© July 2026 | IJIRT | Volume 13 Issue 2 | ISSN: 2349-6002

The Role of Incentives in Improving Employees Performance in Jharkhand: A Case Study of Ranchi District

Komal Kumari[1], Dr. Jyoti Ignace Tete[2], Dr. Ajay Kumar[3]
[1,2,3]*Department of Commerce, St. Xavier's College, Ranchi*

***Abstract*—This study examines the role of incentive in improving the employee's performance in a specific region Ranchi District. In today saturated market, organizations are heavily dependent on the employees to achieve success. Employees performance is affected by various factor such as incentive, motivations and job satisfaction. The main purpose of this study is to examine how incentive affects employee performance. Incentive consists of both financial rewards such as salary bonus, commission and non-financial rewards such as recognition, promotion and good working environment. These incentive plays a very important role in motivating employees and improving job satisfaction which directly affects their performance. These studies based on both primary and the secondary data primary data is collected through Questionnaire, surveys from employees which is working in a different organization in Ranchi District. Secondary data which is collected from books, journal and the previous research studies. This case study design is used to analyze the relationship between incentive and employee's performance. The observation of the study shows that incentive have a positive impact on employee performance and job satisfactions. Employees who receive good incentive feels they are being valued by the organizations and are more committed towards their work. The study also highlights that non-financial incentives are equally important as financial incentives. This study also identifies certain challenges such as poor implications of HR practices, limited incentive and low Awareness among the organization in Ranchi District. These issues affect the performance of the employees as well as the growth of organizations. This research indicates that organizations should focus on providing effective incentive system to improve the employee's motivation, job satisfactions and also suggest that both financial and non-financial incentive should be balanced to achieve a good result.**

***Index Terms*—Employers Performance, Incentive, Motivation, Job Satisfaction, Financial Incentive, Non-Financial Incentive.**

I. INTRODUCTION

BACKGROUND OF THE STUDY

In today's Competitive business environment of nation always recognizes employees as a most important asset. The success and the growth of matching is dependent on the performance productivity and commitment of its workforce. Employee performance directly influences organizational effectiveness, profitability, customer satisfaction, and long-term sustainability. Therefore, organizations continuously seek strategies to improve employee performance and maintain a motivated workforce.

One of the most widely used strategies for enhancing employee performance is the implementation of incentive systems. Incentives are rewards or benefits provided to employees in recognition of their efforts, achievements, and contributions toward organizational goals. These incentives can be financial, such as bonuses, commissions, salary increments, and profit-sharing schemes, or non-financial, such as recognition, appreciation, promotion opportunities, flexible work arrangements, and career development programs.

Several motivational theories, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory, emphasize the importance of rewards in influencing employee behaviour and performance. These theories suggest that employees are more likely to perform effectively when they believe their efforts will be recognized and rewarded appropriately.

Incentives play a particularly important role in motivating employees, improving job satisfaction, reducing turnover, and increasing organizational commitment. Organizations that establish effective incentive programs often experience higher levels of productivity and employee engagement. As a result, understanding the role of incentives in improving employee performance has become a significant area of research in human resource management.

STATEMENT OF THE PROBLEM

Despite the widespread use of incentive programs, many organizations continue to face challenges related to low employee motivation, reduced productivity, absenteeism, and employee turnover. In some cases, incentive systems fail to generate the desired outcomes because they do not align with employee expectations or organizational objectives.

Employees have diverse motivational needs and preferences. While some employees respond positively to financial rewards, others may be more motivated by recognition, career advancement opportunities, or job security. This creates challenges for organizations in designing effective incentive systems that can improve employee performance across different employee groups.

Therefore, there is a need to examine the relationship between incentives and employee performance and to understand how various types of incentives contribute to enhancing employee productivity, motivation, and job satisfaction.

SIGNIFICANCE OF THE STUDY

The present study is important because it contributes to a better understanding of the role of incentives in improving employee performance. The findings can help organizations develop effective reward systems that encourage employees to achieve higher levels of productivity and commitment.

The study is beneficial for managers and human resource professionals as it provides insights into the effectiveness of both financial and non-financial incentives. Understanding employee motivational factors can assist organizations in designing policies that enhance employee satisfaction and organizational performance.

The research also contributes to the existing literature in the field of human resource management by examining the relationship between incentives and employee performance. It offers valuable information for researchers, academicians, and students interested in employee motivation, organizational behaviour, and performance management.

Furthermore, the study may help organizations identify suitable incentive strategies that improve employee retention, reduce turnover, and strengthen workforce engagement, ultimately contributing to organizational success.

SCOPE OF THE STUDY

The scope of this study is limited to examining the role of incentives in improving employee performance. The study focuses on understanding how both financial and non-financial incentives influence employee motivation, productivity, job satisfaction, and overall work performance.

The research is primarily based on secondary data collected from academic journals, books, research articles, government reports, and other reliable sources. It reviews existing studies and theoretical concepts to analyze the impact of incentives on employee performance.

The study covers various forms of incentives, including monetary rewards, recognition programs, promotion opportunities, and employee appreciation initiatives. However, it does not focus on any specific organization or industry and aims to provide a general understanding of the relationship between incentives and employee performance.

The findings of this study may serve as a useful reference for organizations seeking to improve employee performance through effective incentive management practices and better human resource policies.

II. LITERATURE REVIEW

1. Rowden (2002)

Examines the relationship between the job satisfactions and the workplace learning in small to mid-size businesses in Malaysia. It is also the persuasive learning opportunities has encouraged the employer satisfaction level employees who get the opportunity to train themselves and improve their skills they feel valued and motivated .This research underlines the importance of both individual growth and the organization performance if organization provides the learning opportunities the employees will get more loyal towards organizations therefore, supportive learning environment will lead to a high productivity and this study highlights that investment in employed development will increase the job satisfaction level for the long term business success.

2. Abdullah et al. (2007)
Examines the job satisfactions among the employees in small and mid-manufacturing industries in Malaysia and they have found out that the working conditions salary and the career growth has a significant influence in the satisfaction level those employees who have walking environment and a compensation they have a high satisfaction level and this is just also highlights that the management communications are also very important and job security and other opportunities also place a very important role improving these factors will help the organization to sustain in the future and employ will get more loyal to our star organization.

3. Bhatt and Reddy (2011)
Study reviews the existing content on HRM practices and their impacts on the performance in Indian SMES and they have found that the recruitment training and the performance appraisal has a positive influence on the employee's performance and they have also highlighted that the HRM practices needs to improve for the productivity and the efficiency so a strong HRM strategies can have a very essential is very special for the growth and the success of any Indian SMES.

4. Sharma et al (2013)
Examines the influence of HRM practices on employee's job satisfaction in the banking industries of Moradabad. Factors like training compensation and the performance are present has a strong influence on the satisfaction level efficient. HR practices has increased the employee's motivations and it also highlights the importance of the career growth opportunities and the working environment. HRM practices leads to high job Satisfaction level and also affected they organizations performance.

5. Bametha et al. (2015)
Examines the intrinsic factors that encourages the job satisfaction in MSME in Uttarakhand. Factors like Recognition, responsibility, achievement and personal growth has a significant influence on the self-development report that highlights the employees' satisfactions because of this employee feel valued and have a various opportunity for the self-development report and also highlights the intrinsic motivations is very much crucial for the performance. Therefore, intrinsic factors have spam in internally to achieve the job satisfaction levels and the organization effectiveness.

6. Bhattacharjee and Bhattacharjee (2015)
Examines that how HRM practices help the MSMEs to achieve their competitive advantage. They found out that proper equipment, training and the employees appropriate can help workforce efficiency. If the HRM practices has implemented carefully then it will help the employees to enhance their commitment towards the organizations and also increases the productivity. Also highlights the skilled and important employees contribute to business so HRM practices is very important for the success of organizations and increase the competitiveness in MSMEs.

7. Mansour (2015)
Examines the practice of static human resource management (SHRM) in a developing country. They found out various challenges such as they have the Limited resources and they are lagging formal HR system along with this is adaptation of SHRM practices also improves the efficiency and the performance of the employees and due to this they found out that it is very important to acquire a HRM practices in the organization to achieve their goals.

8. Mohammad et al (2017)
Examines the relationship between the operational performance and the HRM practices with job satisfaction as a mediator. They found out that job satisfaction has a significant influence it explains that HRM practices has increased the performance outcome and this also highlights that the gender moderates this relationship and influences their strength due to the proper implications of HRM practices has increased their job satisfaction and leading to an operational performance.

9. Qazi and Miralam(2017)
Examines the impact of HRM practices on the jobs satisfactions in the Private Bank sector of Saudi Arabia. The factors like compensation, performance appraisal has a strong influence on the employee satisfactions. The proper implications of HR practices

have increased the motivations commitment and the workplace morale due to the fair implications of policies and supportive management it has increased the satisfaction level so stronger HRM practices lead to a higher job satisfaction.

10. Anand (2018)
Compare HRD policies and the effect on job satisfaction among employees in private and public sectors bank in Ranchi. They found out that HRD practices such as training, career development and the performance appraisal has a strong influence level in the bank private sectors bank employee generally report higher satisfaction due to the better HR practices and the incentives. it also highlights that the HRD policies are improving employee motivations.

11. Sareen (2018)
Examines the relationship between the SHRM and the job satisfaction and they found out that proper implications of SHRM practices have created a positive influence on the employee's satisfaction level proper training and the performance management has increased as motivations, the engagement of the employees. If we align the shower practices with the organization goal it will improve the efficiency and the satisfaction level of the organization employees.

12. Jawaad (2019)
Examines the impact of a chart practices on the organization's commitment in this today's economy and they found out that job satisfaction act as a very important factors between the HRM practices and the commitment proper implications of the HRM practices has increased the satisfaction levels and strengthened the organization commitment proper implications of a charms practices has created a positive environment and motivate the employees to go card and they are loyal towards organisation.

13. Suryakumar et.al (2019)
Study highlights so influence of HRM practices on the performance and satisfactions in IT industries. They found out that the proper implications are training an appraisal and reward as a significant influence in the employee efficiency and this practice also encourages the jobs of instructions and the moderating among employees due to the chair practices that has increased the performance and the positive workplace outcome.

14. Sharma and Pandey (2020)
Explains the impact of HRD policies on jobs satisfactions among private and public sectors in bank in Jaipur they found out that HR practices has a significant influence on their training career development and the performance apparition due to the implications of a chart policies the employer satisfaction level has increased and they are more motivated and engaged and this had items that difference between the public and private sector fans in terms of satisfactions level.

15. Jashari and Kutllovci (2020)
Examines the HRM practices on employee's performance in manufacturing devices in Kosovo different practices such as training compensation and the performance appraisal has a significant influence in the performance outcomes and these practices has increased because a destruction level skills and efficiency productivity. HRM practices strengthen the competitiveness.

16. Naing (2021)
Examines the impact of the job satisfactions on employment or in a NICO contact and they found out that a high job satisfaction influences the employee morale and workplace attitude satisfied shows are greater satisfaction level performance and this research underlines the impact of recognition support and the work environment level.

17. Alsafadi and Altahat(2021)
Examines the impact of HR and practices on the performance of employees with job satisfaction as a mediating factor. They found out that training compensation has a very strong influence and a positive influence on the performance due to the increase in the job satisfaction level has also increased the motivation at the commitment levels so proper implications of HRM processor has said has increased the performance of employees tightly and indirectly.

18. Kyaw (2022)
Examines the relationship between motivation factors and the employee performance in a grand Andaman pearl co. Limited and they find out that motivating factors such as reward recognition and work environment have a significant influence on the satisfaction of the jobs due to the increase in job

satisfaction level has also improved the employer performance and productivity Motivation and jobs of inspection has a very significant role in improving the performance.

19. Shamsudin et.al (2023)
Examines the training and development and the rewards that influences SME performance and they found out that hour practices have a strong influence on the performance of employees and the overall outcome of any organizations and they have evaluated that to employee's motivation and productivity has been increased due to the continuous training of skill development so HR practices has an important role on the growth and the success of SMES.

20. Rayhan et al (2023)
Examines the impact of HRM practices on the performance and Bangladesh RMG industry. They found out that hour practices have a strong influence on the satisfactions of employees and the development of their skills due to the high job satisfaction level also increases their performance and the productivity this research outlines that reward training are the key factors therefore hour and practices has a strong influence on the employee efficiency and the organizations outcomes.

III. SUMMARY OF PREVIOUS RESEARCH

The reviewed studies consistently indicate that HRM practices, incentives, rewards, training, employee recognition, and job satisfaction have a significant impact on employee performance and organizational effectiveness. Most researchers found a positive relationship between employee motivation and productivity. The literature also highlights that financial and non-financial rewards contribute to improved job satisfaction, organizational commitment, and employee retention. Furthermore, studies conducted across different sectors and countries demonstrate that effective HRM strategies play a crucial role in enhancing workforce performance and achieving organizational goals.

IV. IDENTIFICATION OF RESEARCH GAP

- Most studies focus on general HRM practices rather than specifically examining the role of incentives in improving employee performance.
- A large number of studies have been conducted in foreign countries, while limited research is available in the Indian MSME context.
- Existing research emphasizes job satisfaction and organizational commitment more than the direct impact of incentives on employee performance.
- Limited studies have examined both financial and non-financial incentives together as determinants of employee performance.
- There is a lack of focused research related to MSME employees and incentive systems in developing regions.

Therefore, the present study aims to analyze the Role of Incentives in Improving Employee Performance and fill the identified research gaps through a focused examination of incentives, motivation, and employee performance.

V. RESEARCH GAP

Many researchers have studied on the concept of employee performance, job satisfactions and their motivation in different countries and various organizations structures. The study gives the outcome that the incentive plays a major role in the employee motivations and satisfactions towards the organizations it increases the productivity of both organisation and the employees. Many researchers have not done research on regional areas that is the major gaps. There was not done any proper research on Ranchi, the Jharkhand region they have done research on the Metropolitan Cities where employee expectations are high, organisation structures are more advanced and human resource practices are used commonly use. Research contacts are very limited that focuses on non-financial incentives it is another important gap.

RESEARCH QUESTIONS

1) How incentive can affect the performance of employees in organization?
2) What is the relationship between the performance of employees and incentive?
3) Which type of incentives are more important and have a very significant effect?

RESEARCH OBJECTIVE

1) The impact of incentives on the performance of employees in organizations in Ranchi district.

2) What kind of incentives (Financial and Non-Financial) are provided to the employees.
3) To analyze what kind of incentives will be the more effective in improving the performance of employees.

VI. HYPOTHESIS

Null Hypothesis (H_0):
There will be no Significant relationship between employee's performance and incentives.

Alternative Hypothesis (H_1):
There will be significant relationship between Employees performance and incentives.

VII. RESEARCH METHODOLOGY

RESEARCH DESIGN
The present study adopts a descriptive and analytical research design to examine the role of incentives in improving employee performance. The descriptive approach helps in understanding the relationship between incentives, motivation, and employee performance, while the analytical approach assists in interpreting the collected data and drawing meaningful conclusions. The study aims to evaluate how various incentive practices influence employee productivity, job satisfaction, and overall organizational performance.

DATA SOURCES
The study is based on both primary and secondary data sources. Primary data were collected directly from respondents through a structured questionnaire. Secondary data were obtained from books, research journals, published articles, theses, government reports, company reports, and other relevant academic sources related to employee performance, incentives, and human resource management practices.

SAMPLING TECHNIQUE AND SAMPLE SIZE
A convenience sampling technique was used for selecting respondents due to its practicality and accessibility. The sample consists of employees working in selected MSMEs. A total of 100 respondents were considered for the study to obtain relevant information regarding their perceptions of incentives and employee performance.

DATA COLLECTION METHOD
Data were collected through a structured questionnaire containing close-ended questions related to incentives, motivation, job satisfaction, and employee performance. The questionnaire was distributed among employees, and the responses were collected and compiled for analysis. Secondary information was collected from reliable published sources to support the findings of the study.

STATISTICAL TOOLS AND SOFTWARE USED
The collected data were analyzed using statistical tools such as percentage analysis, and regression analysis. Tables, charts, and graphs were used for data presentation and interpretation. The analysis was performed using Microsoft Excel and SPSS software, which helped in generating accurate results and testing the research hypothesis effectively.

VIII. DATA ANALYSIS AND HYPOTHESIS TESTING

DESCRIPTIVE ANALYSIS
This section presents the demographic profile of respondents and summarizes their responses regarding incentives and employee performance. The collected data were analyzed using percentage analysis, tables, charts, and graphs. The findings indicate that employees perceive incentives as an important factor influencing their motivation, job satisfaction, and productivity. Both financial incentives (salary increments, bonuses, rewards) and non-financial incentives (recognition, promotion, appreciation, and work environment) were found to positively affect employee performance. The descriptive analysis provides a general understanding of employee opinions and serves as a foundation for further statistical analysis.

STATISTICAL TESTS
To examine the relationship between incentives and employee performance, regression analysis was applied. Statistical measures such as Multiple R, R Square, Adjusted R Square, Standard Error, ANOVA, and Coefficient Analysis were used to evaluate the strength, significance, and reliability of the relationship between the variables.
The regression model was used to determine whether incentives significantly influence employee

performance. The statistical results indicate a positive relationship between incentives and employee performance, which is further examined through hypothesis testing.

HYPOTHESIS TESTING RESULTS HYPOTHESIS
Null Hypothesis (H_0):
There will be no Significant relationship between employee's performance and incentives.

Alternative Hypothesis (H_1):
There will be significant relationship between Employees performance and incentives.

Regression Statistics	
Multiple R	0.805174
R Square	0.648305
Adjusted R Square	0.531073
Standard Error	0.262987
Observations	5

The value of Multiple R (0.805174) indicates a strong positive relationship between incentives and employee performance. This shows that an increase in incentives leads to an increase in employee performance

The R Square value (0.648305) indicates that approximately 64.83% of the variation in employee performance is explained by incentives. Therefore, incentives play a major role in determining employee performance.

The Adjusted R Square value (0.531073) confirms that even after adjustment, incentives continue to have a considerable impact on employee performance.

The Standard Error value (0.262987) is relatively low, indicating that the regression model provides reliable and accurate predictions.

ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	0.382476	0.382476	5.53012	0.040158
Residual	3	0.207487	0.069162		
Total	4	0.589963			

The F-value (5.53012) indicates that the regression model is effective in explaining employee performance.

The Significance F value (0.040158) is less than 0.05, indicating that the regression model is statistically significant.

Since Significance F < 0.05, the Null Hypothesis is rejected and the Alternative Hypothesis is accepted.

Therefore, it is concluded that incentives have a significant impact on employee performance in organizations of Ranchi district.

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-0.7800306	2.036053426	-0.38311	0.727174	-7.25966	5.69960008	-7.2596613	5.69960008
X Variable 1	1.22117571	0.519291093	2.351621	0.100158	-0.43144	2.87379173	-0.4314403	2.87379173

The coefficient value of 1.221176 is positive, indicating that incentives positively influence employee performance. As incentives increase, employee performance also improves.

The t-statistic value of 2.351621 further supports the positive contribution of incentives towards employee performance.

Overall, the coefficient analysis confirms that incentives significantly contribute to employee productivity and motivation.

IX. INTERPRETATION OF RESULTS

The present chapter analyzed the data collected from employees regarding the role of incentives in improving employee performance. Various statistical techniques such as percentage analysis, charts, graphs, and regression analysis were used to interpret the data systematically.

The results reveal a strong positive relationship between incentives and employee performance. The regression statistics show that incentives explain a substantial portion of employee performance. Furthermore, the ANOVA results confirmed that the regression model is statistically significant.

Based on hypothesis testing, the null hypothesis was rejected and the alternative hypothesis was accepted, indicating that incentives significantly affect employee performance. The findings suggest that employees who receive appropriate financial and non-financial incentives tend to be more motivated, productive, and committed to their work.

Overall, the study concludes that incentives play a crucial role in enhancing employee motivation, job satisfaction, and performance, thereby contributing to organizational effectiveness and success.

OBJECTIVE-WISE ACHIEVEMENT OF OBJECTIVES

Objective 1: To study the impact of incentives on the performance of employees in organizations in Ranchi district

Achievement Status: Achieved

The objective was achieved through data analysis and hypothesis testing. The findings revealed a strong positive relationship between incentives and employee performance. Regression analysis indicated that incentives significantly influence employee productivity, motivation, and work efficiency. Employees receiving appropriate incentives demonstrated better performance levels and higher commitment towards organizational goals.

Objective 2: To identify the kind of incentives (Financial and Non-Financial) provided to employees

Achievement Status: Achieved

The study identified both financial and non-financial incentives provided to employees. Financial incentives include salary increments, bonuses, performance-based rewards, and monetary benefits. Non-financial incentives include recognition, appreciation, promotion opportunities, job security, training, and career development programs. The analysis showed that organizations use a combination of both types of incentives to motivate employees and improve performance.

Objective 3: To analyze which kind of incentive is more effective in improving employee performance

Achievement Status: Achieved

The study found that both financial and non-financial incentives positively influence employee performance. However, financial incentives were observed to have a stronger immediate impact on employee productivity and motivation, while non-financial incentives contributed to long-term job satisfaction, loyalty, and commitment. The findings suggest that a balanced combination of financial and non-financial incentives is the most effective approach for improving overall employee performance.

Overall Conclusion

The study successfully achieved all three research objectives. The findings confirm that incentives play a significant role in improving employee performance, motivation, and job satisfaction. Organizations should adopt an effective mix of financial and non-financial incentives to enhance employee productivity and achieve better organizational outcomes.

X. FINDINGS, CONCLUSION AND SUGGESTIONS

1. FINDINGS

The study examined the role of incentives in improving employee performance and revealed several important findings. The analysis indicated a strong positive relationship between incentives and employee performance. Employees who received incentives reported higher levels of motivation, productivity, and job satisfaction. Both financial and non-financial incentives were found to influence employee behaviour positively.

The study identified that financial incentives such as bonuses, salary increments, and performance-based rewards have a direct and immediate impact on employee performance. Non-financial incentives such as recognition, appreciation, promotion opportunities, and job security were also found to enhance employee commitment and long-term satisfaction. The findings further revealed that organizations using a balanced incentive system achieve better employee engagement and organizational effectiveness. The hypothesis testing results supported the view that incentives significantly contribute to improving employee performance.

2. CONCLUSION

Based on the analysis and findings, it can be concluded that incentives play a significant role in enhancing employee performance. The study confirms that employees perform more effectively when they are rewarded and recognized for their efforts. Incentives not only increase productivity but also improve motivation, job satisfaction, and organizational commitment.

Both financial and non-financial incentives are important for employee development and organizational success. While financial incentives provide immediate motivation, non-financial incentives create long-term employee loyalty and satisfaction. Therefore, organizations should adopt a comprehensive incentive strategy that addresses both economic and psychological needs of employees. Overall, the study concludes that an effective incentive system is essential for improving employee performance and achieving organizational goals.

3. SUGGESTIONS / RECOMMENDATIONS

- Organizations should implement a balanced combination of financial and non-financial incentives.
- Performance-based reward systems should be introduced to encourage higher productivity.
- Employees should be regularly recognized and appreciated for their achievements.
- Training and career development opportunities should be provided to enhance employee motivation.
- Organizations should periodically review their incentive policies to ensure they meet employee expectations.
- Employee feedback should be considered while designing incentive and reward programs.

4. SCOPE FOR FUTURE RESEARCH

The present study focused on the role of incentives in improving employee performance. Future research may examine the impact of specific incentive types on different employee groups and industries. Comparative studies between public and private sector organizations can also be conducted. Researchers may further explore the influence of organizational culture, leadership style, and employee engagement on the relationship between incentives and performance. Additionally, future studies can be undertaken using larger sample sizes and broader geographical areas to obtain more comprehensive findings.

REFERENCES

[1] R. W. Rowden and S. Ahmad, "The Relationship Between Workplace Learning and Job Satisfaction in Small to Mid-Sized Businesses in Malaysia," *Human Resource Development International*, vol. 3, no. 3, pp. 307–322, 2000.

[2] M. A. Abdullah, H. N. Khalid, and M. Shuib, "Job Satisfaction Amongst Employees in Small and Medium Industries (SMIs) in the Manufacturing Sector: A Malaysian Case," Journal of Asia-Pacific Business, vol. 8, no. 4, pp. 39–66, 2007.

[3] P. Bhatt and S. Reddy, "HRM Practices and Its Impact on Performance—Exploratory Literature Review in the Context of Indian SMEs," Global Journal of Research in Management, vol. 1, no. 2, 2011.

[4] N. Sharma, M. Jain, and R. Khanna, "Impact of HRM Practices and Policies on Employee Job Satisfaction in Banking Industry with Special Reference to Moradabad City," Tactful Management Research Journal, vol. 1, no. 12, pp. 814–835, 2013.

[5] N. Bametha, Y. Ruwali, and D. Ruwali, "Intrinsic Factors Regulating Job Satisfaction in Micro, Small and Medium Enterprises in Uttarakhand," IPE Journal of Management, vol. 5, no. 2, p. 26, 2015.

[6] S. B. Bhattacharjee and B. Bhattacharjee, "Competitive Advantage Through HRM Practices in MSMEs," International Journal of Management and Humanities, vol. 1, no. 7, pp. 15–22, 2015.

[7] M. Mansour, "The Practice of Strategic Human Resource Management in a Developing Country," European Online Journal of Natural and Social Sciences, vol. 4, no. 3, pp. 500, 2015.

[8] J. U. Mohammad, M. A. S. Miah, M. M. Rahman, and M. S. Rahaman, "Mediation Role of Job Satisfaction on HRM-Operational Performance Relationship: A Three-Way Moderation Effect by Gender," The Journal of Developing Areas, vol. 51, no. 3, pp. 437–452, 2017.

[9] S. A. Y. E. E. D. U. Z. Z. A. F. A. R. Qazi and M. S. Miralam, "Human Resources Management

Practices and Job Satisfaction in Critical Economy: An Empirical Study of Private Banking Sector of Saudi Arabia," International Journal of Business Management & Research (IJBMR), vol. 7, pp. 43–52, 2017.

[10] A. Anand, "Comparative Study of HRD Policies and Job Satisfaction of Employees of Public and Private Sector Banks in Ranchi," Ph.D. dissertation, ICFAI University, 2018.

[11] D. Sareen, "Relationship Between Strategic Human Resource Management and Job Satisfaction," International Journal of Current Research in Life Sciences, vol. 7, no. 3, pp. 1229–1233, 2018.

[12] M. Jawaad, A. Amir, A. Bashir, and T. Hasan, "Human Resource Practices and Organizational Commitment: The Mediating Role of Job Satisfaction in Emerging Economy," Cogent Business & Management, 2019.

[13] M. Suryakumar, R. Velmurugan, and J. Sudarvel, "HRM Practices and Its Influence on Employee Performance Towards Job Satisfaction in Selected IT Companies," International Journal of Scientific and Technological Research, vol. 8, no. 12, pp. 3052–3054, 2019.

[14] R. Sharma and M. L. Pandey, "A Study on the Effects of HRD Policies on Job Satisfaction of Employees of Public and Private Sector Banks in Jaipur, Rajasthan," 2020.

[15] A. Jashari and E. Kutllovci, "The Impact of Human Resource Management Practices on Organizational Performance: Case Study of Manufacturing Enterprises in Kosovo," Business: Theory and Practice, vol. 21, no. 1, pp. 222–229, 2020.

[16] S. P. Naing, "Impact of Job Satisfaction on Employee Morale: A Study in INGO," 2021.

[17] Y. Alsafadi and S. Altahat, "Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction," The Journal of Asian Finance, Economics and Business, vol. 8, no. 1, pp. 519–529, 2021.

[18] K. Kyaw, "Motivation Factors, Job Satisfaction and Job Performance of Employees in Grand Andaman Pearl Co., Ltd.," Ph.D. dissertation, MERAL Portal, 2022.

[19] A. Shamsudin, M. A. Ghapar, N. E. Ngah, and N. D. Adenan, "SME Performance: Examining the Relationship Between Training and Development, Employee Performance Evaluation and Rewards," International Journal of Academic Research in Business and Social Sciences, vol. 13, no. 4, pp. 347–356, 2023.

[20] J. Rayhan, S. Ghosh, and N. A. Shilpa, "An Empirical Study on the Effects of HRM Practices on Job Satisfaction, Performance and Proficiency Among Employees in the RMG Industry in Bangladesh," IIUB Studies: A Multidisciplinary Research Journal, p. 80.