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Job Satisfaction In Organization: A Systematic Literature Review

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Abstract

Employee and job satisfaction has been major research in management studies throughout the world. It is the main concern for organizations to measure the performance of individuals. Employee performance at work is measured by how they carry out their responsibilities in a manner that contributes to the achievement of the organization's goals and creates satisfaction feeling in their work. This study employed a Systematic Literature Review (SLR) methodology which combined several previous studies to be analyzed. The preliminary studies were obtained and selected based on the article which published in a reputable journal such as the Scopus database index. Significant findings summarize the result that researchers have noted that employees' attitudes and performance at work are influenced by how satisfied they are with their jobs. In conclusion, this systematic literature review study provides an overview of current research on job satisfaction and employee relations. A total of 24 publications of the article were analyzed in this systematic literature review. Firstly, the majority of factors that determine job satisfaction are HRM, employee relationship, and workplace that most frequently suggested in the articles. Secondly, the most suggested ways to increase employees' job satisfaction that are discussed in many articles are job performance, job security and leadership.

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

Abstrak

Karyawan dan kepuasan kerja telah menjadi penelitian utama dalam studi manajemen di seluruh dunia. Ini adalah perhatian utama bagi organisasi untuk mengukur kinerja individu. Kinerja karyawan di tempat kerja diukur dari bagaimana mereka melaksanakan tanggung jawabnya dengan cara yang berkontribusi terhadap pencapaian tujuan organisasi dan menciptakan perasaan puas dalam pekerjaannya. Penelitian ini menggunakan metodologi Systematic Literature Review (SLR) yang menggabungkan beberapa penelitian sebelumnya untuk dianalisis. Studi pendahuluan diperoleh dan dipilih berdasarkan artikel yang dipublikasikan di jurnal bereputasi seperti indeks database Scopus. Temuan signifikan meringkas hasil yang peneliti telah mencatat bahwa sikap dan kinerja karyawan di tempat kerja dipengaruhi oleh seberapa puas mereka dengan pekerjaan mereka. Sebagai kesimpulan, studi tinjauan literatur sistematis ini memberikan gambaran tentang penelitian terkini tentang kepuasan kerja dan hubungan karyawan. Sebanyak 24 publikasi artikel dianalisis dalam tinjauan literatur sistematis ini. Pertama, sebagian besar faktor yang menentukan kepuasan kerja adalah SDM, hubungan karyawan, dan tempat kerja yang paling sering disarankan dalam artikel. Kedua, cara yang paling disarankan untuk meningkatkan kepuasan kerja karyawan yang dibahas dalam banyak artikel adalah prestasi kerja, keamanan kerja, dan kepemimpinan.

Kata kunci: *Kepuasan Kerja, Hubungan Karyawan, Tinjauan Pustaka Sistematis.*

INTRODUCTION

Employee and job satisfaction has been major research in management studies throughout the world. It is the main concern for organizations to measure the performance of individuals. In previous studies, some researchers have focused on the level of satisfaction felt by employees in their jobs, as well as on the level of satisfaction they experience in life (Rukh et al., 2015). The term "life satisfaction" refers to a person's overall cognitive assessment of how satisfied they are with their own lives (Diener et al., 2003). People who achieve life satisfaction tend to have better life outcomes, such as greater financial achievement, academic achievement, self-identity, personality, mental health, physical health, supportive relationships, and longevity. Those are all factors that contribute to a happy and healthy life. They will also have a high emotional intelligence, performance at work, and drive, as well as positive attitudes and behaviors toward the proper balance between work and personal life. (Proctor et al., 2009).

Recently, maintaining a healthy balance between work and personal life (work-life balance) has become one of the most captivating subject in the academic, business industry, politics, and society (Grady & McCarthy, 2008). Over the last 25 years, organizational support meant to help an employee improve their work-life balance. The study has become increasingly popular with some national governments' regulation in employee (Wood et al., 2020). For instance, the support often gives alternatives to childcare or work plans that allow for flexibility in both the

starting time and the ending point of each shift, such as working from home. Work-life balance is a process of balancing the time and obligations of the job, family, and self. Personal satisfaction will be acquired from being able to balance the relevant pressures, which mostly manifests as everlasting of stability emotion and reliable performance of the job (Judge & Bono, 2001). Work-life balance was emphasized as a significant accomplishment and a source of happiness for individuals in their everyday lives. It is belief that individual's job of working and non working schedule may coexist and foster progress in line with every individuals present objectives in life (Patterson, 2001).

In this study, a systematic literature review is used by researchers in order to identify, summarize and synthesize some of the articles that can contribute to science. Furthermore, the review also provides the majority of factors that determine job satisfaction and the most suggested way to increase employees' job satisfaction in an organization.

METHOD RESEARCH

There are some studies that is selected of the related studies was completed to obtain the answer of the research question by following exclusion and inclusion criteria. The keywords search was applied to acquire results of the articles. Afterwards, the inclusion criteria and exclusion criteria are needed to be applied as the consideration in conducting this study. The following table 1 explained the inclusion and exclusion criteria regarding this research study:

Table 1. Inclusion criteria and exclusion criteria

The inclusion criteria (the selected article was based on this consideration criteria):

- The articles are related to employee relation and job satisfaction;
- The articles are a final publication stage;
- The required document type are articles;
- The articles use English as its language; and
- The articles are published in a journal;

The exclusion criteria (the eliminated article was based on these following criteria):

- The articles are not related to employee relation and job satisfaction;
- The articles are not a final publication stage;
- The required document type are not articles;
- The articles do not use English as its language; and
- The articles are not published in a journal;

In additions, the number of selected articles in this study were downloaded and screened from Scopus database and examined from October to December 2022. As a final result, the

number of 24 articles are used in this systematic literature study.

Scopus was utilized to discover the article papers in this systematic literature review study to be analyzed. Scopus was elected because it is considered as one of the most major and comprehensive scientific databases for academicians who want to discover data, for instance scientific journals, conference proceedings, book chapters and many more (Mongeon & Paul-Hus, 2016; Singh et al., 2021). The title, keywords, and abstract were identified and searched in order to discover the selected article. The following keywords search strategy are used in this study:

In a systematic research, there were several stages and selection process that need to be considered. The initial search in Scopus database resulted in 253 articles by applying limitations such as source type (journal), publication stage (final), document type (article), and the language of the article (English). PRISMA flow was used as the representation of the data which described the whole process of the article selection such as selecting, identifying, and synthesizing (Lame, 2019). In evaluating the quality of this study, the researcher conducted some screening process through many pieces of literature paper that published in some reputable journals. Moreover, the researcher also conducted the screening process by considering potential research questions of the study. The selected articles were also evaluated based on their relevance quality. It is important to formulate the research questions because it may provide a clear answer to the problems of the study.

There were 253 articles mined through Scopus database. The prospective articles will be selected based on title screening. It will be selected if the title has the relevance and significance to the topic of the study. In this stage, the articles screened were 84 out of 253. The further stage was to read thoroughly by scanning and skimming to get the information of the articles' content and relevance. Afterwards, the final selected articles were included in this systematic review study. The final selected articles should have some requirements criteria such as relevance, clear information, trusted source, purpose, method, significant result, limitation, and further suggestion. Finally, there were 24 final selected articles obtained from the Scopus database to be included in the study. Meanwhile, there were also some articles excluded or eliminated because they did not meet the requirement and did not discuss some aspects about employee relation and job satisfaction topics.

Subsequently, the selected articles mined from the Scopus database was presented using the logbook. It is used for managing the content of the selected articles to be reviewed. In the logbook table there were contained some information such as the source of the articles, the purpose of the study, methodology, and significant result or findings. It is very useful and helpful when conducting this study because the logbook could simplify the content

information to be analyzed and discover the gap between selected articles in previous studies. In addition, the analyzed data will be synthesized using a systematic literature review to get the answer of the research questions in the study and provide it in tables and figures if needed.

Eventually, the selected articles that has been reviewed were answer the questions. It concluded its finding through a systematic description and explanation. The result also would be divided into some sections classified by its research questions that were obtained from the articles. Finally, it would also be visualized through providing tables, charts, and figures in order to make the data easy to understand, to be concluded and reviewed.

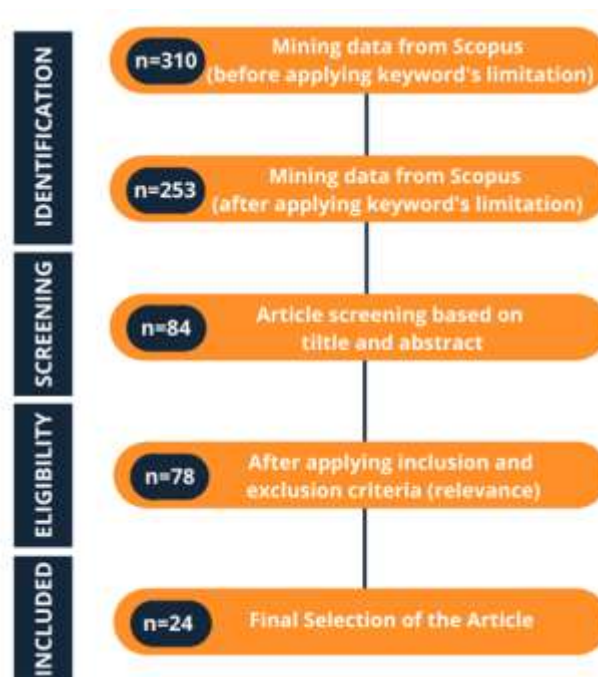


Figure 1. PRISMA Flow

RESULTS AND DISCUSSION

Result

In this section, the obtained data from the literature reviews process are formulated in the research question. It would be answered in the order listed in the bellows.:

- a. What are the majority of factors that determine job satisfaction?

Some researchers have claimed that application of human resources effectively may improve employee's satisfaction at all levels of an organization, which in turn increase employees' productivity (Mira et al., 2019). Human Resource Management (HRM) is a system that establishes the attitudes and behaviors of the employees. Another discovered

component that affects employee performance is good employee relations. It strengthens the relations between the employer and employee, and also encourages employees to do the best effort based on their innovation and creativity. This system both motivates employees to work toward the organization's goal and helps the organization achieve it (Jones et al., 2009). Some researchers have claimed that application of human resources effectively may improve employee's satisfaction at all levels of an organization, which in turn increase employees' productivity. Good human resource management strategies contribute successfully to employees' job satisfaction and increase workplace trust, employees' commitment, employees' engagement, and employees' performance, that enable organizations to achieve their objectives (Latip et al., 2019).

Moreover, some studies also mentioned that employee relationship is also a factor affects job satisfaction. Employee relations, according to (Hatjidis & Parker, 2018), is the study of the guidelines, laws, and contracts that govern how employees are managed on both an individual and a group level, with the focus being on the person as rather than the collective connection. It has different treatment depend on the management upon the organization values. Management must comprehend the essential factor and motivations of each employee in order to give contribution to the workplace. As a result, the relationship between employer-employee must be at the core of management concern in order to increase performance, efficiency, satisfaction, participation, and commitment also reduce conflicts and other employee issues (Han & Stieha, 2020). As a result, it is concerned with finding ways to manage the relationship over individuals to the goal of organization and organization's objectives in a variety of settings (De Oliveira et al., 2018). A good employee relationship with the organization is important for the success and the performance of the organization that and also for all the employees to have satisfied feeling and engaged (Tansel & GazîOğLu, 2014).

Additionally, other studies claim that workplace conflict has a negative effect on the ability of the employees to do their jobs because it could lead to a conflict between employees such as lack of greetings and conversation. Workplace relationships may influence how employee feel about their jobs, which decreasing their job performance (Currie et al., 2017). Job performance is a step of accomplishment in finishing a specific task. It implies that work performance is a step of task and duty achievement completed by an employee of the organization (Chen, 2006). Meanwhile, job performance was explained by (Moyes et al., 2006) as an individual's capacity to conducted tasks that contribute to the advancement of the organization.

b. What are the most suggested ways to increase employees' job satisfaction?

Numerous researches have noted that employees' attitudes and performance at work are influenced by how satisfied they are with their jobs (Onyemah et al., 2018). It determines that job satisfaction and job performance are related positively connected. Thus, employees who have high levels number of job satisfaction are more possible to be enthusiastic and optimistic to do their job which increases their desire to give extra effort while fulfilling tasks and duties. According to (Galperin & Burke, 2006), employees who are extremely passionate about their job will do anything to achieve their goals in work and life. This eventually helps employees to improve job performance (Kammerhoff et al., 2019).

In additions, there is another aspect that affects job satisfaction, it is job security. Job security is referred as the characteristics of a job that ensure that employee will continue their job in the same organization (Alqubati et al., 2019). The behavior of employees is positively impacted by their job satisfaction, and this behavior increases employees' commitment, employees' performance, employees' loyalty, and employees' engagement. On the other hand, it may decrease the turnover rates, accident rates, conflict rates, turnover rates (Mira et al., 2019). Furthermore, (Hettiararchchi & Jayarathna, 2014) said that an employee who has a high number of the organizational commitment will have a positive connection behavior toward the organization. They will give and do their best efforts, make sacrifices, have a very strong sense of feeling loyalty to the organization, and be willing to stay in the organization (Eliyana et al., 2019). As a result, employees who has satisfied feeling with their organization doesn't seem to have any plans or intention to leave (Alqubati et al., 2019).

According to Maslow, there are five core categories of human needs in life that should be achieve in order to get satisfaction: Physiological needs, safety needs and security feeling, belongingness, self-identification, and self-actualization (Akilu & Junaidu, 2015). When an organization provides the employees a good working environment that is very conducive to get these essential needs, employees are be able to find job satisfaction and eventually perform a successful job (Mira et al., 2019). They are more likely to feel obligated to pay their leaders' respect, caring, and support with good attitudes, including work satisfaction (Dirks & Ferrin, 2002). It is assumed to be a component that helps employee to perform better at work (Kovacs et al., 2018). The chance that an employee will engage in productive work practices is correlated with job satisfaction. Subsequently, employees who feel and experience job satisfaction are more possible to be excited to their job and love their work that can be compared to those who are unsatisfied with their job (Ye et al., 2019). In line with the previous statement, employee productivity and organizational productivity are more

likely to increase when the employees are happy with their jobs. Therefore, when employee evaluates their work experience to be in a satisfying or pleasant emotional state, it can be said that they have achieved job satisfaction (Onyemah et al., 2018).

There are lot number of studies have demonstrated the importance of leadership in determining employees' job satisfaction and employees' reactions in workplaces (Walumbwa et al., 2010). There are also a study reveals another element that affects job happiness. It is the quality of the employer-employee relationship at work that has an impact on job satisfaction as well (Ladebo, 2008). Leaders have the ability to significantly affect how employees feel about their jobs (Yukl et al., 2013). Additionally, the work performance of employees can be optimized if the leaders of an organization are able to do and manage their human resources into a valuable and reliable and also responsible human resource (Habib et al., 2014). If an organization has a good transformational leadership skill, it can have a big impact on how satisfied employees are with their jobs. The leaders of the organization should give more attention and appreciation to their employees. For instance, leaders or managers must provide adequate assistance to staff members in order to make them are able to fulfill their tasks and reach their goals. This will help the employees to feel more satisfied with their positions and perform a better work (Mulki et al., 2015).

Discussion

Success and accomplishment are the main factors that contribute to both life and job satisfaction (Judge & Bono, 2001). Since work-life balance typically exhibits greater psychological consequences, such as less work-family conflicts, lower levels of workplace stress, and longer stay in particular businesses, individual job satisfaction is typically higher (Latip et al., 2019). An essential part of organizational psychology is the link between employees' job satisfaction and employees' work performance (Mira et al., 2019). The goal of organizational psychology is to maximize employee satisfaction (Mitchell et al., 2017). It's captivating to consider how workplace attitudes and how employees behave as a result. Employees with a strong mental and also physical health are more possible to do the work well, tend to work more harder and are less possible to quit the job (Liao et al., 2017). However, low employee performance is exacerbated by low job satisfaction, which leads to insufficient human resources (Bulińska-Stangrecka & Bagieńska, 2021). Typically, the intention of organizational supports are to promote work-life balance and it is also referred as family and friend, work and amily, or work and life supports or any other policies (Wood et al., 2020).

Job satisfaction is positively impacted by workplace quality (Alqubati et al., 2019). For instance, Role overload or high workload requirements cause work stress, which has an effect

on employees' physical health and also mental health (Ntalianis & Dyer, 2021). In particular, if this high level number of stress was caused by work and nonwork conflict, certain employees who may be at a possibility to have stress can be protected from mental or physical health issues by this organizational support (Moyes et al., 2006). Additionally, (Gautam & Agrawal, 2020) found that facilities sponsored by an organization can lower the truancy rate while also increasing employee loyalty, dedication and satisfaction. It is also said that, workplace conditions, organizational factors, and individual employee personality are the additional factors that affect employee turnover intention (Torres & Zhang, 2021). When an employee has the intention of leaving the organization, it is said to be the "final in a series of exiting" that leads to that employee seeking for a job elsewhere. According to other research (Gaudencio et al., 2017), organizational commitment and employee loyalty have a significant relation effect on how frequently employees leave the organization. In this case, job satisfaction greatly increases organizational commitment in determining intention to leave. (Kammerhoff et al., 2019). Furthermore, it was discovered by Youngblood and Cook (1984) that childcare supported by an organization also may reduce truancy rates while simultaneously increasing employee satisfaction and loyalty (Gautam & Agrawal, 2020).

The importance of the relationship between employer and employee is emphasized by (Babalola, 2016) due to its advantages for organizational effectiveness, career growth, and employee well-being. In other words, the relationship can affect employee work performance. Additionally, Nystrom (1990) found that employees who have a healthy relationship with their employers have a higher level number of the organizational commitment rather than those who did not. In order to get a high degree of satisfaction that motivates employees to give the best effort, leaders should pay more attention to the employee's job and work environment (Mira et al., 2019). Employees have an expectation to the organization especially to their employer who believe in them, comprehend them, and are fair to them as a good relationship (Slimane, 2017). Employers should establish new relationship in addition to the employees. Since they frequently collaborate closely in the work place to build a good bond. A strong connection between employer and employee will boost productivity, promote employee happiness, and stimulate a good performance. On the contrary, a weak relationship led employees to have a poor level of performance, more emotions and tensions, conflicts, and inefficiency and also unproductivity of work. The ability to manage relationships will determine whether an organization succeeds or fails (Scholtz et al., 2019). The employees should feel that they were valued and rewarded. It means that the management are really cares about their employees and contribute to employees' success in work. In order to continuously improve the business processes activities and create an environment that motivates employees to have innovation, commitment, work

quality, self improvement and courages, and self directed of teamwork; hence, employers should understand and comprehend the human part side of their organizations and act as a social architects who can draw work across its functions and levels of the organization (Torres & Zhang, 2021). Therefore, in order to establish a positive working environment for all employee with no exception, organizations need to pay greater attention to the attitudes and behaviors of their employees as good as their leadership style in organization (Saeed et al., 2013).

CONCLUSION

This systematic literature review study provides an overview of current research on job satisfaction and employee relations. It summarizes related articles over years. A total of 24 publications of the article were analyzed in this systematic literature review. Firstly, the majority of factors that determine job satisfaction are HRM, employee relationship, and workplace that most frequently suggested in the articles. Secondly, the most suggested ways to increase employees' job satisfaction that are discussed in many articles are job performance, job security and leadership.

According to the previous studies, there are a lot of articles mentioned some issues related to employees' job satisfaction. A number of 46 selected articles are analyzed to discover the majority factors and the most suggested ways in determining job satisfaction. It can be summarized and concluded that employees' job satisfaction has primarily focused and targeted on the employee relations in organization, as 80 percent of the articles mention that both job satisfaction and employee relationship have a significant relation.

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