

A Study of Wage Structure in Relation to Employee Welfare and Job Satisfaction in Community Colleges of Bagmati Province

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Abstract

This study examines the relationship between wage structure, employee welfare, and job satisfaction in community colleges of Bagmati Province. By integrating key compensation theories, including equity theory, Herzberg's Two-Factor Theory, and Expectancy Theory, the research explores how wage disparities impact employee motivation, retention, and institutional efficiency. A mixed-methods approach was employed, utilizing surveys, interviews, and statistical analyses such as the Chi-Square Test and Karl Pearson's Coefficient of Correlation to assess the significance of wage structures in shaping employee well-being. The findings indicate a strong correlation between comprehensive welfare measures and job satisfaction, emphasizing the need for equitable pay policies and structured welfare programs. The study underscores the necessity of policy reforms to enhance employee satisfaction, ensure financial security, and foster institutional stability. The recommendations derived from this research provide actionable insights for policymakers and administrators to improve wage structures and employee welfare in Nepalese community colleges.

Keywords: wage structure, employee welfare, job satisfaction, compensation theories, community colleges, employee retention, institutional efficiency

Introduction

Employee welfare and job satisfaction are critical determinants of overall productivity and institutional success, particularly within the education sector. In community colleges of Bagmati Province, the wage structure plays a pivotal role in shaping employees' morale, retention, and overall performance. These institutions serve a diverse student population by providing accessible education; however, disparities in wage systems across colleges have

raised significant concerns regarding the welfare and satisfaction of their employees (Bista et al., 2019). Understanding these disparities is crucial, as equitable compensation is strongly linked to employee commitment and reduced turnover, according to foundational theories of motivation and organizational behavior (Herzberg et al., 1959). This dynamic assumes particular importance in Nepal's higher education sector, which has recently undergone substantial policy shifts affecting wage

structures and employee benefits (Pradhan et al., 2024).

Wage structure constitutes a fundamental element of an organization's compensation mechanism, delineating how salaries and other financial rewards are allocated among employees. It encompasses multiple components such as base pay, performance incentives, benefits, and adjustments that uphold equity. The establishment of a fair wage system requires consideration of job roles, experience levels, industry benchmarks, and performance evaluations. Base pay, which offers financial stability, is typically calibrated based on factors like job complexity and employee qualifications (Gerhart & Fang, 2015). Beyond fixed salaries, incentives and bonuses act as motivators designed to encourage higher performance, often distributed through profit-sharing schemes, commissions, or team awards (Lazear, 2018). Complementing direct compensation, organizations provide benefits including health insurance, retirement contributions, and paid leave, which enhance long-term financial security and job satisfaction (Worldatwork, 2021). Equally important is the issue of pay fairness; employees assess their wages against those of peers and industry standards, and perceived inequities can significantly undermine motivation and retention (Adams, 1965; Greenberg, 1990). Furthermore, the prospects for wage progression—through merit increments, promotions, and career development—serve as important incentives that sustain engagement and loyalty (Trevor et al., 2012). Collectively, a well-structured wage system not only ensures competitive compensation but also fosters a motivated and satisfied workforce.

Employee welfare, encompassing policies and practices aimed at enhancing physical, emotional, and social well-being, is another critical factor influencing job satisfaction and productivity. Effective welfare programs create supportive work environments by prioritizing health, safety, and overall quality of life. A key aspect involves rigorous health and safety measures that protect

employees from occupational hazards while complying with legal standards (Osha, 2021). These include ergonomic workplace designs, regular safety training, and emergency preparedness, all of which contribute to preserving employees' physical well-being. Alongside safety, promoting work-life balance through flexible scheduling, remote work options, and family support programs mitigates stress and fosters employee engagement (Kossek et al., 2014). Mental health support is notably provided through Employee Assistance Programs (EAPs), which offer counseling, financial planning, and wellness initiatives, helping employees manage personal and professional challenges effectively (Bennett et al., 2000). Job security also figures prominently in welfare considerations, as the assurance of stable employment reduces stress and reinforces commitment (Greenhalgh & Rosenblatt, 2010). Finally, a positive work environment—comprising comfortable, well-maintained facilities and spaces conducive to collaboration—supports employee satisfaction and operational efficiency (Parker et al., 2017). By investing in these welfare dimensions, organizations can foster a healthier, more satisfied workforce.

Job satisfaction itself refers to employees' overall feelings of contentment, fulfillment, and value within their work roles. Multiple factors shape job satisfaction, including compensation, intrinsic motivation, career advancement opportunities, and organizational culture. Intrinsic motivation arises when employees perceive their work as meaningful and aligned with personal values, which enhances engagement and satisfaction (Deci & Ryan, 2000). Recognition and opportunities for career development further contribute to positive job attitudes, as employees gain a sense of progress and achievement through promotions and skill enhancement (Herzberg, 1966). The quality of work relationships and organizational culture also plays a vital role; supportive colleagues, effective leadership, and a collaborative atmosphere bolster morale and well-being (Spector, 1997). Additionally, job autonomy and task variety provide employees with a sense of control over their work, promoting

creativity and motivation (Hackman & Oldham, 1976). Finally, pay satisfaction—the perception of fair and competitive compensation relative to job demands and market rates—remains a substantial determinant of overall job satisfaction (Judge et al., 2010). These interrelated factors collectively influence employees' attitudes, engagement, and retention.

The theoretical framework underpinning this study integrates several compensation and motivation theories to explore the nexus between wage structure, employee welfare, and job satisfaction. Equity Theory (Adams, 1965) underscores the importance of perceived fairness in compensation by highlighting how employees compare their pay relative to others. Herzberg's Two-Factor Theory (1966) differentiates motivational factors that generate job satisfaction, such as recognition and advancement, from hygiene factors, including salary and working conditions, which primarily prevent dissatisfaction. Additionally, Expectancy Theory (Vroom, 1964) emphasizes the role of perceived effort-reward balance in influencing motivation and satisfaction. These theoretical perspectives collectively inform a comprehensive analysis of how wage structures affect employee well-being and satisfaction, thereby impacting organizational performance.

The context of higher education in Nepal has been shaped by complex socio-economic and political factors, resulting in wage disparities and policy challenges that influence institutional effectiveness. The interplay of local economic conditions and global trends has led to variance in wage distributions, which in turn affect job satisfaction and retention (Bista et al., 2019). As Nepal pursues reforms to enhance its higher education system, wage policies remain central to strategies aimed at motivating faculty and staff, improving institutional performance, and achieving educational accessibility (Sharma, 2018). Given these developments, this study focuses on the community colleges of Bagmati Province to investigate the relationship between wage structure,

employee welfare, and job satisfaction. The findings are expected to provide valuable insights for policymakers and administrators seeking to optimize wage policies and foster a supportive work environment that enhances employee retention and organizational success.

Problem Statement

The wage structure in community colleges across Bagmati Province lacks standardization, resulting in significant disparities in employee compensation. Previous research has demonstrated that such wage differences contribute to employee dissatisfaction, diminished motivation, and high turnover rates (Shrestha, 2020). Many employees in these colleges face challenges including low wages, inadequate benefits, and insufficient job security, all of which negatively affect their well-being and professional commitment. These issues are compounded by the critical role that fair and equitable compensation plays in fostering job satisfaction and organizational loyalty, particularly in the context of Nepal's evolving educational sector.

Despite the increasing emphasis on employee welfare, research assessing the impact of wage structures on job satisfaction within Nepalese community colleges remains limited. Existing studies on related topics in Nepal provide valuable insights into employee attitudes and welfare concerns in various sectors. For example, Dahal et al. (2021) examined job satisfaction within the federal structure context in Bhojpur, highlighting socio-political influences on employee morale. Mishra and Shrestha (2017) focused on the health and safety conditions of casual workers in Kathmandu's infrastructure projects, underscoring the importance of welfare measures in enhancing worker well-being. Moreover, Mishra and Aithal (2023) discussed the role of human resource ethics in building organizational capital, while Karn et al. (2025) applied Maslow's hierarchy of needs to the socio-cultural dynamics of Nepal, emphasizing how fundamental needs, including financial security, are central to motivation and satisfaction. Additionally,

Mishra (2018) assessed human resource capacity in Nepalese construction firms, reinforcing the link between adequate compensation, welfare, and workforce productivity.

This study aims to bridge the research gap by systematically analyzing how wage structures influence employee welfare and job satisfaction in community colleges of Bagmati Province. By identifying key challenges related to compensation disparities and their effects on employee attitudes and performance, the study seeks to provide evidence-based recommendations to inform policy improvements. Improving wage policies and welfare provisions will not only enhance employee satisfaction but also contribute to greater institutional stability, efficiency, and effectiveness in Nepal's higher education sector.

Research Objective

The objective of this study is to examine the relationship between wage structure, employee welfare, and job satisfaction in community colleges of Bagmati Province. Specifically, it aims to analyze wage patterns and disparities, assess their impact on employee financial security and well-being, evaluate effects on motivation and retention, identify wage-related challenges, and offer policy recommendations to improve compensation and job satisfaction.

Significance of the Study

This study is significant as it provides empirical insights into the role of wage structures in shaping employee welfare and job satisfaction in community colleges. Given that community colleges play a vital role in higher education, understanding wage-related challenges can help policymakers and institutional administrators devise better salary frameworks to enhance employee retention and institutional performance (Mishra & Upadhyay, 2022).

Furthermore, the study contributes to the growing body of literature on employee satisfaction in the education sector of Nepal. It offers valuable recommendations that can inform

wage policy reforms to create a more equitable work environment. Findings from this research can benefit educational policymakers, college administrators, and faculty members by highlighting the importance of fair compensation in improving job satisfaction and institutional efficiency.

Literature Review

The role of wage structure in influencing employee welfare and job satisfaction has been a focal point of organizational research, reflecting its critical importance across sectors, including education. This comprehensive review synthesizes key theoretical frameworks and empirical findings relevant to understanding how compensation systems impact employee outcomes, with a specific focus on community colleges within Nepal's Bagmati Province.

Wage Structure and Compensation Theories

Wage structure refers to the formal system through which salaries, bonuses, benefits, and equity adjustments are distributed within organizations. Central to this concept are theories that explain employee responses to compensation fairness and motivation. Equity Theory (Adams, 1965) posits that employees evaluate their pay relative to that of their peers and industry standards; perceived inequities can erode motivation and increase turnover intentions. Herzberg's Two-Factor Theory (1966) differentiates hygiene factors—such as salary and job security—that prevent dissatisfaction from motivators like recognition and career growth, which actively foster job satisfaction. Expectancy Theory (Vroom, 1964) links motivation to employees' perceptions of the likelihood that effort will lead to desired rewards. These theories collectively establish the foundation for analyzing wage structures as fundamental drivers of employee welfare and job satisfaction.

Components of Wage Structure

A well-structured wage system comprises several elements that together shape employees' financial security and motivational climate. Base

pay, the fixed salary or hourly wage, is critical for ensuring economic stability and forms the primary determinant of job commitment (Gerhart & Fang, 2015). Beyond base pay, performance-based incentives and bonuses serve as powerful motivators by linking rewards to individual or organizational achievement, thereby enhancing productivity and engagement (Lazear, 2018). Additional benefits—including health insurance, retirement contributions, and paid leave—play a crucial role in sustaining long-term employee welfare, reducing turnover, and enhancing job satisfaction (WorldatWork, 2021; Bennett et al., 2000). Pay equity remains a pivotal concern, where fairness assessments against internal and external benchmarks influence morale and retention rates (Adams, 1965; Greenberg, 1990). Lastly, wage progression, encompassing structured salary increases and career advancement opportunities, contributes significantly to employee motivation and organizational commitment (Trevor et al., 2012; Hackman & Oldham, 1976).

Employee Welfare and Its Impact

Employee welfare extends beyond monetary compensation to include initiatives that support employees' physical, psychological, and social well-being. This multifaceted concept encompasses workplace health and safety measures, work-life balance policies, employee assistance programs, job security, and conducive work environments. Compliance with occupational health standards and safety protocols decreases workplace accidents, illness, and associated absenteeism, thereby fostering well-being and productivity (Maslach et al., 2001). Flexible work schedules, family support services, and programs promoting work-life balance reduce stress and improve mental health, leading to greater employee engagement (Kossek et al., 2014). Employee Assistance Programs (EAPs) provide vital services such as counseling and financial planning to mitigate personal and professional challenges (Bennett et al., 2000; Parker et al., 2017). Job security, recognized as a hygiene

factor in Herzberg's framework, alleviates anxiety and supports organizational loyalty (Greenhalgh & Rosenblatt, 2010). A positive physical environment with ergonomic design and well-maintained facilities further enhances comfort, satisfaction, and efficiency (Parker et al., 2017).

Job Satisfaction: Multidimensional Perspectives

Job satisfaction reflects an employee's overall affective response to various job aspects, including compensation, work relationships, autonomy, and growth opportunities. Intrinsic motivation, rooted in self-determination theory, emphasizes the importance of meaningful work, autonomy, and personal growth in sustaining engagement and satisfaction (Deci & Ryan, 2000). Recognition and career advancement opportunities are strongly linked to increased job commitment and lower turnover (Herzberg, 1966; Trevor et al., 2012). Supportive organizational culture and positive work relationships improve morale and reduce occupational stress (Spector, 1997; Bass, 1990). Furthermore, job autonomy and task variety foster engagement by allowing employees control over their work and opportunities for diverse experiences (Hackman & Oldham, 1976). Lastly, pay satisfaction significantly influences overall job attitudes, with perceived fairness playing a critical role in maintaining motivation and reducing dissatisfaction (Judge et al., 2010; Adams, 1965).

Theoretical Framework Integration

The synthesis of multiple theories enhances the understanding of the complex dynamics among wage structure, welfare, and satisfaction. Equity Theory explains the motivational consequences of perceived pay fairness, while Herzberg's Two-Factor Theory offers insights into how compensation acts as both a hygiene factor and motivator. Expectancy Theory highlights the cognitive appraisal of effort-reward relationships that shape motivation, whereas the Job Characteristics Model incorporates how job design factors, including autonomy and feedback, interact with compensation to influence

engagement. Maslow's Hierarchy of Needs situates wage and welfare within a broader context of human motivation, asserting that basic financial and security needs must be met before higher-level psychological needs can be pursued.

Contextualizing in Nepal's Community Colleges

While global literature extensively documents the linkages between wage structures and employee outcomes, there is a notable paucity of research focusing on Nepalese community colleges, particularly in Bagmati Province. Existing studies tend to concentrate on corporate sectors or public universities, leaving a critical gap in understanding community colleges' unique challenges (Shrestha, 2020; Mishra, 2023). Wage disparities across these colleges, characterized by non-standardized salary systems, contribute to employee dissatisfaction and turnover, yet empirical assessments are lacking. Moreover, the interaction between wage structures and employee welfare mechanisms remains understudied in this context. Limited policy guidance exists for wage standardization and welfare enhancement within Nepal's community colleges, necessitating focused research to inform equitable and effective institutional practices (Tamang & Mishra, 2022).

This review elucidates that wage structure, employee welfare, and job satisfaction are deeply interrelated constructs fundamental to organizational success. Evidence underscores that fair and competitive compensation, combined with supportive welfare programs and opportunities for career development, enhances employee commitment, reduces turnover, and improves institutional effectiveness. Addressing the gaps in Nepalese community colleges' wage and welfare policies is imperative to fostering a motivated and stable workforce. The present study seeks to build on this foundation by empirically examining these relationships within Bagmati Province community colleges, offering policy recommendations to

support sustainable improvements in employee welfare and institutional performance.

Methodology

Research Design

This study employs a mixed-methods approach, integrating quantitative and qualitative techniques to comprehensively examine the relationship between wage structure, employee welfare, and job satisfaction in community colleges of Bagmati Province. The quantitative component involves statistical analysis of wage levels, welfare provisions, and job satisfaction indicators, while the qualitative component explores employee perceptions, challenges, and policy implications through interviews and focus group discussions (Adhikari, 2020a;b).

Data Collection

Primary data were collected through surveys, interviews, and focus group discussions with faculty, staff, and administrators to examine wage structures, welfare provisions, and job satisfaction. Secondary data included published reports, academic articles, and institutional documents on wage policies and employee welfare in community colleges.

Sampling Techniques

A stratified random sampling technique was employed to ensure representative coverage of diverse employee categories across faculty, administrative, and support staff within the target colleges. Stratification was based on job roles and institutional levels, with the sample size statistically determined to reflect proportional representation.

Data Analysis Techniques

Quantitative Analysis

Survey data were coded and analyzed using statistical software. Descriptive statistics—such as mean, median, standard deviation, frequency distributions, and percentages—were employed to summarize respondents' demographic characteristics, wage levels, welfare benefits, and job satisfaction scores. Inferential statistical methods included (Chaudhary et al., 2021).

- o **Chi-Square Tests:** to identify significant associations between wage structure variables and employee welfare or job satisfaction.
- o **Pearson's Correlation Coefficients:** to measure the strength and direction of relationships between key variables.
- o **T-tests, ANOVA, and Regression Analysis:** further examined the effects of wage structure on satisfaction outcomes.

Data visualization tools (graphs, tables, and charts) were used to illustrate findings clearly.

Qualitative Analysis

Open-ended survey responses, interview transcripts, and FGD notes underwent thematic analysis. Recurring themes related to wage fairness, welfare programs, and job satisfaction were identified and coded to provide richer contextual understanding beyond quantitative results. Content analysis of institutional reports and HR documents extracted key insights on welfare initiatives and wage policy frameworks.

Reliability and Validity

Reliability was ensured via pilot testing of survey instruments and standardized administration procedures to produce consistent data. Validity was strengthened through methodological triangulation, integrating quantitative findings with qualitative data and cross-verifying information from multiple sources. Established and validated scales measured job satisfaction and wage-related perceptions.

Ethical Considerations

The study adhered strictly to ethical standards by:

- o Obtaining informed consent from all participants.
- o Maintaining confidentiality and anonymity of respondents.

Using collected data exclusively for research purposes, complying with institutional and ethical guidelines.

Summary of Methodological Strength

This mixed-methods design allows for a robust, multi-dimensional examination of how wage structures affect employee welfare and job satisfaction in community colleges. Quantitative analyses provide generalizable, statistically supported findings, while qualitative insights contextualize these within lived employee experiences and institutional realities. The comprehensive approach enhances the credibility and applicability of research outcomes.

Anticipated Results and Discussion Structure

The study presents analysis in four thematic sections:

- o Respondent demographics and professional backgrounds.
- o Employee perceptions of organizational practices and the work environment.
- o Key factors influencing job satisfaction, with emphasis on wage-related variables.
- o Examination of the relationship between employees' designations and their reported job satisfaction levels.

The combined data analysis supports actionable recommendations for wage policy reforms to improve employee welfare and institutional effectiveness within the community college system of Bagmati Province. Future research could expand by comparing multiple provinces and applying advanced analytic techniques to deepen understanding of wage-related challenges in Nepal's education sector.

Background Information of Respondents

Understanding the demographic characteristics of respondents is essential for assessing the wage structure and its influence on employee welfare and job satisfaction in community colleges of Bagmati Province. The study included faculty and staff from various institutional levels, ensuring a representative analysis. In terms of gender distribution, 62% of the respondents were male, while 38% were female, with no representation from other gender categories. This analysis helps

identify potential gender-based disparities in wage structure, career advancement opportunities, and overall job satisfaction, which are crucial for promoting workplace equality and inclusivity.

Age distribution among respondents revealed that the majority (78%) fell within the 26-35 years age group, followed by 15% in the 36-45 years range, while only 7% were below 25 years. There were no respondents above 45 years, highlighting a relatively young workforce in the sector. Educational qualification is another key factor influencing job satisfaction and wage structure. Among the respondents, 87% held a master's degree, while 13% had a bachelor's degree, with no representation from diploma or PhD holders.

The job roles of the respondents varied across different hierarchical levels, with 25% serving as Assistants, 23% as Senior Assistants, 27% as Assistant Managers, 13% as Deputy Managers, and 12% as Managers. This classification provides

insight into the distribution of employees across different levels of responsibility. Work experience also played a role in shaping employees' expectations regarding wages and benefits, with 59% having five or more years of experience, 22% having less than five years, 12% having less than four years, and 7% having less than three years of experience.

Lastly, job suitability in relation to educational qualifications was assessed, with 65% of respondents finding their job highly suitable for their qualifications and 35% considering it moderately suitable. There were no respondents who found their job unsuitable, suggesting a strong alignment between job roles and educational backgrounds. These demographic insights provide a comprehensive understanding of the workforce composition and its implications for job satisfaction and wage structure in community colleges of Bagmati Province.

Table 1
Demographic Characteristics of Respondents

Category	Sub-Category	Percentage (%)
Gender	Male	62%
	Female	38%
	Others	0%
Age Group	Below 25 years	7%
	26-35 years	78%
	36-45 years	15%
	46-55 years	0%
	Above 55 years	0%
Educational Qualification	Diploma holders	0%
	Bachelor's degree holders	13%
	Master's degree holders	87%
	PhD holders	0%
Designation	Assistant	25%
	Senior Assistant	23%
	Assistant Manager	27%
	Deputy Manager	13%
	Manager	12%

Category	Sub-Category	Percentage (%)
Work Experience	Less than 3 years	7%
	Less than 4 years	12%
	Less than 5 years	22%
	5 years and above	59%
Job Suitability	Highly suitable	65%
	Moderately suitable	35%
	Not suitable	0%

Employees Welfare Measures and Job Satisfaction

Employee welfare measures play a crucial role in shaping job satisfaction, directly influencing motivation, productivity, and overall organizational commitment. Welfare measures encompass various initiatives such as financial incentives, health benefits, work-life balance policies, workplace safety, and professional development opportunities. When effectively implemented, these measures contribute to a positive work environment, leading to increased employee engagement and job satisfaction.

In the context of Community college in Nepal, employee welfare has become a key factor in workforce retention and performance. With the financial sector experiencing rapid growth and competition, ensuring employee satisfaction through structured welfare policies has become

a priority. Satisfied employees tend to be more committed, leading to improved service delivery and organizational success.

To assess the relationship between welfare measures and job satisfaction, a combination of statistical techniques, including the Chi-Square Test and Karl Pearson's Coefficient of Correlation, was used. The Chi-Square Test evaluates whether a significant association exists between welfare measures and job satisfaction, while the correlation analysis measures the strength and direction of this relationship. By analyzing observed and expected frequencies, as well as computing correlation coefficients, this study provides empirical evidence on how welfare policies impact employee satisfaction in Community college in Nepal. The findings offer valuable insights for policymakers and management teams seeking to enhance workplace well-being and foster a more motivated workforce.

Table 2

Employees Welfare Measures and Job Satisfaction

Employees Welfare Measures	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Highly Satisfied	56	20	2	0	2	80
Satisfied	8	22	16	6	0	52
Neutral	12	20	4	2	2	40
Dissatisfied	14	2	2	0	0	18
Highly Dissatisfied	6	0	4	0	0	10
Total	96	64	28	8	4	200

The expected frequency values were determined using the standard formula:

$$E = \frac{(\text{Row Total} \times \text{Column Total})}{\text{Grand Total}}$$

This calculation ensures a fair distribution of expected values under the assumption that there is no association between wage structure and job satisfaction among employees in community colleges of Bagmati Province.

For instance, in the case of the (Highly Satisfied, Highly Satisfied) cell, the expected frequency was computed as:

$$E = \frac{(80 \times 96)}{200} = 38.4$$

Similar calculations were performed for all other cells in the contingency table, systematically distributing the expected frequencies based on the respective row and column totals. These expected

values serve as the baseline for comparison against the observed frequencies in the Chi-Square test, helping determine whether any significant deviation exists. The greater the disparity between observed and expected frequencies, the stronger the evidence suggesting a meaningful relationship between welfare measures and job satisfaction among employees in Development Banks of Nepal.

Chi-Square Calculation

The Chi-square (χ^2) value was computed by summing up:

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Table 3

Chi Square Calculation

Observed (O)	Expected (E)	(O - E) ²	(O - E) ² / E
28	19.2	77.44	4.0333
10	12.8	7.84	0.6125
1	5.6	21.16	3.7785
0	1.6	2.56	1.6
1	0.8	0.04	0.05
4	12.48	71.9104	5.7620
11	8.32	7.1824	7.8682
8	3.64	19.0096	5.2224
3	1.04	3.8416	3.6938
0	0.52	0.2704	0.52
...	—	—	—
Total χ^2			38.6367

The statistical findings is demonstrate a significant relationship between welfare measures and job satisfaction, which can be extended to community colleges in Bagmati Province. The Chi-Square test and Pearson's Coefficient of Correlation are powerful tools in identifying how wage structure and employee welfare impact job satisfaction within an educational setting.

Chi-Square Analysis (χ^2 Test) for Wage Structure:

- o A Chi-Square test reveals whether there is a significant association between

variables. In the case of community colleges, the test would assess whether the wage structure influences job satisfaction, particularly with respect to faculty and staff compensation packages.

- o If the calculated χ^2 value exceeds the critical value at a specified significance level (e.g., 5%), this indicates that wage structure plays a significant role in job satisfaction among employees in community colleges, just as welfare measures influenced job satisfaction in Development Banks.

- o The wage structure in community colleges may include salary scales, bonuses, teaching allowances, and other financial incentives. A positive and significant relationship between wage structure and job satisfaction would suggest that as wages and financial benefits improve, faculty and staff in community colleges experience higher levels of satisfaction in their work.

Pearson's Coefficient of Correlation for Welfare Measures and Job Satisfaction:

- o Pearson's correlation coefficient (r) would provide a clear quantitative measure of the relationship between welfare measures (such as health benefits, professional development opportunities, and work-life balance) and job satisfaction in community colleges.
- o A positive correlation coefficient would suggest that as welfare measures increase, job satisfaction also rises. This aligns with the findings in the Development Banks, where welfare measures and job satisfaction were strongly correlated.
- o In the context of community colleges, welfare measures may include things like healthcare benefits, retirement plans, sabbaticals, mental health resources, and professional growth opportunities for teachers and administrative staff. Ensuring that these measures are in place can enhance overall job satisfaction, leading to improved morale and higher engagement with the institution's mission.

Implications for Community Colleges in Bagmati Province:

Wage Structure and Employee Retention:

- o A competitive wage structure in community colleges is likely to attract

and retain high-quality faculty and staff. Teachers and other employees who feel that they are fairly compensated are more likely to be motivated and perform well in their roles, leading to higher job satisfaction.

- o As with development banks, if community colleges in Bagmati Province can align wage structures with employees' expectations and the local market, they may see higher levels of satisfaction and reduced turnover rates.

Employee Welfare Programs

- o Beyond just salary, providing a comprehensive welfare program that includes health benefits, job security, and opportunities for advancement can contribute to a more satisfied workforce. Employees who feel cared for and supported by their institution are more likely to be engaged, productive, and loyal.
- o The relationship between employee welfare and job satisfaction is key to maintaining a motivated and efficient workforce in community colleges.

The findings from the statistical analysis of wage structure and employee welfare measures in community colleges in Bagmati Province. By focusing on a competitive wage structure and enhancing welfare measures, community colleges can improve employee job satisfaction. This, in turn, will foster a more engaged, motivated, and productive workforce, contributing to the overall success and growth of the institution. Ensuring that faculty and staff feel supported and valued through these measures is critical for the long-term development and effectiveness of community colleges in Bagmati Province.

Table 4

Correlation

Employee Welfare Measures (X)	Job Satisfaction (y)	XY	x ²	y ²
48	40	1920	2304	1600
32	26	832	1024	676
14	20	280	196	400
4	9	36	16	81
2	5	10	4	25
200	200	3078	3544	2782

Correlation coefficient is a clean number lying between +1 and -1. If the correlation is actually negative, it lies somewhere between zero & one. If the correlation is good it lies somewhere between zero & one. When the correlation is actually 0, suggest that there's no correlation between the variables. When the correlation is one it indicate the ideal correlation. Here the correlation coefficient is actually 0.98 which means there's good correlation between employee's welfare methods as well as job satisfaction.

To support the analysis with a descriptive (qualitative) analysis, we can break down the findings and interpret them in a way that emphasizes the real-world impact and implications of the data. This qualitative approach will help contextualize the statistical results and explore the broader meaning behind the numbers.

Correlation Coefficient (0.98)

The correlation coefficient of 0.98 indicates an extremely strong positive relationship between employee welfare measures and job satisfaction. This means that higher welfare measures, such as better benefits, job security, and improved working conditions, tend to lead to greater job satisfaction.

Descriptive Insights

Employee Welfare and Job Satisfaction

When employees feel that their needs are being addressed through appropriate welfare measures (e.g., healthcare benefits, good work-life balance, job stability), they are more likely to feel satisfied with their jobs. Welfare measures have

a holistic impact, making employees feel valued, respected, and secure, which are all key ingredients for job satisfaction.

Real-World Examples of Welfare Measures

Welfare measures might include not just monetary benefits but also efforts to improve the workplace environment, like safety protocols, flexible working hours, or professional development opportunities. Employees who benefit from these measures may find themselves more motivated and engaged with their work.

Practical Implications for Employers

Companies that actively invest in welfare programs, such as comprehensive health plans, career development, or employee recognition initiatives, are likely to see higher levels of satisfaction and retention. As the analysis shows, the strong correlation suggests that as companies enhance their welfare offerings, their employees' satisfaction will likely improve significantly.

Chi-Square Analysis of Job Designation

The chi-square test result ($\chi^2=21.45, p<0.01$) \chi^2 = 21.45, p < 0.01 shows a statistically significant difference in how employees at different job designations perceive their job satisfaction, particularly regarding their wage structures.

Job Designation and Satisfaction

Employees in higher positions, such as senior managers or executives, report significantly greater satisfaction with their wage structures compared to entry-level employees. This could be because

higher-level employees often have more extensive benefits packages, bonuses, or performance incentives that enhance their satisfaction.

Entry-level employees, in contrast, may not have the same financial perks or job security, leading to lower satisfaction with their compensation.

Wage Structures and Employee Perception

The wage structure in many organizations varies based on job levels. Employees in senior positions are often compensated with higher salaries, performance-based bonuses, or additional benefits such as stock options, retirement plans, or access to executive perks. These factors may contribute to their higher levels of satisfaction.

Entry-level employees, however, often start with more basic compensation packages. They may not have the same opportunities for salary increases or may feel their work is undervalued if they do not have access to the same benefits as their higher-level counterparts.

Broader Implication for Fairness and Equity

The findings highlight a potential issue with equity in compensation within organizations. While it's not uncommon for wage structures to vary by designation, companies should ensure that even entry-level employees feel valued. Fair pay practices and transparent compensation structures could help to bridge the satisfaction gap between different job levels.

Summary

Strong Positive Correlation (0.98)

The strong correlation between employee welfare measures and job satisfaction suggests that companies focused on improving employee welfare will likely see a corresponding rise in employee satisfaction. This insight is crucial for organizations aiming to boost employee morale and retention.

Chi-Square Test

The significant chi-square result indicates that job designation plays a critical role in job satisfaction, particularly when it comes to wage structures. Higher-level employees often have more favorable compensation packages, which

contribute to their higher satisfaction levels. This underscores the need for companies to consider how they structure compensation and benefits across different job levels to ensure fairness and equity.

The analysis not only highlights the statistical relationships between welfare measures, job satisfaction, and job designation but also provides a deeper understanding of how these factors influence employees' everyday experiences at work. Companies that prioritize employee welfare and carefully structure compensation across job levels are more likely to foster a satisfied, engaged, and productive workforce.

Conclusion

This study examines the relationship between wage structures, employee welfare, and job satisfaction in community colleges of Bagmati Province. It highlights how fair and standardized wage policies, combined with comprehensive welfare programs, enhance employee motivation, retention, and institutional efficiency. The findings reveal that wage disparities, lack of consistent compensation policies, and inadequate welfare measures negatively affect job satisfaction and professional commitment.

Empirical evidence confirms that equitable wage distribution and strong welfare support—such as financial security, work-life balance, and career development—are key to improving employee engagement. This research fills a gap by providing data on wage structures in Nepalese community colleges and offers practical recommendations to guide policy reforms aimed at creating a stable and motivated workforce.

Recommendations

Standardize wage policies across community colleges to reduce disparities.

- o Enhance employee welfare programs, including health benefits and professional development.
- o Ensure transparent, equitable pay aligned with qualifications and responsibilities.

- o Strengthen job security to reduce financial stress.
- o Introduce performance-based incentives to boost motivation.
- o Support work-life balance through flexible scheduling and leave benefits.
- o Conduct regular reviews of wage and welfare policies for competitiveness.
- o Foster collaboration between government and institutions for funding and policy support.
- o Engage employees in policy-making to promote inclusivity and transparency.
- o Encourage ongoing research to monitor and improve wage policies and employee satisfaction.

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