

## SYSTEMATIC LITERATURE REVIEW OF JOB SATISFACTION: AN OVERVIEW AND BIBLIOMETRIC ANALYSIS

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### **Abstract**

*Job satisfaction is the main variable that must be considered in managing human resource practices. Job satisfaction discusses the extent to which employees are satisfied or dissatisfied with their jobs are caused by several factors that motivate them. This study aims to dig deeper into job satisfaction variable. In achieving this goal, the researchers used a systematic review using PRISMA method and bibliometric analysis techniques which took journals from Science Direct and Emerald during 2017-2022. The results of the screening on the PRISMA method produced 30 (thirty) articles written by 95 (ninety five) authors. Based on the 30 (thirty) articles collected, the results of this study found that there are 4 (four) categories that explain several variables that related to job satisfaction, including leadership, salary, organizational commitment, and job stress. Overall, the research is expected to be the right reference for further research, especially researchers who will examine titles that related to job satisfaction.*

**Keywords:** Human Resource Management, Job Satisfaction, Job Stress, Leadership, Organizational Commitment

## INTRODUCTION

Employees were the most valuable strategic resources and asset for the company because to achieve customer satisfaction and external stakeholders, employee job satisfaction should be considered (Siswanto & Yuliana, 2022). Effective human resource management strategies should be able to promote employee satisfaction, resulting in increased organizational commitment and organizational performance in employees (Hendri, 2019; Li et al., 2017). Job satisfaction is a very important prerequisite for organizations and HRM practices play a role in building a proper interrelationships relationship between the company and employees, because job satisfaction is a series of employee perceptions that will affect employee attitudes and behavior while working, so it is also important to employee commitment to work, so it will ensuring employees do their best to achieve company goals (Cherif, 2020; Hendri, 2019; Mira et al., 2019).

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Job satisfaction can be broadly classified into 3 (three) main categories, namely intrinsic satisfaction, extrinsic satisfaction, and overall satisfaction (Skelton et al., 2019). Intrinsic satisfaction is related to the nature of the task and correlates with sense of feedback, self-esteem, accomplishment, and sense of control. Extrinsic satisfaction is more on the comparison between individuals which refers to the nature of the task that is correlated with employee happiness from the work environment, recognition and praise from superiors, good benefits, good salary, and opportunities for promotion/progress. Overall satisfaction refers to employees' overall satisfaction with their work and is measured by a combination of internal and external satisfaction (Ahmad, 2018; Boamah et al., 2018; Ezzat & Ehab, 2018).

Job satisfaction can be defined as a person's emotional orientation towards their current job role and is related to a person's behavior in the workplace, thus expressing feelings of joy or dissatisfaction at work (Adamy, 2018; Singh & Onahring, 2019). Increasing job satisfaction can improve service quality, work performance, external stakeholder satisfaction, organizational engagement, and organizational citizenship behavior so it can be concluded that the challenge that must be faced is the organization's ability to win by increasing the satisfaction of overcome the challenges on the global era (Ezzat & Ehab, 2018). Employee commitment is closely related to employee turnover rates, so it is hoped that with an increase in job satisfaction for employees, among others with decent wages, stable work, interpersonal relationships, and easy access to benefits (salary, sick leave, and social security), the company will experience a low turnover rate as well (Ezzat & Ehab, 2018).

Based on the studies on job satisfaction above, the formulation of the problem in this article is to better understand what variables can affect job satisfaction so that in the future the company can maximize employee job satisfaction. Overall, it can be concluded that the aim of this research is to achieve the topic of job satisfaction in the 2017-2022 period with a systematic review using PRISMA method and bibliometric analysis techniques that aim to explore the main themes in the selected articles (Kukah et al., 2022). The purpose of this study is to know about the major themes and the scientific approaches, explain how they can be identified in terms of co-authorship, co-occurrence, and citations to clearly demonstrate progress in job satisfaction variable.

## **LITERATURE REVIEW**

Herzberg's theory explains that there were intrinsic and extrinsic motivations that affect job satisfaction (Franczukowska et al., 2021). Previous studies also suggest managers to use Herzberg's theory to better understand the factors that could increase job satisfaction and affect work (Denton & Maatgi, 2016). Managers should establish policies that increase satisfaction and achievement, such as low productivity, high turnover, and organizational performance (Ali, 2016; Huang & Su, 2016).

In the practice of human resource management, employee satisfaction remains a very complex topic to research, due to differences in countries and cultures, as well as various influencing factors (Ali, 2016; Umamaheswari & Krishnan, 2015). Research conducted by Pan (2015) found that job satisfaction is subjective and specific to each individual, therefore the satisfaction felt by one employee may not meet the needs of other employees. Based on the results of De Beer et al. (2016) suggests that improving the quality of the exchange of relations between superiors and employees is considered to increase work engagement and ultimately increase satisfaction, which can contribute positively to both employees and the organization.

There are differences for various researchers in measuring employee job satisfaction (Yücel, 2012). In their research, Ezzat & Ehab (2018) and Luz et al. (2018) evaluate the returns that measured by satisfaction of salaries and promotions, employee's level of comfort with colleagues and superiors, and the amount of tasks assigned to the employee. Another factor that affects job satisfaction is emphasis on the influence of leadership style. As such, employees are expected to develop high-quality relationships between supervisors and employees, so it is expected that a more positive emotional state will increase satisfaction and will create employee happiness (Franczukowska et al., 2021). In dealing with the complexities of job satisfaction variables, managers must be able to improve strategies to increase employee job satisfaction and motivate employees with appropriate policies (De Beer et al., 2016; Huang & Su, 2016; Pan, 2015).

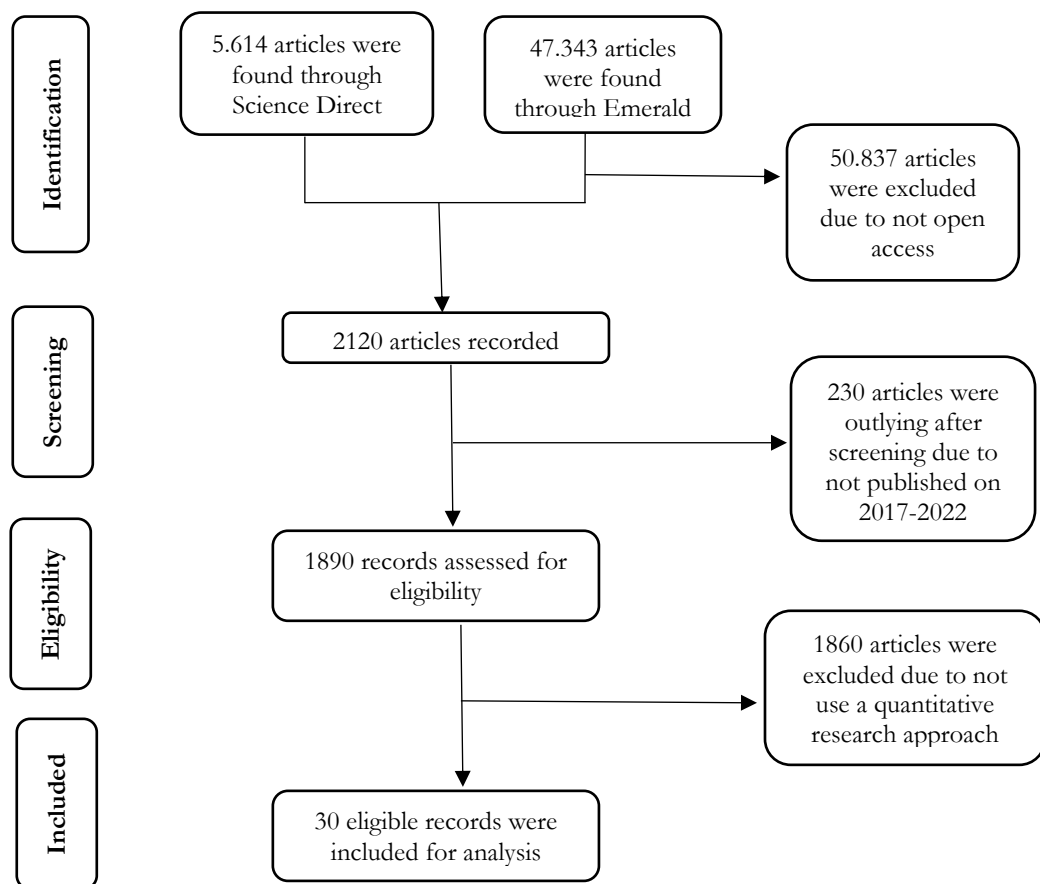
## **RESEARCH METHOD**

### **Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)**

The screenings method carried out in this study was Preferred Reporting Items for Systematic Reviews and Meta-Analyses or commonly called PRISMA. The method is systematically performed according to the correct phases or study protocol known as the

PRISMA flowchart (Page et al., 2021). According to the PRISMA 2020 flowchart, the identified articles should be screened, therefore the articles that did not meet the inclusion criteria were omitted (Priyashantha et al., 2022).

The inclusion criteria for screening articles from two database (Science Direct and Emerald) were 52.957 and screened by reason of the article that are not published on 2017-2022 (n=20.782). Afterwards, we excluded items that are not open access (n=1599). After screening, we excluded articles that did not use a quantitative research approach (n=350). In the last stage, the articles included in the review were 30 (thirty) articles based on the total accumulated sample size of 52.957 articles.

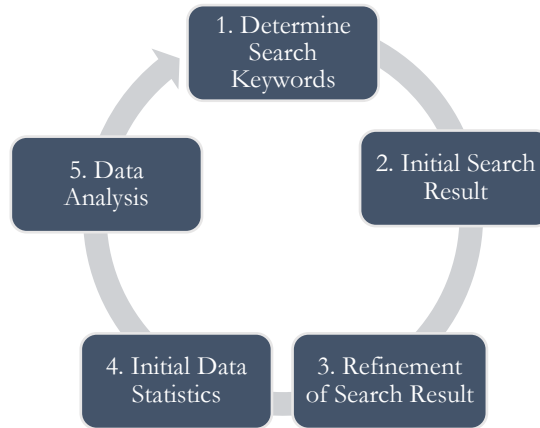


Source: Page et al., (2021)

Figure 1. PRISMA Screening Method

### Bibliometric Data Analysis

The study design carried out in this study was bibliometric that utilize 5 (five) stages to accumulate data and perform an extensive review to identify the most dominant studies (Fahimnia et al., 2015). The steps can be seen in the following figure below:



Source: Fahimnia et al., (2015)

**Figure 2. Five Stages of Bibliometric Study Method**

#### 1) Determine Search Keywords

To achieve the goals mentioned in the previous discussion, an extensive literature review includes the term of job satisfaction using keywords "work satisfaction" OR "employee satisfaction" where tracking titles, keywords, and abstracts with English documents in the form of research papers (Hoch et al., 2018).

#### 2) Initial Search Result

Several conditions applied when selecting journals, including the published journals on 2017-2022.

#### 3) Refine the Search Results

The total number of journals retrieved with keywords and the specified conditions are 30 articles from 2017-2022.

#### 4) Initial Data Statistics

We collected articles that meet specified conditions and saved them in RIS format. During this phase, researchers collect data such as the researchers name, publisher, year of publication, and research result.

#### 5) Data Analysis

A variety of applications and tools are used in scientific mapping and bibliographic analysis over the last two decades. In addition to simple operation, various graphics are

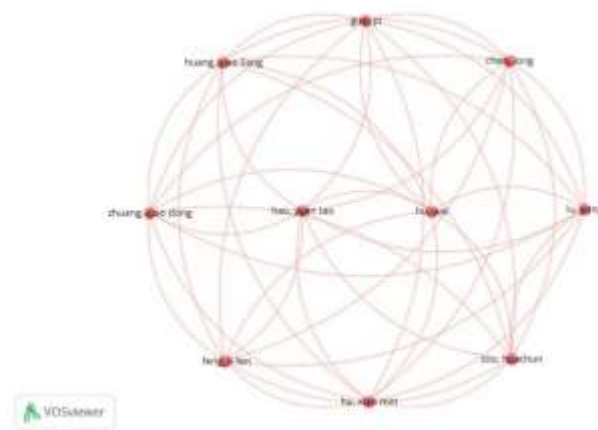
available in VOSviewer such as journals, authors, and bibliometric networks (Sharifi et al., 2021). The development of this network refers to co-authorship, co-occurrence, and citation (Van Eck & Waltman, 2020). To answer research objectives, VOSviewer provides utilities that allow authors to analyze major research topics and find correlation with other topics of discussion. The selection of VOSviewer was based on its unique ability to visualize, explore, and reproduce bibliometric networks and maps (Van Eck & Waltman, 2020).

## **RESEARCH RESULT AND DISCUSSION**

### **Research Result**

In this part, “job satisfaction” OR “job satisfaction” OR “employee satisfaction” keywords are used for the basis of examine the literature sources (Fischer, 2016). Journals indexed by Scopus for the 2017-2022 range and an English-language database representing the literature sources for this study (Balstad & Berg, 2020). The purpose of this study is to examine more intensely related to job satisfaction by analyzing bibliometric literature studies and the author uses VOSviewer to investigate the data with 3 (three) aspects, namely: co-authorship, co-occurrence, and citations. The findings of the analysis performed can be found in the description:

#### **a. Co-Authorship**



**Figure 3. Co-authorship Network Visualization (Related)**

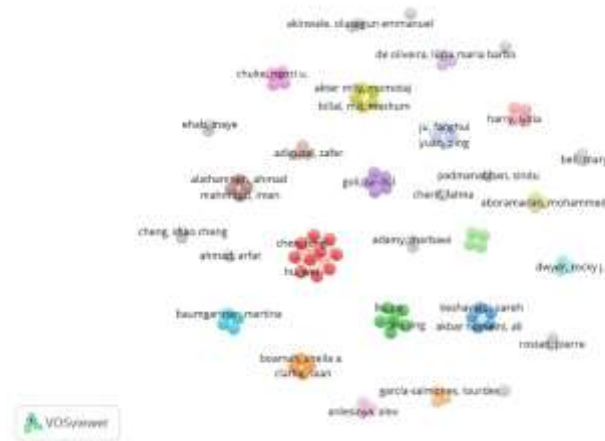


Figure 4. Co-authorship Network Visualization (Unrelated)

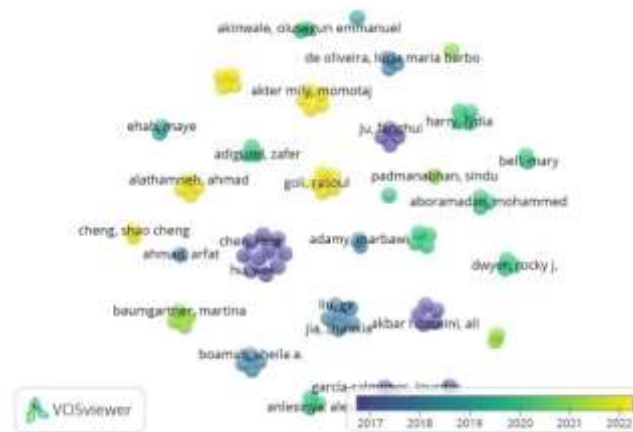


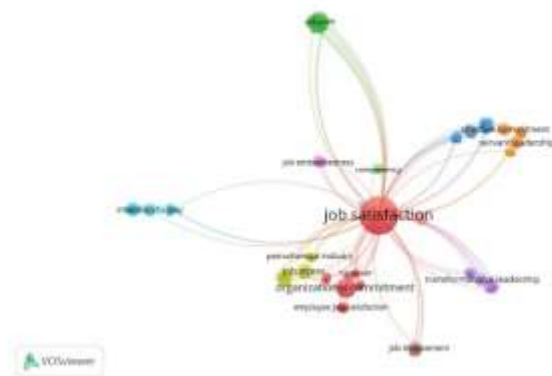
Figure 5. Co-authorship Overlay Visualization

The co-authorship aspect explains the power of author collaboration on visualization networks. Lines represent collaborations, colors represent collaboration groups, circle shapes represent the number of articles (Kukah et al., 2022). Authors have networks connected to each other, this result demonstrates the co-authorship collaboration that each author has in relation to each other when conducting research on job satisfaction (Fagan et al., 2018). In this research, there are a total of 30 (thirty) authors that do research about job satisfaction.

Figures 3 and 4 show networked and non-networked visualization. Authors with connected networks mean they have research relationships. The co-authorship network in figure 3 has only one color network (red). This network is the only network and the most powerful one. In Figure 4, the authors address issues related to job satisfaction, but they are

unrelated to each other. In figure 5 related to the overlay visualization of the resulting network shows the average year of publication of the authors and their respective clusters. The network looks scattered and porous and therefore not well connected, but the clusters around Chen, Long and Zou, Huachun stand out and illustrate their research groups and collaborations with other researchers. Authors in yellow are the most recent authors with recent publications. Scarcity and absence of scientific collaboration or co-authors is thought to lead to lower research productivity in the scientific and research community (Kukah et al., 2022).

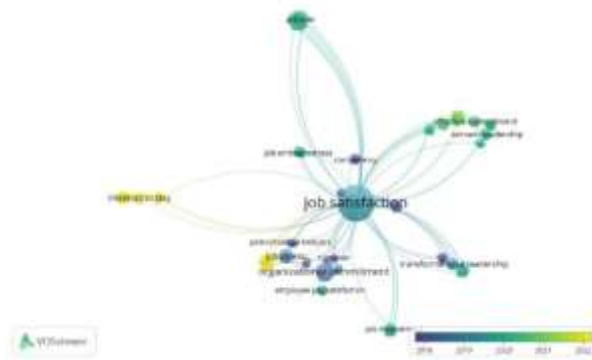
#### b. Co-Occurrence



**Figure 6. Keyword Metadata from Co-Occurrence (Network Visualization)**

Figure 6 shows the displays depicted in the visualization of the keyword network on the topic of job satisfaction research and it is found that there are many differences in the phenomenon of the keywords. In the examination of the co-occurrence aspect, it can be seen that there are many clusters that allow for more detailed research and development on job satisfaction. This can help future researchers to relate job satisfaction to other topics as visualized in figure 6 (Van Knippenberg & Sitkin, 2013).





**Figure 7. Keyword Metadata from Co-Occurrence (Overlay Visualization)**

In Figure 7, we can see that keyword overlay visualizations have increased over the years. The co-occurrence aspect results display that the bluer the keyword cluster, the more recent the study. Recent studies have shown that job satisfaction and other keywords related to job satisfaction have become a declining topic of discussion. The suggestions for further researchers should be relevant to future needs and consistent with other keywords to adapting and developing job satisfaction with other keywords (Kukah et al., 2022).

**c. Citations**

Co-citation analysis involves document, author, and journal visualization relationships (Kukah et al., 2022). The topic of job satisfaction research with co-citations analysis aims to display which articles have the most cited and how many distributed networks. Therefore, apart from using abundant citations, future researchers can also expand their network with other authors and can provide to the topic of job satisfaction. Table 1 give the further details regarding the top 10 (ten) cited articles on the subject of job satisfaction.

**Table 1. Top 10 Cited Articles**

No	Publication Year	Authors	Title	Journal	Research Approach	Cites	Publisher
1	2017	Boamah et al.,	Effect of Transformational Leadership on Job Satisfaction and Patient Safety Outcomes	Nursing Outlook	Quantitative	599	Elsevier
2	2017	Hoboubi et al.,	The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry	Safety and Health at Work	Quantitative	403	Science Direct

3	2017	Lu et al.,	The Relationship Between Job Satisfaction, Work Stressm Work-Family Conflict, and Turnover Intention among Physicians in Guangdong, China: a Cross-Sectional Study	BMJ Open	Quantitative	285	BMJ
4	2018	Luz et al.,	Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to Turnover	Revista de Gestao	Quantitative	268	Emerald Insight
5	2019	Hendri	The Mediation Effect of Job Satisfaction and Organizational Learning Effect of the Employee Performance	International Journal of Productivity and Performance Management	Quantitative	118	Emerald Insight
6	2018	Ahmad	The Relationship among Job Characteristic Organizational Commitment and Employee Turnover Intentions: A Reciprocation Perspective	Journal of Work-Applied Management	Quantitative	116	Emerald Insight
7	2020	Inegbedion et al.,	Perception of Workload Balance and Employee Job Satisfaction in Work Organisations	Heliyon	Quantitative	102	Science Direct
8	2020	Cherif	The Role of Human Resource Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector	International Journal of Sociology and Social Policy	Quantitative	99	Emerald Insight

9	2019	Skelton & Dwyer	Predicting Manufacturing Employee Turnover Intentions	Journal of Economics, Finance and Administrative Science	Quantitative	74	Emerald Insight
10	2020	Akinwale & George	Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria	Rajagiri Management Journal	Quantitative	64	Emerald Insight

From table 1, the most citations came from research conducted by Boamah et al. (2018) with 599 citations. Boamah et al. (2018) seeks to investigate the effect of transformational leadership behavior of nurse managers on nurses job satisfaction in acute care hospitals in Canada and outcomes for patient safety. This study is relevant to adverse events in hospitals where there is a critical shortage of nurses and this article results in the finding that the transformational leadership of nurse managers has a positive and strong influence on the empowerment of nurses in the workplace so that it will increase the job satisfaction of nurses and reduce the frequency of outcomes for disadvantaged patients (Boamah et al., 2018; Mickson et al., 2020).

The second most cited is research from Hoboubi et al. (2017) with a total of 403 citations until October 2022. This study discusses the effect of job stress and job satisfaction on employee productivity in the petrochemical industry in Iran. In this study, we found that there was a positive correlation between job satisfaction and labor productivity index, which was influenced by shift schedule factors and job stress. Managers can reduce work stress for individuals by providing appropriate support to protect against job demands, job dissatisfaction, and the negative effects of depression (Chen et al., 2017; Cheng & Kao, 2022; Hoboubi et al., 2017; Li et al., 2017).

Then, followed by research from Lu et al. (2017) with a total of 285 citations until October 2022. This study aims to assess the turnover intention of doctors in Guangdong after the health system reform in China and explore the relationship between turnover intention and job satisfaction, as well as the relationship between work stress and work-family conflict. This study resulted in the finding that job satisfaction is a mediator variable between the influence of work-family conflict variables and turnover intention. A reasonable salary distribution system, support from superiors, interaction with superiors, trust from

superiors, and respect from superiors are factors that lead to employee satisfaction (Lu et al., 2017; Luz et al., 2018; Mehrzad & Rostan, 2021; Wu et al., 2018).

### **Research Discussion**

Job satisfaction is a measure of how much an employee likes or dislikes their job, because if they are satisfied with their job, they exhibit positive work behaviors such as: It is the most studied attitude in organizational behavior, low turnover, low absenteeism, and high performance (Aboramadan et al., 2020; Ezzat & Ehab, 2018). Moreover, job satisfaction can be enhanced through team building, empowerment, reward, coaching, training, and effective communication (Aboramadan et al., 2020; Akinwale & George, 2020; Samad & Yusuf, 2012). After we reviewed our 30 (thirty) literature from 95 (ninety five) authors, the peer-reviewed journal participate in the same discussion that affect job satisfaction, including leadership, salary, and organization commitment, and work stress.

Leadership plays an important role in shaping job satisfaction, including ethical leadership, transformational leadership, transactional leadership, and servant leadership through several different mechanisms (Rehman et al., 2020). Ethical leadership focuses on the socio-emotional dimension between employees and leaders, which can be done by showing concern for each employee, being a good support system, increasing interaction with employees, building fairness between employees, and creating a safe and comfortable work environment (Akinwale & George, 2020; Franczukowska et al., 2021; Lu et al., 2017; Mehrzad & Rostan, 2021). Transformational leadership behavior can build a conducive and inclusive climate so that leaders gain full trust from their subordinates and ultimately increase intrinsic job satisfaction by encouraging employees' willingness to exert more effort to achieve goals (Boamah et al., 2018; Mickson et al., 2020). Transactional leaders can increase extrinsic job satisfaction which aims to ensure a climate of diversity between minority and majority categories of workers so that they can work in peace and harmony (Mickson et al., 2020). Servant leadership emphasizes integrity, cares for subordinates, and promotes the performance of their subordinates (Aboramadan et al., 2020; Adiguzel et al., 2020).

There are several reasons why an employee decides to leave the company or has turnover intention and one of the reasons is low job satisfaction (Huang & Su 2016; Sanjeev 2017). This can be minimized by the company with proper management and monitoring through efficient solutions. Salary is the most basic thing that drives employee performance satisfaction (Akinwale & George, 2020; Ezzat & Ehab, 2018; Skelton et al., 2019). Turnover

on employees can be influenced by income satisfaction factors so that a decent and reasonable salary distribution will be a key factor in employee satisfaction (Lu et al., 2017; Luz et al., 2018; Mehrzad & Rostan, 2021; Wu et al., 2018). Employees are satisfied with their work and committed to the company when they are satisfied with the pay and promotion policies for the employee's future opportunities within the company (Ahmad, 2018; Gambacorta & Iannario, 2013; Raziq & Maulabakhsh, 2015).

Organizational commitment refers to the identity of individuals who are willing to stay in a company so that they want to be involved in the company and accept organizational values, organizational goals, and are willing to work hard in achieving organizational goals (Saridakis et al., 2020). Organizational commitment is a factor that makes employees have the intention to stay and it is sustainable with companies that can meet the expectations of the employees themselves so that employees continue to have ambitions to keep working at the company (Bell & Sheridan, 2020; Li et al., 2017). If employees do not have organizational commitment and are not satisfied with their work, the turnover rate will be high so that in practice HRM must have bonds with employees because employee engagement and satisfaction have a big impact on organizations (Elrehail et al., 2019; Koç et al., 2014). There is a positive influence between job satisfaction and organizational commitment so that companies can ensure employee commitment by motivating their employees such as providing skills and incentive programs to ensure employees can be flexible in responding to various changes (Cherif, 2020; Jawaad et al., 2019).

Workplace stress creates a negative relationship between employees and the work environment. When employees are stressed, their perceptions of work are degraded due to physical and psychological problems (He et al., 2020). Work stress can be defined as an employee's personal sense of dysfunction in the form of insecurity, uselessness, or even threats at work that are often felt by high-pressure employees. Employees have to face high job pressure and competitive work environment, which adversely affects their mental and physical health and even affects their attitudes i.e. performance and satisfaction (Cheng & Kao, 2022; Wu et al., 2018). Work stress is associated with the "effort-reward imbalance" theory, in which employees expect pay, respect, promotion, etc., but companies fail to provide the expected feedback from employees, It causes internal pressure, which leads to job dissatisfaction (Li et al., 2017).

Furthermore, the variables that are not included in the 4 (four) major categories of variables in this study but have a relationship with job satisfaction will still be explained in this discussion. The first variable is work-family conflict, where role conflict between work and family increases fatigue, work stress, organizational commitment, and employee performance so that it is related to the level of job satisfaction (Asiedu et al., 2018; Priyashantha et al., 2022). The second variable related to job characteristics also affects job satisfaction, where a good evaluation of related employees and context leads to the implementation of job obligations and organizational commitment (Ahmad, 2018; Ahmad & Rainayee, 2013). Third, research conducted by Malik (2013); Wang et al. (2014) discover that the internal locus of control correlated with job satisfaction, while the external control trajectory determined job and employee satisfaction. Hence, it can be concluded that it is correlated with the employee perceptions and employee task variations.

## **CONCLUSION**

This study aims to investigate and describe the discussion of job satisfaction in the 2017-2022 period with a systematic review using PRISMA method and bibliometric analysis techniques with find out the 3 (three) major facet, namely co-authorship, co-occurrence, and citation. Articles in this study were provided by Science Direct and Emerald over a five-year period from 2017 to 2022. After that 30 (thirty) articles were extracted from the criteria set by keywords and other restrictions. Based on the 30 (thirty) articles collected, the results of this study found that there are 4 (four) major categories that explain several variables that related to job satisfaction, including leadership, salary, organizational commitment, and job stress. Overall, we expected to serve a good reference for further researcher, mainly for researchers considering titles related to job satisfaction.

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