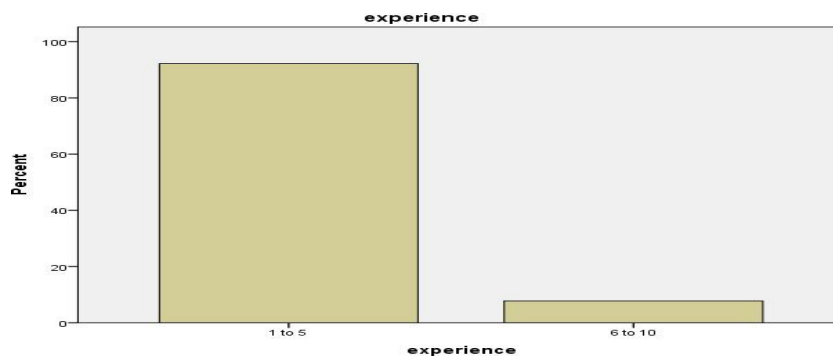


*Figure 4.3 Experiences of Participants*

## No. of Years

There were different years of experience of the study participants with the company, some of them were 1 to 2 years experience and their percentage were 82.7 %, some of them were 3 to 8 years with 15.4 % and 9 plus years have 6 percent .

**Table 4.3: Years of experience with company**

|              | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| 1 to 2 years | 129       | 82.7    | 83.8          | 83.8               |
| 3 to 8 years | 24        | 15.4    | 15.6          | 99.4               |
| 9 plus years | 1         | .6      | .6            | 100.0              |
| Total        | 154       | 100.0   | 100.0         |                    |

## Years Of Experience

This bar chart shows the distribution of people based on their years of work in a certain category (year with experience). The majority (over 80%) have worked for 1 to 2 years, a smaller percentage (around 10%) for 3 to 8 years, and almost none for 9 or more years.

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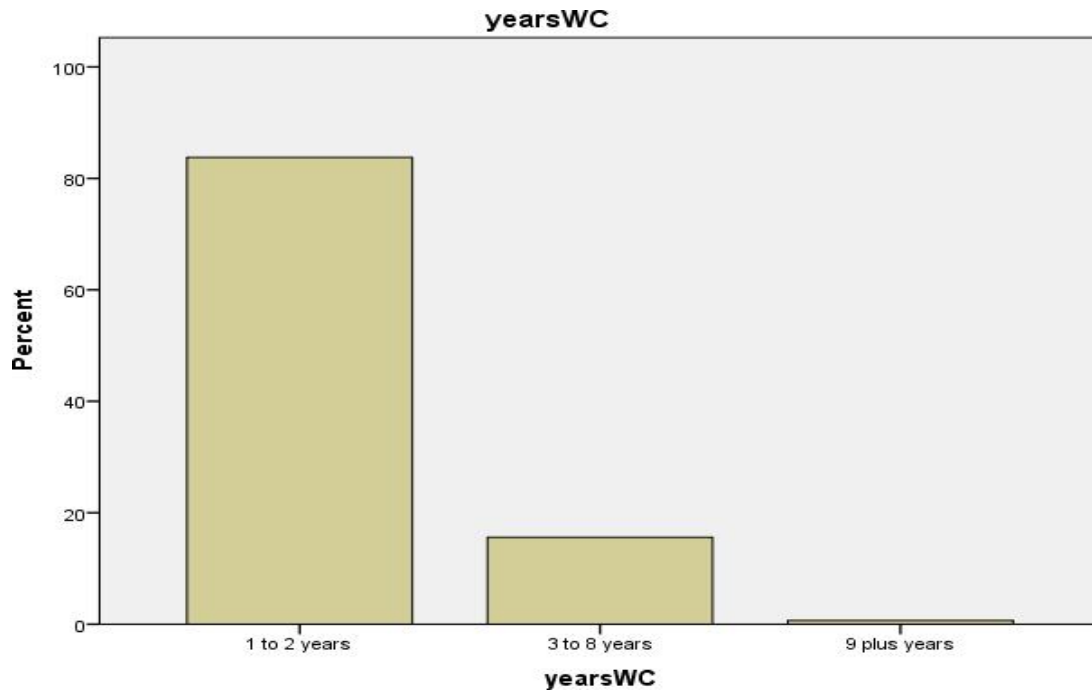


**Fig 4.4 Years of experience**

I am satisfied with our firm as an employer.

The survey results show that 55.8% of respondents agreed, while 40.4% remained neutral. A small 1.9% strongly agreed, and 0.6% disagreed. Out of 156 total responses, 2 were missing, leaving 154 valid responses for analysis.

**Table 4.4 Satisfaction Of Study Participants**

|                |     | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----|-----------|---------|---------------|--------------------|
| Strongly agree | 3   |           | 1.9     | 1.9           | 1.9                |
| Agree          | 87  |           | 55.8    | 56.5          | 58.4               |
| Neutral        | 63  |           | 40.4    | 40.9          | 99.4               |
| Disagree       | 1   |           | .6      | .6            | 100.0              |
| Total          | 154 |           | 98.7    | 100.0         |                    |
| Missing System | 2   |           | 1.3     |               |                    |
| Total          | 156 |           | 100.0   |               |                    |

I find my work interesting and challenging.

The survey results show that 51.9% of respondents agreed, while 46.2% were neutral. Only 0.6% disagreed. Out of 156 total responses, 2 were missing, leaving 154 valid responses for analysis.

**Table 4.5 Work interest and challenges**

|          |         | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|---------|-----------|---------|---------------|--------------------|
|          | Agree   | 81        | 51.9    | 52.6          | 52.6               |
|          | Neutral | 72        | 46.2    | 46.8          | 99.4               |
| Disagree |         | 1         | .6      | .6            | 100.0              |
|          | Total   | 154       | 98.7    | 100.0         |                    |
| Missing  | System  | 2         | 1.3     |               |                    |
| Total    |         | 156       | 100.0   |               |                    |

My salary is appropriate based on my responsibilities and experience.

Out of 154 valid responses, 39.6% agreed, 45.5% were neutral, and 14.3% disagreed. Only 0.6% strongly agreed. Including 2 missing responses, the total number of participants was 156.

**Table 4.6 Salary Based On Responsibilities And Experience.**

|         |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
|         | Strongly Agree | 1         | .6      | .6            | .6                 |
|         | Agree          | 61        | 39.1    | 39.6          | 40.3               |
|         | Neutral        | 70        | 44.9    | 45.5          | 85.7               |
|         | Disagree       | 22        | 14.1    | 14.3          | 100.0              |
|         | Total          | 154       | 98.7    | 100.0         |                    |
| Missing | System         | 2         | 1.3     |               |                    |
| Total   |                | 156       | 100.0   |               |                    |

I feel my contributions are adequately recognized and rewarded

Out of 154 valid responses, 40.3% agreed, 44.2% were neutral, and 15.6% disagreed. Including 2 missing responses, the total number of participants was 156.

**Table 4.7 Contributions recognition and rewards**

|                | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Agree          | 62        | 39.7    | 40.3          | 40.3               |
| Neutral        | 68        | 43.6    | 44.2          | 84.4               |
| Disagree       | 24        | 15.4    | 15.6          | 100.0              |
| Total          | 154       | 98.7    | 100.0         |                    |
| Missing System | 2         | 1.3     |               |                    |
| Total          | 156       | 100.0   |               |                    |

I am treated with trust and respect

Out of 154 valid responses, 42.2% agreed, 47.4% were neutral, and 9.7% disagreed. Only 0.6% strongly agreed. With 2 missing responses, the total number of participants was 156.

**Table 4.8 Trust and Respect**

|                | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Strongly Agree | 1         | .6      | .6            | .6                 |
| Agree          | 65        | 41.7    | 42.2          | 42.9               |
| Neutral        | 73        | 46.8    | 47.4          | 90.3               |
| Disagree       | 15        | 9.6     | 9.7           | 100.0              |
| Total          | 154       | 98.7    | 100.0         |                    |
| Missing System | 2         | 1.3     |               |                    |
| Total          | 156       | 100.0   |               |                    |

Management communicates all the information I need to perform my job effectively. Out of 154 valid responses, 44.2% agreed, 38.3% were neutral, and 17.5% disagreed. With 2 missing responses, the total number of participants was 156.

**Table 4.9 Management and Information sharing**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Agree | 68        | 43.6    | 44.2          | 44.2               |

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|----------|---------|-----|-------|-------|-------|
|          | Neutral | 59  | 37.8  | 38.3  | 82.5  |
| Disagree |         | 27  | 17.3  | 17.5  | 100.0 |
|          | Total   | 154 | 98.7  | 100.0 |       |
| Missing  | System  | 2   | 1.3   |       |       |
| Total    |         | 156 | 100.0 |       |       |

I receive an adequate level of training and on-the-job mentoring.

Out of 154 valid responses, 24.0% agreed, 50.0% were neutral, and 26.0% disagreed.

Including 2 missing responses, the total number of participants was 156.

**Table 4.10 Adequate level of training on the job mentoring**

|          |         | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|---------|-----------|---------|---------------|--------------------|
|          | Agree   | 37        | 23.7    | 24.0          | 24.0               |
|          | Neutral | 77        | 49.4    | 50.0          | 74.0               |
| Disagree |         | 40        | 25.6    | 26.0          | 100.0              |
|          | Total   | 154       | 98.7    | 100.0         |                    |
| Missing  | System  | 2         | 1.3     |               |                    |
| Total    |         | 156       | 100.0   |               |                    |

I understand how my performance is evaluated

Out of 154 valid responses, 35.7% agreed, 46.1% were neutral, and 18.2% disagreed. With 2 missing responses, the total number of participants was 156.

**Table 4.11 Evaluation of performance**

|         |          | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------|-----------|---------|---------------|--------------------|
|         | Agree    | 55        | 35.3    | 35.7          | 35.7               |
|         | Neutral  | 71        | 45.5    | 46.1          | 81.8               |
|         | Disagree | 28        | 17.9    | 18.2          | 100.0              |
|         | Total    | 154       | 98.7    | 100.0         |                    |
| Missing | System   | 2         | 1.3     |               |                    |
| Total   |          | 156       | 100.0   |               |                    |

Out of 154 valid responses, 40.9% agreed, 47.4% were neutral, and 11.7% disagreed.

Including 2 missing responses, the total number of participants was 156.

**Table 4.12 Level of support and guidance**

|          |         | Frequency | Percent | Valid<br>Percent | Cumul<br>Percent | ative |
|----------|---------|-----------|---------|------------------|------------------|-------|
|          | Agree   | 63        | 40.4    | 40.9             | 40.9             |       |
|          | Neutral | 73        | 46.8    | 47.4             | 88.3             |       |
| Disagree |         | 18        | 11.5    | 11.7             | 100.0            |       |
|          | Total   | 154       | 98.7    | 100.0            |                  |       |
| Missing  | System  | 2         | 1.3     |                  |                  |       |
| Total    |         | 156       | 100.0   |                  |                  |       |

45.5% agreed, 47.4% were neutral, and 7.1% disagreed. Including 2 missing responses, the total number of participants was 156.

**Table 4.13 Moral in office of the study participants**

|         |          | Frequency | Percent | Valid<br>Percent | Cumulative<br>Percent |
|---------|----------|-----------|---------|------------------|-----------------------|
|         | Agree    | 70        | 44.9    | 45.5             | 45.5                  |
| Valid   | Neutral  | 73        | 46.8    | 47.4             | 92.9                  |
|         | Disagree | 11        | 7.1     | 7.1              | 100.0                 |
|         | Total    | 154       | 98.7    | 100.0            |                       |
| Missing | System   | 2         | 1.3     |                  |                       |
| Total   |          | 156       | 100.0   |                  |                       |

70 (45.5%) agreed, 73 (47.4%) were neutral, and 11 (7.1%) disagreed. The valid response rate was 98.7%, with 1.3% missing data.

**Table 4.14 Confidence and leadership**

|          |         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|----------|---------|-----------|---------|---------------|-----------------------|
|          | Agree   | 70        | 44.9    | 45.5          | 45.5                  |
|          | Neutral | 73        | 46.8    | 47.4          | 92.9                  |
| Disagree |         | 11        | 7.1     | 7.1           | 100.0                 |
|          | Total   | 154       | 98.7    | 100.0         |                       |

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| Missing | System | 2   | 1.3   |
| Total   |        | 156 | 100.0 |

67 (43.5%) agreed, 80 (51.9%) were neutral, and 7 (4.5%) disagreed. The valid response rate was 98.7%, with 1.3% missing data.

**Table 4.15 Management of office /department**

|          |          | Frequency Percent |       | Valid   | Cumulative Percent |
|----------|----------|-------------------|-------|---------|--------------------|
|          |          |                   |       | Percent |                    |
| Disagree | Agree    | 67                | 42.9  | 43.5    | 43.5               |
|          | Neutral  | 80                | 51.3  | 51.9    | 95.5               |
|          | Disagree | 7                 | 4.5   | 4.5     | 100.0              |
|          | Total    | 154               | 98.7  | 100.0   |                    |
| Missing  | System   | 2                 | 1.3   |         |                    |
| Total    |          | 156               | 100.0 |         |                    |

1 (0.6%) strongly agreed, 72 (46.8%) agreed, 79 (51.3%) were neutral, and 2 (1.3%) disagreed. The valid response rate was 98.7%, with 1.3% missing data.

**Table 4.16 Understanding of company's strategic direction**

|          |          | Frequency Percent |       | Valid   | Cumulative |
|----------|----------|-------------------|-------|---------|------------|
|          |          |                   |       | Percent | Percent    |
| Disagree | Strongly | 1                 | .6    | .6      | .6         |
|          | Agree    |                   |       |         |            |
|          | Agree    | 72                | 46.2  | 46.8    | 47.4       |
|          | Neutral  | 79                | 50.6  | 51.3    | 98.7       |
|          | isagree  | 2                 | 1.3   | 1.3     | 100.0      |
|          | Total    | 154               | 98.7  | 100.0   |            |
| Missing  | System   | 2                 | 1.3   |         |            |
| Total    |          | 156               | 100.0 |         |            |

1 (0.6%) strongly agreed, 72 (46.8%) agreed, 79 (51.3%) were neutral, and 2 (1.3%) disagreed

**Table 4.17 Communication from company management**

|         |                | Frequency | Percent | Valid<br>Percent | Cumulative<br>Percent |
|---------|----------------|-----------|---------|------------------|-----------------------|
|         | Strongly Agree | 1         | .6      | .6               | .6                    |
|         | Agree          | 72        | 46.2    | 46.8             | 47.4                  |
|         | Neutral        | 79        | 50.6    | 51.3             | 98.7                  |
|         | Disagree       | 2         | 1.3     | 1.3              | 100.0                 |
|         | Total          | 154       | 98.7    | 100.0            |                       |
| Missing | System         | 2         | 1.3     |                  |                       |
| Total   |                | 156       | 100.0   |                  |                       |

1 (0.6%) strongly agreed, 72 (46.8%) agreed, 79 (51.3%) were neutral, and 2 (1.3%) disagreed

**Table 4.18 Trust on the company's management**

|         |                | Frequency | Percent | Valid<br>Percent | Cumulative<br>Percent |
|---------|----------------|-----------|---------|------------------|-----------------------|
|         | Strongly Agree | 1         | .6      | .6               | .6                    |
|         | Agree          | 72        | 46.2    | 46.8             | 47.4                  |
|         | Neutral        | 79        | 50.6    | 51.3             | 98.7                  |
|         | Disagree       | 2         | 1.3     | 1.3              | 100.0                 |
|         | Total          | 154       | 98.7    | 100.0            |                       |
| Missing | System         | 2         | 1.3     |                  |                       |
| Total   |                | 156       | 100.0   |                  |                       |

1 (0.6%) strongly agreed, 72 (46.8%) agreed, 79 (51.3%) were neutral, and 2 (1.3%) disagreed.

**Table 4.19 Recommendation to a friend**

|  |                | Frequency | Percent | Valid<br>Percent | Cumulative<br>Percent |
|--|----------------|-----------|---------|------------------|-----------------------|
|  | Strongly Agree | 1         | .6      | .6               | .6                    |
|  | Agree          | 72        | 46.2    | 46.8             | 47.4                  |

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|----------|---------|-----|-------|-------|-------|
|          | Neutral | 79  | 50.6  | 51.3  | 98.7  |
| Disagree |         | 2   | 1.3   | 1.3   | 100.0 |
|          | Total   | 154 | 98.7  | 100.0 |       |
| Missing  | System  | 2   | 1.3   |       |       |
| Total    |         | 156 | 100.0 |       |       |

## DISCUSSION

The study on job satisfaction among employees at Sarhad University, Peshawar, shows that while satisfaction levels are generally high, several key factors significantly influence this outcome. Compensation, work culture, and effective communication are all critical components that contribute to how satisfied employees feel. Notably, a positive work environment has a profound impact on job satisfaction, with good communication acting as a vital link that enhances this effect.

These findings are in line with previous research, which also highlighted the importance of compensation and a supportive work culture. However, this study adds a unique perspective by focusing on a university setting in Peshawar, offering localized insights that can help shape better institutional policies. Rahman's *et al*, (2020). Practically speaking, the results suggest that university administration should prioritize creating a supportive work environment. This means implementing fair compensation, fostering a positive work culture, and ensuring transparent and effective communication. Regular feedback and opportunities for employees to voice their opinions can also play a significant role in boosting job satisfaction.

The following studies support our current research study has done a research Job satisfaction is a crucial determinant of employee performance and organizational success, encompassing various factors such as the work environment, compensation, and interpersonal relationships. According to this research satisfied employees tend to exhibit higher productivity, better job performance, and increased commitment to their organizations. Several factors influence job satisfaction, including organizational culture, management style, and opportunities for professional development. A supportive and inclusive work environment, fair compensation, and benefits are essential in ensuring Employees feel valued and motivated. Moreover, job satisfaction is closely linked to employee retention, as organizations with high

levels of job satisfaction tend to experience lower turnover rates. This retention is particularly important in the retail sector, where employee turnover can be high. The nature of retail work, often involving direct customer interaction, can influence job satisfaction. Positive customer feedback and a supportive team environment can boost morale, while demanding schedules and high-pressure situations can detract from job satisfaction. Therefore, retail organizations need to pay special attention to these dynamics to ensure their employees remain satisfied and productive. Abdirahman *et al.* (2020)

The Impact of Work-Life Balance on Job Satisfaction and Performance in the Context of COVID-19 || examines how work-life balance influences job satisfaction and employee performance during the pandemic. According to the study, a positive work-life balance is strongly associated with higher job satisfaction and improved performance. The research highlights that employees who can effectively manage their work and personal responsibilities are more satisfied with their jobs and exhibit better performance outcomes. The study also notes that the COVID-19 pandemic has intensified the need for flexible work arrangements and supportive policies, which are crucial for maintaining employee morale and productivity. The findings suggest that organizations that prioritize work-life balance and adapt to the evolving needs of their employees are likely to experience enhanced job satisfaction and performance. Jahanzeb Khan *et al.* (2021)

This research investigates the impact of Islamic work ethics, competencies, compensation, and work culture on job satisfaction and employee performance in four-star hotels. The study finds that Islamic work ethics positively influence job satisfaction by fostering a supportive and ethical work environment. Competencies, including skills and knowledge, are shown to enhance job satisfaction by aligning with employees' roles and expectations. Compensation is identified as a critical factor, with competitive salaries and benefits contributing significantly to job satisfaction and performance. Additionally, a positive work culture is highlighted as essential for maintaining high levels of employee satisfaction and performance. Rahman's findings underscore the importance of these factors in creating a conducive work environment that enhances job satisfaction and overall employee

effectiveness. Rahman *et al* (2020)

The following studies doesn't support our current research study examines the impact of work-family conflict on job satisfaction and performance among Indonesian female employees. The study reveals that work-family conflict negatively affects job satisfaction by creating stress and reducing employees' ability to balance their professional and personal lives effectively. This conflict also leads to decreased job performance, as employees struggling to manage both roles may experience lower productivity and motivation. This study findings highlight the importance of addressing work-family conflict through supportive policies and practices that can help employees achieve a better balance, thereby improving both job satisfaction and overall performance. The research underscores the need for organizations to implement strategies that mitigate work-family conflict to enhance employee well-being and effectiveness. The potential reason for this contradiction was the change in the population which were only female. Purwanto (2020).

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