Job Satisfaction in the Workplace Systematic Literature Review (SLR)

Agnes Dinda P

Universitas Airlangga, Indonesia

Email: agnes.dinda.primayanti-2022@pasca.unair.ic.id

*Correspondence

ABSTRACT

Keywords: Job Satisfaction, Employee Relations, Systematic Literature Review.

Job satisfaction and employee performance have become a significant research focus in management globally. It is a crucial concern for organizations to evaluate individual achievements in the context of work. Employee performance evaluation is based on their ability to execute their tasks in a way that contributes to achieving organizational goals and creates satisfaction within the scope of their work. This research applies a Systematic Literature Review (SLR) methodology that integrates several previous studies for further analysis. Through a preliminary study, articles in reputable journals, such as the Scopus database index, were selected and compiled. The findings highlighted that employees' attitudes and performance in the work environment are influenced by their level of satisfaction with their jobs. This systematic literature review provides an up-to-date overview of job satisfaction and employee relations. In analyzing 24 published articles, it was found that the main factors influencing job satisfaction include human resources, employee relations, and work environment. In addition, the articles proposed various ways to improve job satisfaction, such as performance improvement, job security, and leadership.

Introduction

Research on employee satisfaction and performance has been a primary focus in management studies worldwide, a significant concern for organizations in assessing individual performance (Darto, 2014). Some researchers have previously focused on evaluating employees' satisfaction with their work while also involving aspects of satisfaction in life as a whole (Nugroho, Hutagalung, Asbari, Supriatna, & Novitasari, 2021). "Life satisfaction" reflects an individual's cognitive assessment of their satisfaction with life (Eliyana & Ma'arif, 2019). The study results show that achieving life satisfaction can contribute to better financial achievement, academic achievement, self-identity, optimal mental and physical health, supportive relationships, and longevity (Oliveira, Silva, Galvao, & Lopes, 2018).

In today's context, maintaining a work-life balance has become an exciting topic in academia, industry, politics, and society (Nabawi, 2019). Over the past 25 years, organizational support has been geared toward helping employees achieve a better work-life balance, with its popularity increasing in tandem with government regulations related to employment (Wood et al., 2020). The support includes a variety of alternatives, such as childcare and work time flexibility, including working from home. Work-life balance includes managing time and responsibilities between work, family, and oneself, where personal satisfaction can be achieved through this balance, including sustained emotional stability and reliable job performance (Judge & Bono, 2001). Such balance is considered a significant achievement and a source of happiness for everyday individuals, as well as the belief that work and non-work life can be harmonious and support the individual's life goals.

This study uses a systematic literature review to identify, summarise, and synthesize articles that contribute to knowledge regarding the factors that determine job satisfaction. In addition, this literature review also provides insight into the most recommended ways to improve employee job satisfaction in an organizational context (Proctor et al., 2009).

Method

This study uses the Systematic Literature Review (SLR) method to identify, evaluate, and review related and relevant research, focusing on answering the research questions set (Triandini, Jayanatha, Indrawan, Werla Putra, & Iswara, 2019).

Several selected studies were taken from previous studies to answer the research question by applying exclusion and inclusion criteria. Keyword searches generate relevant articles, while the inclusion and exclusion criteria are described in Table 1 (Triandini et al., 2019).
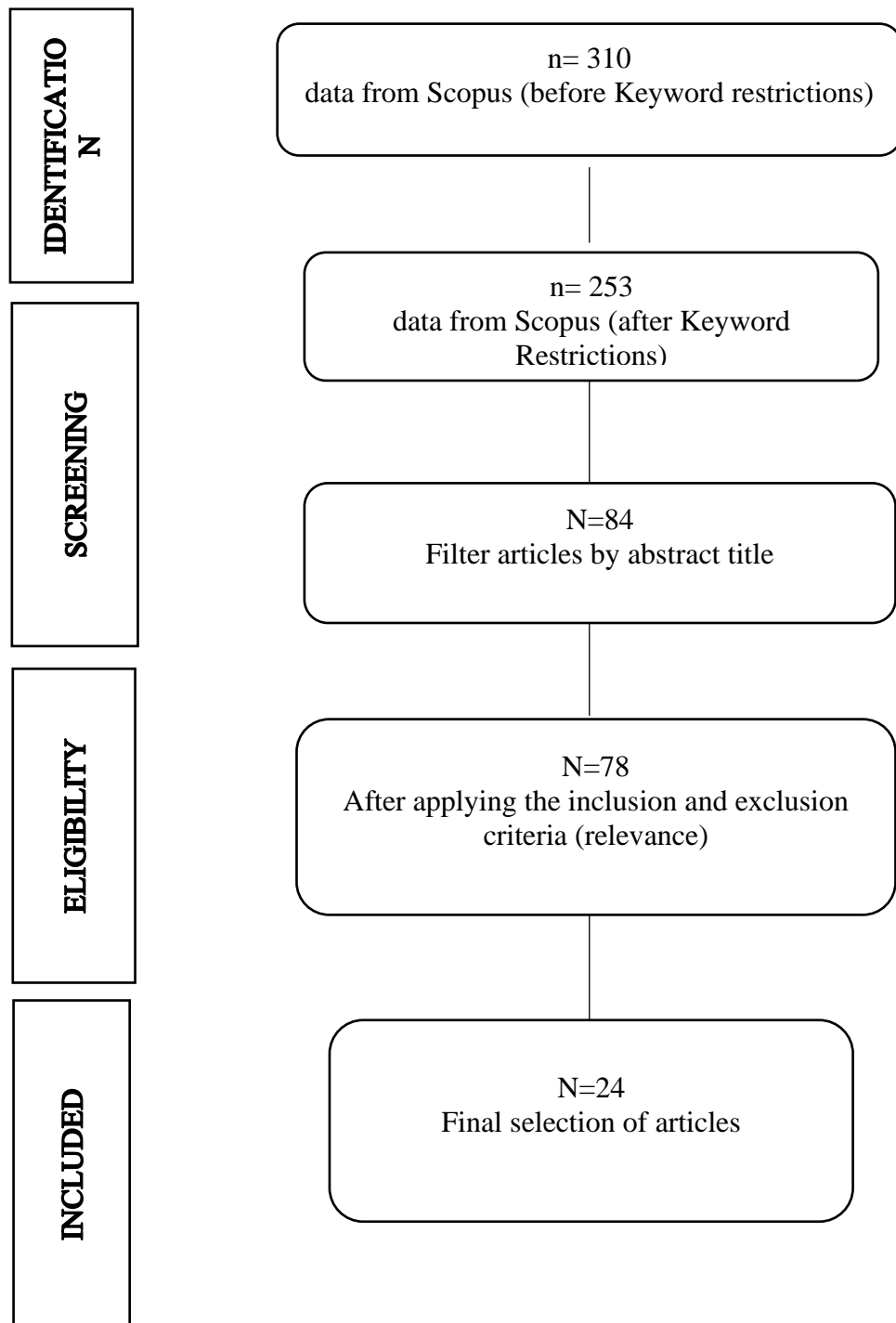
Table 1
Inclusion Criteria and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Article published in the journal	Article not published in a journal.
Articles in English	Articles not in English
The types of documents required are article	The type of document required is not an article
Articles are in the final publication stage.	Articles are not in the final publication stage.
Articles relating to relations Employee and job satisfaction	Articles not related to employee relations and job satisfaction

From October to December 2022, 24 articles that met these criteria were downloaded and filtered from the Scopus database (Triandini et al., 2019). Scopus was chosen as the data source because it is considered one of the largest and most comprehensive scientific databases (Mongeon & Paul—Hus, 2016; Singh et al., 2021). Searches using specific search strategies are based on titles, keywords, and abstracts.

In the initial selection stage, 253 articles were identified, and after applying certain restrictions, 84 relevant articles were selected. The following process involves a thorough reading to filter out articles that meet quality and relevance criteria. The final article selected must meet several criteria, such as relevance, clarity of information, trustworthy sources, objectives, methods, significant results, limitations, and further advice. The final result was 24 articles selected for this systematic literature study.

The selected articles are then organized using a logbook to manage important content and information, such as article sources, research objectives, methodologies, and significant results. Logbooks help simplify information for analysis and identify gaps between selected articles. The analyzed data will be synthesized through a systematic literature review to answer research questions and then presented in tables, charts, and images to facilitate understanding, conclusions, and studies.

IDENTIFICATION

n= 310
data from Scopus (before Keyword restrictions)

SCREENING

n= 253
data from Scopus (after Keyword Restrictions)

N=84
Filter articles by abstract title

ELIGIBILITY

N=78
After applying the inclusion and exclusion criteria (relevance)

INCLUDED

N=24
Final selection of articles

Results and Discussion

Factors That Determine Job Satisfaction

Researchers have identified several factors that significantly affect employee job satisfaction. Human Resources (HRM) is effective in increasing employee satisfaction, and positively impacting productivity. HR management shapes employee attitudes and behaviors, while good employee relationships are also recognized as components that affect employee performance and motivation to achieve organizational goals (Rosna, Niha, & Manafe, 2023).

In addition, employee relationships, which involve guidelines, laws, and contracts, are also recognized as critical factors that affect job satisfaction (Hatjidis & Parker, 2018). Management involvement in understanding individual motivations and maintaining positive relationships is essential in achieving employee performance, efficiency, and satisfaction (Han & Stieha, 2020).

Workplace conflicts have also negatively impacted employee performance and job satisfaction. Conflicts between employees can hinder interaction and affect feelings toward work, reducing performance (Currie, Gormley, Roche, & Teague, 2017).

Recommended Ways to Improve Employee Job Satisfaction

Several studies recommend various ways to improve employee job satisfaction. High levels of job satisfaction are positively related to employee performance. Support from a positive and conducive work environment, including job satisfaction, contributes to better motivation and performance (Akilu & Junaidu, 2015).

Job security is also identified as a factor that affects job satisfaction. This characteristic ensures continuous work and can increase employee commitment, loyalty, and engagement (Alqubati, Dixon, & Hossan, 2019).

In addition, fulfilling basic human needs, such as physiological needs, a sense of security, belonging, self-identity, and self-actualization, is also considered to contribute to job satisfaction (Akilu & Junaidu, 2015). Effective leadership also plays a crucial role in determining job satisfaction; leaders giving more attention and rewards to employees can improve their job satisfaction and performance (Yukl et al., 2013).

Thus, various strategies can improve employee job satisfaction, including effective human resource management, attention to employee relationships, good conflict management, job security, fulfillment of basic needs, and supportive leadership.

Success and achievement are critical factors shaping employees' lives and job satisfaction. Work-life balance is also associated with positive psychological consequences, such as lower work-family conflict levels and more controlled workplace stress. Organizational psychology establishes an essential relationship between employee job satisfaction and performance (Mira et al., 2019) to maximize employee satisfac.

Health factors, both mental and physical, also have a significant impact on employee performance. Employees with good health are likelier to show good performance and dedication and have a low tendency to quit their jobs (Liao et al., 2017). Conversely, low performance can be caused by low job satisfaction, which contributes to human resource problems (Bulińska-Stangrecka & Bagieńska, 2021).

Job satisfaction is also affected by the quality of the workplace. A high workload can cause stress and negatively impact employees' physical and mental health (Alqubati et al., 2019). Organizational support, especially in addressing work and non-employment conflicts, can protect employees from mental and physical health issues.

Regarding employee turnover, organization-sponsored facilities can reduce truancy rates and increase employee loyalty, dedication, and satisfaction (Gautam & Agrawal, 2020). Organizational commitment and employee loyalty significantly influence an employee's decision to stay or leave.

(Babalola, 2016) emphasizes the critical relationship between employers and employees. The quality of these relationships can affect employee performance and organizational commitment. Leaders who understand employees' needs and expectations can increase job satisfaction and employee motivation to provide the best effort.

Workplace relationship management is crucial to employee productivity and happiness (Scholtz et al., 2019). Employees who feel valued and supported by management are likelier to put in extra effort. Therefore, organizations must understand and respond to its humanitarian aspects to create a positive work environment.

Conclusion

This study concludes that job satisfaction and employee performance significantly impact global management. It uses the Systematic Literature Review (SLR) method to integrate the findings from several previous studies. The results show that the level of satisfaction with work influences employee attitudes and performance in the work environment.

In analyzing the 24 selected articles, the main factors affecting job satisfaction involved human resource management, inter-employee relationships, and work environment conditions. Organizational support, particularly in overcoming work and non-employment conflicts, is recognized as protection against employees' mental and physical health problems. In employee turnover, organization-sponsored perks can increase employee loyalty and satisfaction.

The research also highlights that the quality of the relationship between employers and employees plays a crucial role in work performance and organizational commitment. Workplace relationship management is proving to be an essential factor in increasing employee productivity and happiness.

This study recommends strategies to increase job satisfaction, including implementing effective human resource management, paying attention to employee relationships, practicing good conflict management, ensuring job security, fulfilling basic needs, and providing supportive leadership.

Overall, the study provides an up-to-date overview of the factors affecting job satisfaction and employee relationships. These findings can help organizations design more effective management policies and practices to create a positive work environment and support employee well-being

Bibliography

Akilu, Nura S., & Junaidu, Abubakar Sambo. (2015). The Intersection of Self-actualization, Entrepreneurship and Transformational Leadership: A Review of Maslow's Perspective of Eupsychian Management. *American Journal of Trade and Policy*, *2*(2), 93–100.

Alqubati, Hamad, Dixon, Christopher, & Hossan, Chowdhury. (2019). Influence of job dissatisfaction on recent raise of employee turnover intention in UAE banks: a mixed-methods approach. *International Journal of Innovation and Learning*, *26*(2), 155–176.

Babalola, Sunday Samson. (2016). The effect of leadership style, job satisfaction and employee-supervisor relationship on job performance and organizational commitment. *Journal of Applied Business Research*, *32*(3), 935.

Bulińska-Stangrecka, Helena, & Bagieńska, Anna. (2021). The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19. *International Journal of Environmental Research and Public Health*, *18*(4), 1903.

Currie, Denise, Gormley, Tom, Roche, Bill, & Teague, Paul. (2017). The management of workplace conflict: Contrasting pathways in the HRM literature. *International Journal of Management Reviews*, *19*(4), 492–509.

Darto, Mariman. (2014). Peran Organizational Citizenship Behavior (Ocb) Dalam Peningkatan Kinerja Individu Di Sektor Publik: Sebuah Analisis Teoritis Dan Empiris (the Role of Organizational Citizenship Behavior (Ocb) in the Individual Performance Improvement in the Public Sector. *Jurnal Borneo Administrator*, *10*(1).

Eliyana, Anis, & Ma'arif, Syamsul. (2019). Job satisfaction and organizational commitment affect transformational leadership toward employee performance. *European Research on Management and Business Economics*, *25*(3), 144–150.

Nabawi, Rizal. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *2*(2), 170–183.

Nugroho, Yunianto Agung, Hutagalung, Dhaniel, Asbari, Masduki, Supriatna, Heri, & Novitasari, Dewiana. (2021). Mempertahankan Kinerja Karyawan UMKM: Analisis Pengaruh Managerial Coaching dan Motivasi Intrinsik. *Value: Jurnal Manajemen Dan Akuntansi*, *16*(2), 364–378.

Oliveira, A. M. de, Silva, Marcus Tolentino, Galvao, Tais Freire, & Lopes, Luciane Cruz. (2018). The relationship between job satisfaction, burnout syndrome, and depressive symptoms: An analysis of professionals in a teaching hospital in Brazil.

Medicine, *97*(49), e13364–e13364.

Rosna, Ros Hayati, Niha, Simon Sia, & Manafe, Henny A. (2023). Pengaruh Kepuasan Kerja dan Komitmen Organisasional terhadap Kinerja Karyawan Melalui Motivasi Kerja sebagai Variabel Mediasi (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, *4*(3), 571–579.

Triandini, Evi, Jayanatha, Sadu, Indrawan, Arie, Werla Putra, Ganda, & Iswara, Bayu. (2019). Metode Systematic Literature Review untuk Identifikasi Platform dan Metode Pengembangan Sistem Informasi di Indonesia. *Indonesian Journal of Information Systems*, *1*(2), 63. https://doi.org/10.24002/ijis.v1i2.1916