

EXPLORING EMPLOYEE ENGAGEMENT AND JOB SATISFACTION IN KERALA'S SELF-FINANCING COLLEGES: A CONCEPTUAL REVIEW

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Abstract—The success and sustainability of higher educational institutions largely depend on the commitment, motivation, and satisfaction of their employees. In recent years, employee engagement and job satisfaction have emerged as important constructs in organizational and educational research because of their significant influence on employee performance, retention, organizational commitment, and institutional effectiveness. Kerala's self-financing colleges have become an integral component of the higher education system by expanding educational opportunities and accommodating a growing student population. Despite their contribution, these institutions often face challenges related to workload, career advancement opportunities, job security, organizational support, and faculty retention. This conceptual review examines the existing literature on employee engagement and job satisfaction with particular reference to self-financing colleges in Kerala. The review identifies leadership practices, organizational support, institutional work environment, compensation systems, professional development opportunities, and quality of work life as major determinants influencing employee attitudes and workplace outcomes. The paper further explores the interrelationship between employee engagement and job satisfaction and proposes a conceptual framework for future empirical investigation. The study contributes to the existing body of knowledge by highlighting the importance of employee-centered management practices for enhancing institutional effectiveness and faculty well-being in self-financing higher education institutions.

I. Introduction

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