

# Elucidate the Most Influencing Factors of Job Satisfaction Using Prisma Framework: A Systematic Literature Review

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## ABSTRACT

The present study uses two major academic databases, Web of Science and Scopus, to extract the required publications. The results show a total of 1289 studies, which were then screened for inclusion or exclusion. Out of these studies, fifty-one were included to identify the factors that influence the job satisfaction of employees. From the selected studies, the results revealed a total of 104 factors that influence job satisfaction. These factors were then grouped into five main categories: based on personal characteristics, organizational characteristics, job characteristics, economical characteristics, and sectoral. Moreover, it can be concluded from the analysis that some factors have a positive influence on job satisfaction, there are 26 factors that have a negative influence on job satisfaction, and nine factors have no impact on job satisfaction. The Findings shed light on practical management in the organisation to manage their employees. To retain talented workers, managers should take part in a variety of activities with the goal of enhancing employee satisfaction at work.

**Keywords:** Antecedents, Determinants, Job satisfaction, Literature review and Prisma framework

**Paper type:** Review article

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## INTRODUCTION

Job satisfaction has consistently been a source of concern and investigation over the last decade, regardless of career or industry. The term 'Job Satisfaction' is invented by Hoppock (1935). The word "Job satisfaction" is frequently used synonymously with concepts such as "happiness," "contentment," and "employee morale," Job satisfaction is the extent to which employees like their job. It measures the degree to which a workplace satisfies an employee's needs and expectations. It results from how much employees believe their jobs provide significant results for them. Job satisfaction is the emotion an individual has about their employment, as well as the functions and expressions that are associated with it, such as role conflict, role ambiguity, propensity to quit, enthusiasm, enjoyment, boredom and interest and an overall positive feeling the person felt about their job (Feldman & Arnold, 1983). Scarpello & Campbell (1983) viewed job satisfaction as a function of how well a job, on the whole, is satisfying various needs in relation to extrinsic motives and the extent of pleasure arising out of the work environment. According to Organ (1990), measures of job satisfaction depend on the fact that individuals are more tapped to affective or cognitive satisfaction. The terms "job attitude" and "job satisfaction" are frequently used interchangeably to describe how an individual feels about their jobs. Job satisfaction is a state of mind that reflects how well a person's significant requirements are met by their work in terms of cognitive and effective behavioral components, as well as a balancing and summarising of numerous specific liked and disliked circumstances related to the job (Shepard & Bullock, 1953).

Over the past century, various researchers studied organizational behavior and given several definitions of job satisfaction. Out of the several definitions, the most used definition is as follows. Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." According to Cook et al. (1981), "an attitude which manifests itself in the evaluation of the job and of the employing organisation as contributing suitably to the attainment of one's objectives." As well as (Lambert et al., 1999) "the fulfilment or gratification of certain needs associated with one's work." Spector, P.E. (1997) defined "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs."

The search for job satisfaction started in the early 1930s was affected by the employment and economic crises of the depression. The new attitude measurement (e.g., by Likert and Thurstone especially) also had a greater influence. The economic situation was made compulsory to study employee morale. Whereas the advancements in attitude scaling provided a solution to the problem, even though that technique was not always consistently applied. It's interesting to note that research from the 1930s revealed a need for more diverse aspects of work experience, which was captured by job satisfaction. For instance, in their clinical investigations described in *The Dissatisfied Worker*, Fisher and Hannah looked at the connection between "emotional maladjustment" and job satisfaction (Fisher & Hanna, 1931). (Myers & Hersey, 1933) researched the daily cycles of worker affect and connected those rhythms to daily variations in productivity, physiological conditions, and off-work life events, utilising what would now be known as mood checklists. Hoppock (1935), concerned about the wide-ranging effects of depression, paid more emphasis to the social than the organisational effects of job dissatisfaction. Later, research in worker experience became more focused on evaluative assessments of the characteristics of work as well as the factors that influence job satisfaction. Kornhauser & Sharp (1986) study at Kimberley Clark laid the groundwork by using questionnaires to inquire about various dimensions of job satisfaction and connecting those features to managerially relevant performance facets. Work experience research increasingly used questionnaires as the key methodology, aspect assessment as the primary subject matter, and organisational success as the main driving force behind the study. Satisfaction then became the predominant way to capture worker experiences. After that, research mainly focused on the predictors and the relationship between performance with job satisfaction.

In the 1940s and 1950s, much research on the factors in the workplace and individual traits that influence levels of job satisfaction was empirical. There was a widespread idea that employees would perform better and be more motivated in their work if they found satisfaction in their occupations, despite the fact that even Kornhauser and Sharp (1932) noted in their seminal study that satisfaction could not predict performance. Then, in 1955, eminent reviewers. Brayfield & Crockett concluded that there was little correlation between performance and satisfaction. The same conclusion was reached in later reviews by Vroom (1964) and (Iaffaldano & Muchinsky, 1985). Although later studies (such as Judge et al., 2001) may be more optimistic about the connection between satisfaction and performance, by the late 1950s, it was evident that more theoretical development of the idea was required. This included a better understanding of the evolution of work attitudes and a clear understanding of the ways that employees contribute to organisational effectiveness and how levels of satisfaction might be predicted. In this sense, the 1960s could be referred to as the "golden age" of satisfaction research, when psychologists largely gave up on researching the relationship of satisfaction through empirical study and started to formulate effective theoretical approaches. Various authors developed Several theories that elucidate job satisfaction, such as the Expectancy theory- Vroom (1964), Two Factor Dynamic theory- Herzberg et al. (1959), and the Discrepancy theory (Adams, 1963). (Lawler, 1973) developed "discrepancy theories" to compare the perceptions of workers regarding working conditions to a predetermined benchmark. The Job Descriptive Index (Smith et al., 1969) and the MSQ (Lofquist and Dawis, 1969), the two most significant theoretical assessment methods, were also developed in the 1960s.

The introduction of the social information processing theory by (Salancik & Pfeffer, 1977, 1978), which emphasised the significance of the social context of satisfaction judgments, and the job characteristics model by (Hackman & Oldham, 1975), which emphasised the significance of features of the tasks that people work on, were two significant theoretical developments that took place in the 1970s. In the 1990s, psychology's interest in affective states was revived after theoretical and empirical dormancy, which enabled the study of work experience. (Weiss & Cropanzano, 1996) provided significant overviews of this in their presentation of the Affective Events Theory (AET), and Weiss (2002) followed it up with a more thorough examination.

Many types of research have been done on Job satisfaction in the past. Its association has been proved with many factors connected to employees, like engagement, commitment, absenteeism, turnover, performance, etc. This demonstrates the importance of job satisfaction research, and as a result of its relevance, various research surveys conducted to determine job satisfaction of employees to improve or retain talent inside the firm.

However, the research on job satisfaction are scattered as there are various researcher that have identified different factors of job satisfaction, but there is need of a comprehensive study that shows a complete picture of factors that have an influence on job satisfaction. So, this study targets this problem and identifies the various factors that influence the job satisfaction. In addition, it grouped these factors in different categories to make it easy to understand.

## **METHODOLOGY**

### ***Inclusion and exclusion criteria***

The study used the methodology adopted by (Rhaiem & Amara, 2021) in order to choose content pertinent to this study and inclusion and exclusion criteria were established. This helped us to keep the scope of our methodology. These criteria are shown in Table 1 together with the justification for their inclusion or elimination.

### Search strategy

This study adheres to the methodology used by earlier researchers (Rhaiem & Amara, 2021; M. Rhaiem, 2017). To extract papers from Scopus and Web of Science databases, the relevant keywords were identified based on the authors' experience and after reviewing 20 recently published works in the field of job satisfaction. These electronic databases were chosen based on two key criteria: (1) the database should be available to authors, as determined by university policy and agreements with various database providers; and (2) the database should be pertinent to the business domain. A customised query that combines the Boolean operators "AND" and "OR" was used to conduct the electronic search for each database (see Table 1).

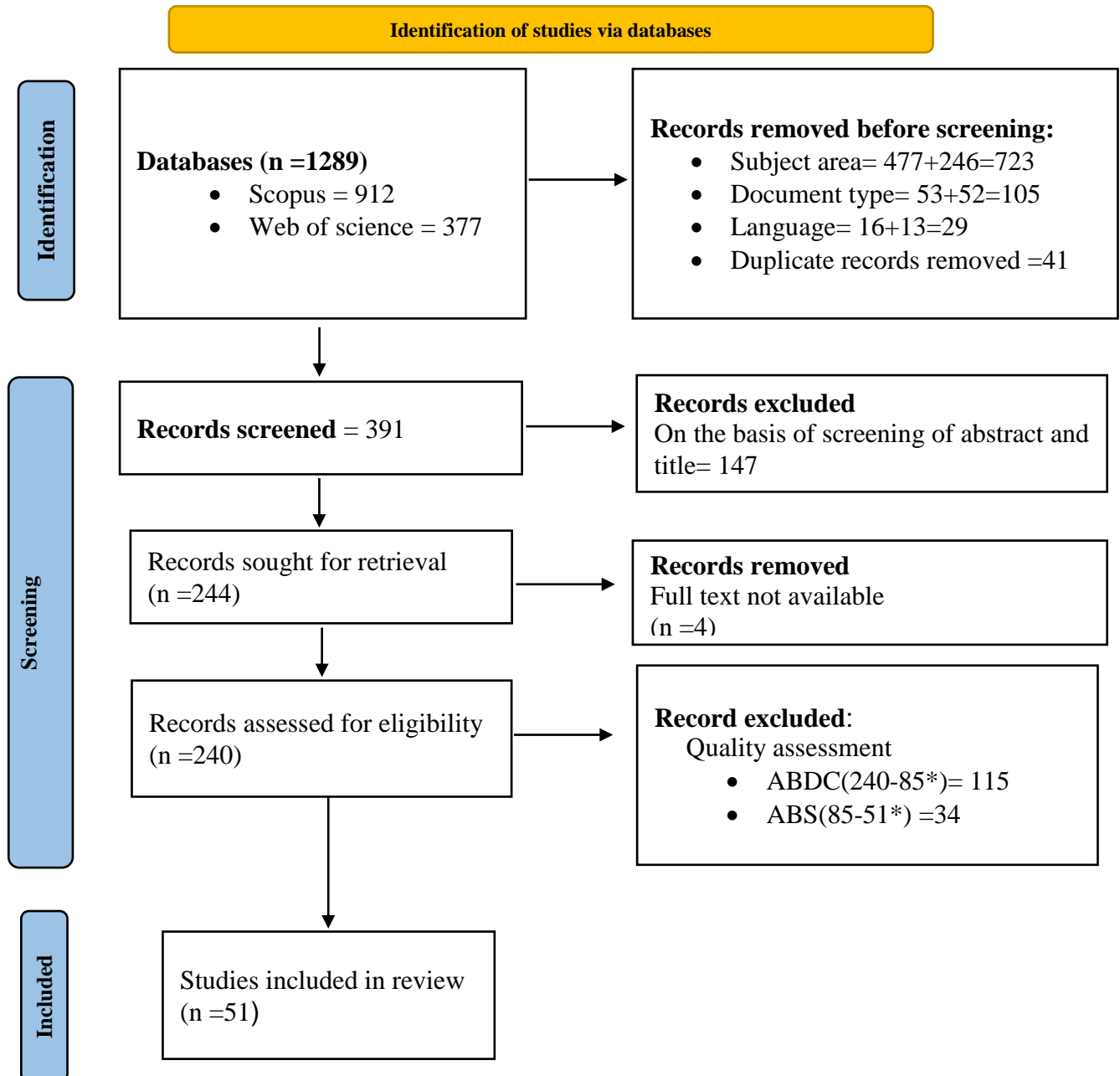
**Table 1- Exclusion-Inclusion Requirements**

Criteria	Explanation
<b>Keywords</b> TITLE ((“Job satisfaction”) AND ((“Factors”) OR (“Antecedents”) OR (“Determinants”)))	The search string are only limited to the title to ensure that the extracted article are related to the objective of study.
<b>Inclusion criteria:</b> Articles where the topic of job satisfaction is specifically addressed	The fundamental idea of the current study is to identify the factors that influence job satisfaction. With this criterion, we think it is possible to identify articles relating to or focusing on this subject.
<b>Document type:</b> All empirical and conceptual, published in peer-reviewed journals	This criterion is used to guarantee the quality of the employed material, as indicated by (Voight & Hoogenboom, 2012) and Rhaiem & Amara, 2021) However, empirical research are anticipated to result in a more reliable and pertinent comparison study.
<b>Time period:</b> May 2024 and backward	The starting year of publications on this issue was not predetermined because research on job satisfaction has just recently been conducted. This allowed us to support the earliest study on job satisfactions (Rhaiem & Amara, 2021). The majority of scholarly articles are written in English and are published in the prominent business journals (Rhaiem & Amara, 2021).
<b>Language:</b> English	Due to a lack of time and resources, this criterion is applied. professional publications, book reviews, thesis, conference proceedings and Books were not included in this study. This criterion permits only academic journal articles to be included. This criterion's primary goals are to ensure the reliability and consistency of outcomes.
<b>Exclusion criteria</b> All forms of articles published in academic journals Articles that not work on the objective of factors, determinants and antecedents of job satisfaction Articles that were not published in English	Despite the fact that the writers are fluent in many languages, the great majority of academics are probably less exposed to papers that aren't in English. Therefore, non-English publications' potential influence on the academic area is probably less than that of English-published works. This requirement was added to rule out publications whose primary content is written in a language other than English but whose abstracts are written in English.

The keywords were only searched in the titles to further refine and limit the scope of the quest. Using this search strategy, 1289 peer-reviewed articles were found in the two databases (i.e., Scopus (912) and Web of Science (377)). However, out of 1289 articles, 723 (Scopus; 477 and Wos; 246) articles are removed as they are not from social science business management and accounting, economics and finance. Then we excluded articles on the basis of the document by type as we included only articles in this study; 105 documents (Books, conference proceedings, book reviews, thesis, and professional publications were not included in the list of publications) were removed; 53 from Scopus and 52 from the web of science. Then 29 (Scopus; 16 and WOS; 13) articles other than English language are excluded.

The duplicate articles of the two databases were found using the Excel sheet, which was then combined into a single document after being retrieved from both databases. 41 duplicates that required to be deleted were found as a result. 391 articles were kept under the process of quality assessment. The next phase was checking that all inclusion and exclusion criteria were followed by looking at each article's title, keywords, and abstract. 147 articles were suggested to be removed from the list using this technique. Many of these abandoned articles focused on goals other than determining how antecedents affect job satisfaction. Studying the complete texts of the articles is the next stage; then,

out of 244 articles, 4 articles are removed as the full texts of the article are not available. The 240 remaining articles underwent a quality check based on the 2023 ABDC journals' ranking or the 2021 ABS ranking, respectively, for the journals that were preserved. This quality check indicated that 149 articles should be dropped. 76 articles were kept as a result. The suitability of the articles that were kept was then further evaluated after a thorough review and reading of these papers. This procedure verified that the 51 retained articles satisfied all the requirements and qualified for inclusion in the current systematic review (see Figure 1)



**Figure 1- Overview of Methodology**

\*Out of 240 studies, 85 studies have their journal in the ABDC list; furthermore, out of 85 studies, only 51 have their journal in the ABS ranking.

#### **General Features of the chosen Studies**

Table 2 shows that studies on job satisfaction were published in 35 different journals. Out of which 6 journals ("Decision Support Systems", "Journal of Vocational Behaviour", "International Journal of Hospitality Management", "Journal of Management Information Systems", "Journal of Management Studies", and "Human Relations") come under A\*, 11 journals ("Tourism Economics", "Journal of Business Ethics", "International Journal of Human Resource Management", "Small Business Economics", "International Journal of Contemporary Hospitality Management", "Applied Economics", "Journal of Business Research", "Human Resource Management Review", "Journal of Industrial Relations", "Journal of Business Logistics", and "Personnel Review") in A category, 16 journal ("Public

Policy” and Administration”, “Journal of Career Development”, “International Review of Public Administration”, “Public Personnel Management”, “International Journal of Cross Cultural Management”, “International Journal of Educational Management”, “Service Industries Journal”, “Journal of Air Transport Management”, “Transforming Government: People, Process and Policy”, “Journal of Human Resources in Hospitality and Tourism”, “Journal of General Management”, “International Journal of Hospitality and Tourism Administration”, “Education Economics”, “Australian Accounting Review, Review of Public Personnel Administration”, and “Maritime Policy and Management”) in B category and reaming (“South African Journal of Business Management”, and “Management and Labour Studies”) in c category journal. Based on the 2023 ABDC journals’ ranking only nine papers (17.64%) were published in A\* rated journals, while fifteen articles (29.41%) were published in A ranked journal. The bulk of articles (24 articles, or 47.05%) were published in B ranked journals.

With respect to the 2021 ABS journals’ ranking, 11 journals (“Journal of Career Development”, “South African Journal of Business Management”, “International Review of Public Administration”, “International Journal of Cross Cultural Management”, “International Journal of Educational Management”, “Journal of Air Transport Management”, “Journal of Human Resources in Hospitality and Tourism”, “Management and Labour Studies”, “Journal of General Management”, “International Journal of Hospitality and Tourism Administration”, “Education Economics”) are falls in classified as “1”, 11 journal (“Tourism Economics”, “Public Policy and Administration”, “Public Personnel Management”, “Service Industries Journal”, “Transforming Government: People, Process and Policy”, “Applied Economics”, “Australian Accounting Review”, “Review of Public Personnel Administration”, “Maritime Policy and Management”, “Journal of Industrial Relations”, and “Personnel Review”) are comes from the classified “2”, 9 journal (“Decision Support Systems”, “Journal of Business Ethics”, “International Journal of Human Resource Management”, “Small Business Economics”, “International Journal of Hospitality Management”, “International Journal of Contemporary Hospitality Management”, “Journal of Business Research”, “Human Resource Management Review”, and “Journal of Business Logistics”) in the category that is classified as “3”. 4 journal (“Journal of Vocational Behaviour”, “Journal of Management Information System”, “Journal of Management Studies”, and “Human Relations”) from classified as “4” and 16 articles (31.37%) were published in classified 1 journals, 12 articles (23.52%) in classified 2 journals, and 16 papers (31.37%) in classed 3 journals. 7 (13.72%) articles published in journals classified 2.

**Table 2- Journals that have Published Research on Job Satisfaction**

<b>Journal</b>	<b>ABDC 2023</b>	<b>ABS 2021</b>	<b>Occurrence of Studies in a Journal</b>
Decision Support Systems	A*	3	1
Tourism Economics	A	2	1
Public Policy and Administration	B	2	1
Journal of Career Development	B	1	2
Journal of Vocational Behaviour	A*	4	1
South African Journal of Business Management	C	1	1
International Review of Public Administration	B	1	1
Public Personnel Management	B	2	4
Journal of Business Ethics	A	3	1
International Journal of Human Resource Management	A	3	3
Small Business Economics	A	3	1
International Journal of Cross Cultural Management	B	1	1
International Journal of Educational Management	B	1	1
Service Industries Journal	B	2	2
Journal of Air Transport Management	B	1	1
Transforming Government: People, Process and Policy	B	2	1
International Journal of Hospitality Management	A*	3	1
Journal of Human Resources in Hospitality and Tourism	B	1	3
Management and Labour Studies	C	1	2
International Journal of Contemporary Hospitality Management	A	3	1
Journal of General Management	B	1	2
Applied Economics	A	2	2
International Journal of Hospitality and Tourism Administration	B	1	1
Education Economics	B	1	1
Journal of Business Research	A	3	2



Australian Accounting Review	B	2	1
Review of Public Personnel Administration	B	2	1
Human Resource Management Review	A	3	1
Journal of Management Information Systems	A*	4	1
Maritime Policy and Management	B	2	1
Journal of Management Studies	A*	4	2
Journal of Industrial Relations	A	2	1
Journal of Business Logistics	A	3	1
Human Relations	A*	4	3
Personnel Review	A	2	1

After study 51 research paper derived from the quality assessment, we identify a total number of 104 factors. Table 3 provides the information regarding the factor along with their references. This also depicts the frequency of factors used in the previous studies.

**Table 3- Identification of the Factor from Studies**

Sr. No.	Factor	References	Number of studies used the factor
1	<b>Promotional opportunities</b>	Venard et al. (2022), Jung & Suh (2019), Vaidelyte & Sodaityte (2017), Amissah et al. (2016), Tlaiss (2013), Saiti & Fassoulis (2012), Rad & De Moraes (2009), Eugenia Sánchez Vidal et al. (2007), Tutuncu & Kozak (2007), Garrido et al. (2005), Ellickson & Logsdon (2002), Gaertner (1999), Ting (1997), Igbaria & Guimaraes (1992), Abdulla et al. (2011)	15
2	<b>Performance appraisal</b>	Venard et al. (2022), Ellickson & Logsdon (2002), Abdulla et al. (2011)	3
3	<b>Autonomy</b>	Venard et al. (2022), Ko et al. (2015), Hytti et al. (2013), J. Te Yang (2010), Jeswani et al. (2009), Eugenia Sánchez Vidal et al. (2007), Reiner & Zhao (1999), Liou et al. (1990), Howell et al. (1975), Blunt (1973)	10
4	<b>Demographic factor</b>	Yun et al. (2019)	1
5	<b>Psychological variables</b>	Yun et al. (2019)	1
6	<b>Administration</b>	Yun et al. (2019)	1
7	<b>Factors related to HR</b>	Yun et al., 2019,	1
8	<b>Workplace participation</b>	Lee et al. (2019)	1
9	<b>Intrinsic satisfaction</b>	Lee et al. (2019)	1
10	<b>Employee Development</b>	Lee et al. (2019), Abdulla et al. (2011)	2
11	<b>Recognition</b>	Lee et al. (2019)	1
12	<b>Organizational justice</b>	Lee et al. (2019)	1
13	<b>Pay</b>	Lee et al. (2019), Amissah et al. (2016), X. Yang & Wang (2013), Tlaiss (2013), Saiti & Fassoulis (2012), Jeswani et al. (2009), Rad & De Moraes (2009), Mihajlović et al. (2008), D'Addio et al. (2007), Gazioglu & Tansel (2006), Vila & García-Mora (2005), Ellickson & Logsdon (2002), Ting (1997), Igbaria & Guimaraes (1992), Abdulla et al. (2011)	15
14	<b>Relationships with Co-workers</b>	Lee et al. (2019), Ko et al. (2015), X. Yang & Wang (2013), Saiti & Fassoulis (2012), Chuang et al. (2009), Ting (1997), Igbaria & Guimaraes (1992), Knowles & Knowles (1978), Abdulla et al. (2011)	9
15	<b>Diversity management</b>	Lee et al. (2019)	1
16	<b>Relationships with Supervisors</b>	Lee et al. (2019), Saiti & Fassoulis (2012), Gazioglu & Tansel (2006), Gaertner (1999)	4
17	<b>Work life balance</b>	Jung & Suh (2019), X. Yang & Wang (2013)	2
18	<b>Organizational culture</b>	Jung & Suh (2019)	1
19	<b>Benefits and Compensation</b>	Jung & Suh (2019), Mihajlović et al. (2008), Eugenia Sánchez Vidal et al. (2007), Garrido et al. (2005), Mount & Bartlett (2002)	5
20	<b>Senior management</b>	Jung & Suh (2019)	1

21	<b>Education</b>	Lillo-Bañuls et al. (2018), X. Yang & Wang (2013), D'Addio et al. (2007), Gazioglu & Tansel (2006), Vila & García-Mora (2005), Reiner & Zhao (1999), Liou et al. (1990)	7
22	<b>Number of hours worked per week</b>	Lillo-Bañuls et al. (2018), X. Yang & Wang (2013), D'Addio et al. (2007), Vila & García-Mora (2005)	4
23	<b>Temporary job</b>	Lillo-Bañuls et al. (2018)	1
24	<b>Commuting time</b>	Lillo-Bañuls et al. (2018)	1
25	<b>Part-time work</b>	Lillo-Bañuls et al. (2018), D'Addio et al. (2007)	2
26	<b>Monotony</b>	Lillo-Bañuls et al. (2018)	1
27	<b>Physical effort</b>	Lillo-Bañuls et al. (2018)	1
28	<b>Seniority</b>	Lillo-Bañuls et al. (2018)	1
29	<b>Financial job properties</b>	Prockl et al. (2017)	1
30	<b>Non-financial Job Properties</b>	Prockl et al. (2017)	1
31	<b>Economic factors</b>	Jiang et al. (2017)	1
32	<b>Workload intensity</b>	Jiang et al. (2017), Ng et al. (2011), K. Kim & Jogaratnam (2010), Jeswani et al. (2009), Rad & De Moraes (2009), Ellickson & Logsdon (2002)	6
33	<b>Sense of achievement arising from work</b>	Vaidelyte & Sodaityte (2017), Howell et al. (1975), Blunt (1973)	3
34	<b>Interesting &amp; exciting job content</b>	Vaidelyte & Sodaityte (2017), Eugenia Sánchez Vidal et al. (2007)	2
35	<b>Challenging trend</b>	Vaidelyte & Sodaityte (2017)	1
36	<b>Training supervision</b>	Amissah et al. (2016)	1
37	<b>Training and Advancement</b>	Amissah et al. (2016), Halepota & Shah (2011), Thekedam (2010), Rad & De Moraes (2009), Mihajlović et al. (2008), D'Addio et al. (2007), Gazioglu & Tansel (2006), Garrido et al. (2005)	8
38	<b>Supervision</b>	Amissah et al. (2016), Coughlan et al. (2014), Thekedam (2010), Chuang et al. (2009), Tutuncu & Kozak (2007), Ellickson & Logsdon (2002), Liou et al. (1990), Igarria & Guimaraes (1992), Abdulla et al. (2011)	9
39	<b>Income satisfaction</b>	Ko et al. (2015), Liou et al. (1990)	2
40	<b>Learning opportunities</b>	Ko et al. (2015)	1
41	<b>Job emotions</b>	Schlett & Ziegler, 2014)	1
42	<b>Job Cognitions</b>	Schlett & Ziegler (2014)	1
43	<b>Work itself</b>	Coughlan et al. (2014), Thekedam (2010), Chuang et al. (2009), Tutuncu & Kozak (2007), Vila & García-Mora (2005),	5
44	<b>Work environment</b>	Coughlan et al. (2014), X. Yang & Wang (2013), Saiti & Fassoulis (2012), Jeswani et al. (2009), Mihajlović et al. (2008), Mount & Bartlett (2002), Reiner & Zhao (1999)	7
45	<b>Trust in Supervisor</b>	S. Kim & Park (2014), Zhai et al. (2013)	2
46	<b>Trust in Co-worker</b>	S. Kim & Park (2014), Zhai et al. (2013)	2
47	<b>Task variety</b>	X. Yang & Wang (2013)	1
48	<b>Career development</b>	X. Yang & Wang (2013), Thekedam (2010), Jeswani et al. (2009), Chuang et al. (2009), Mihajlović et al. (2008)	5
49	<b>Task identity</b>	Hytti et al. (2013), Reiner & Zhao (1999)	2
50	<b>Task significance</b>	Hytti et al. (2013), Reiner & Zhao (1999), Ting (1997), Agho et al. (1993)	4
51	<b>Variety</b>	Hytti et al. (2013)	1
52	<b>Feedback</b>	Hytti et al. (2013), Mount & Bartlett (2002), Reiner & Zhao (1999)	3
53	<b>Employment</b>	Millán et al. (2013)	1
54	<b>Managerial rank</b>	Tlaiss (2013)	1
55	<b>Size of the organization</b>	Tlaiss (2013)	1
56	<b>Fringe benefit</b>	Tlaiss (2013), Thekedam (2010), Ellickson & Logsdon (2002)	3
57	<b>Self-efficacy</b>	Y. K. Kim & Back (2012)	1

58	<b>Organisational support</b>	Y. K. Kim & Back (2012), Rad & De Moraes (2009)	2
59	<b>Emotional dissonance</b>	Y. K. Kim & Back, (2012)	1
60	<b>Burnout</b>	Y. K. Kim & Back (2012), J. Te Yang (2010)	2
61	<b>Bureaucracy</b>	Saiti & Fassoulis (2012)	1
62	<b>Quantitative demands</b>	Marín-García et al. (2011)	1
63	<b>Job clarity</b>	Marín-García et al. (2011), Halepota & Shah (2011), J. Te Yang (2010), Ting (1997)	4
64	<b>Leadership</b>	Marín-García et al. (2011), Allen Clabaugh et al. (2000), Reiner & Zhao (1999)	3
65	<b>Job insecurity</b>	Marín-García et al. (2011), Thekedam (2010), Knowles & Knowles (1978), Howell et al. (1975), Blunt (1973)	5
66	<b>Emotional demands</b>	Marín-García et al. (2011)	1
67	<b>Emotional exhaustion</b>	Ng et al. (2011)	1
68	<b>Procedural justices</b>	Ng et al. (2011)	1
69	<b>Socialization</b>	J. Te Yang (2010), Howell et al. (1975), Blunt (1973)	3
70	<b>Motivation</b>	K. Kim & Jogaratnam (2010), Ting (1997), Agho et al. (1993)	3
71	<b>Responsibility</b>	Jeswani et al. (2009), (Chuang et al., 2009)	2
72	<b>Working condition</b>	Chuang et al. (2009), Rad & De Moraes (2009), Vila & García-Mora (2005), Allen Clabaugh et al. (2000), Knowles & Knowles (1978)	5
73	<b>Company policy</b>	Chuang et al. (2009), (Rad & De Moraes, 2009), (Abdulla et al., 2011)	3
74	<b>Job identity</b>	Rad & De Moraes (2009), (D'Addio et al., 2007)	2
75	<b>Co-worker support</b>	(Rad & De Moraes, 2009)	1
76	<b>Variety in the job</b>	Rad & De Moraes (2009), (Knowles & Knowles, 1978)	2
77	<b>Routinisation</b>	Rad & De Moraes (2009), (Ting, 1997), (Agho et al., 1993)	3
78	<b>Organisation structure</b>	Rad & De Moraes (2009)	1
79	<b>Communication</b>	Rad & De Moraes (2009), Mount & Bartlett (2002), Knowles & Knowles (1978), (Abdulla et al., 2011)	4
80	<b>Management style</b>	Rad & De Moraes (2009), Mihajlović et al. (2008), (D'Addio et al., 2007), (Knowles & Knowles, 1978)	4
81	<b>Performance evaluation system</b>	Mihajlović et al. (2008)	1
82	<b>Safety and protection</b>	Mihajlović et al. (2008)	1
83	<b>Expectation</b>	Eugenia Sánchez Vidal et al. (2007)	1
84	<b>Working in public sector</b>	D'Addio et al. (2007)	1
85	<b>Unemployment rate</b>	D'Addio et al. (2007)	1
86	<b>Growth rate</b>	D'Addio et al., (2007)	1
87	<b>Working schedule</b>	Vila & Gsarcía-Mora (2005)	1
88	<b>Job design</b>	Garrido et al. (2005)	1
89	<b>Role conflict</b>	Brashear et al. (2003), Ting (1997), Igbaria & Guimaraes (1992), Agho et al. (1993)	4
90	<b>Role ambiguity</b>	Brashear et al. (2003), Igbaria & Guimaraes (1992)	2
91	<b>Empowerment</b>	Mount & Bartlett (2002)	1
92	<b>Job introduction</b>	Mount & Bartlett (2002)	1



93	<b>Distributive justice</b>	Gaertner (1999), Ting (1997), Agho et al. (1993)	3
94	<b>Skill utilization</b>	Ting (1997)	1
95	<b>Age</b>	Ting (1997), Liou et al. (1990)	2
96	<b>Race/sex</b>	Ting (1997), Liou et al. (1990)	2
97	<b>Supervisor support</b>	Agho et al. (1993), Ting (1997)	2
98	<b>Social equity</b>	Liou et al. (1990)	1
99	<b>Concern for National problem</b>	Liou et al. (1990)	1
100	<b>Social trust</b>	Liou et al. (1990)	1
101	<b>Institutional confidence</b>	Liou et al. (1990)	1
102	<b>Self- actualisation</b>	Howell et al. (1975), Blunt (1973)	2
103	<b>Esteem</b>	Howell et al. (1975), Blunt (1973)	2
104	<b>Positive affectivity</b>	Agho et al. (1993)	1

There are lots of factors that influence job satisfaction. So, we grouped these factors into different categories to make it easy to understand. We grouped 104 factors into 5 different categories (see Table 4) and identified positive and negative influencing factors of job satisfaction as well as those factors that have no effect on job satisfaction (see Table 6).

### Categorization of Job Satisfaction Factors

#### 1. Personal perspective:

In this categorization 20 (see Table 4) Race/sex, Age, Expectation, Motivation, Emotional Exhaustion, Emotional Demands, Quantitative Demands, Burnout, Emotional Dissonance, Self-Efficacy, Demographic Factor, Psychological Variables, Intrinsic Satisfaction, Work-life balance, Education, Seniority, Positive Affectivity, Esteem, Self-Actualisation, and Social Trust.

Previous studies have stated that Self- actualisation (Howell et al. (1975), Blunt (1973)), Esteem (Howell et al. (1975), Blunt (1973)), Positive affectivity (Agho et al., 1993), Psychological variables (Yun et al., 2019), intrinsic satisfaction (Lee et al., 2019), Social trust (Liou et al., 1990), Self-efficacy (Y. K. Kim & Back, 2012), seniority (Lillo-Bañuls et al. (2018) and Expectation (Eugenia Sánchez Vidal et al., 2007) have increased the level of satisfaction of employees.

There are some studies which concluded that Work-life balance (Jung & Suh (2019), X. Yang & Wang (2013)), Emotional dissonance (Y. K. Kim & Back, 2012), Burnout (Y. K. Kim & Back (2012), J. Te Yang (2010)), Emotional demands (Marín-García et al., 2011) and Emotional exhaustion (Ng et al., 2011) significantly decrease the level of satisfaction.

In addition there are some factors which don't have a significant influence on satisfaction these are Demographic factor (Yun et al., 2019) Quantitative demands (Marín-García et al., 2011), Age (Ting (1997), Liou et al. (1990)), Race/sex (Ting (1997), Liou et al. (1990)), Motivation (K. Kim & Jogaratnam (2010), Ting (1997), and Agho et al. (1993)).

However, Lillo-Bañuls et al. (2018), X. Yang & Wang (2013), D'Addio et al. (2007), Gazioglu & Tansel (2006), Vila & García-Mora (2005), and Reiner & Zhao (1999), in their study stated that education have no significant influence on job satisfaction, contrary to this, the study conducted by Liou et al. (1990) concluded that the job satisfaction have negatively influenced by education. So, the result regarding the education is not consistent in prior studies, it has been removed from the significantly influencing factors (see table 5)

#### 2. Organisational perspective:

The Factors that are categorized under the Organisational perspective are: Supervisor Support, Skill Utilization, Distributive Justice, Empowerment, Safety and Protection, Performance Evaluation System, Management Style, Communication, Organisation Structure, Co-worker Support, Company Policy, Working Condition, Socialization, Procedural Justices, Leadership, Bureaucracy, Organisational Support, Size of the organization, Managerial Rank, Career Development, Promotional Opportunities, Performance Appraisal, Administration, Factors related to HR, Workplace Participation, Employee Development, Recognition, Organizational Justice, Relationships with Co-workers, Diversity Management, Relationships with Supervisors, Organizational Culture, Senior Management, Training and Advancement, Supervision, Learning Opportunities, Institutional Confidence, trust in co-worker, social equity, supervisor support, work environment, work itself, and trust in supervisor

From the total of 41 factors, 32 factors significantly improve the job satisfaction of employees (Performance appraisal (Venard et al., 2022), (Ellickson & Logsdon, 2002), (Abdulla et al. (2011)), Administration (Yun et al., 2019), Factors related to HR (Yun et al., 2019), Workplace participation (Lee et al., 2019), Employee development ((Lee et al., 2019), (Abdulla et al. (2011)), Recognition (Lee et al., 2019), Organizational justice (Lee et al., 2019), Relationships with Co-workers ((Lee et al. (2019), (Ko et al., 2015), (X. Yang & Wang, 2013), (Saiti & Fassoulis, 2012), (Chuang et al., 2009), (Ting, 1997), (Igbaria & Guimaraes, 1992), (Knowles & Knowles, 1978), (Abdulla et al., 2011)), Diversity management (Lee et al., 2019), Relationships with Supervisors (Lee et al., 2019), (Saiti & Fassoulis, 2012), (Gazioglu & Tansel, 2006), (Gaertner, 1999)), Organizational culture (Jung & Suh, 2019), Senior management (Jung & Suh, 2019), Training and Advancement ((Amissah et al., 2016), (Halepota & Shah, 2011), (Thekedam, 2010), (Rad & De Moraes, 2009), (Mihajlović et al., 2008), (D'Addio et al., 2007), (Gazioglu & Tansel., 2006), (Garrido et al., 2005), Supervision (Amissah et al. (2016), (Coughlan et al., 2014), (Thekedam, 2010), (Chuang et al., 2009), (Tutuncu & Kozak, 2007), (Ellickson & Logsdon 2002), (Liou et al. (1990), (Igbaria & Guimaraes (1992), (Abdulla et al. (2011)), Learning opportunities (Ko et al., 2015), Work itself ((Coughlan et al., 2014), (Thekedam, 2010), (Chuang et al., 2009), (Tutuncu & Kozak, 2007), (Vila & García-Mora, 2005)), Work environment ((Coughlan et al., 2014), (X. Yang & Wang, 2013), (Saiti & Fassoulis, 2012), (Jeswani et al., 2009), (Mihajlović et al., 2008), (Mount & Bartlett, 2002), (Reiner & Zhao, 1999)), Trust in Supervisor (S. Kim & Park, 2014), (Zhai et al., 2013)), Career development ((X. Yang & Wang, 2013), (Thekedam, 2010), (Jeswani et al., 2009), (Chuang et al., 2009), (Mihajlović et al., 2008)), Managerial rank (Tlaiss, 2013), Size of the organization (Tlaiss (2013), Organisational support (Y. K. Kim & Back, 2012), (Rad & De Moraes, 2009), Procedural justices (Ng et al., 2011)),

Socialization ((J. Te Yang, 2010), (Howell et al., 1975), (Blunt, 1973)), Working condition ((Chuang et al., 2009), (Rad & De Moraes, 2009), (Vila & García-Mora, 2005), (Allen Clabaugh et al., 2000), (Knowles & Knowles, 1978)), Company policy ((Chuang et al., 2009), (Rad & De Moraes, 2009), (Abdulla et al., 2011)), Co-worker support (Rad & De Moraes, 2009)), Organisation structure (Rad & De Moraes, 2009), Communication ((Rad & De Moraes, 2009), (Mount & Bartlett, 2002), (Knowles & Knowles, 1978), (Abdulla et al., 2011)), Management style ((Rad & De Moraes, 2009), (Mihajlović et al., 2008), (D'Addio et al., 2007), (Knowles & Knowles, 1978)), Performance evaluation system (Mihajlović et al., 2008), Safety and protection (Mihajlović et al., 2008), Skill utilization (Ting, 1997), Supervisor support ((Agho et al., 1993), (Ting, 1997)), Institutional confidence (Liou et al., 1990).

Moreover, Distributive justice ((Gaertner, 1999), (Ting, 1997), (Agho et al., 1993))) negatively influence the job satisfaction.

Nevertheless, Leadership ((Marín-García et al., 2011), (Allen Clabaugh et al., 2000), (Reiner & Zhao, 1999)), Social equity (Liou et al., 1990) is the two factors that neither improve nor reduce the job satisfaction of the employees. Two factors; Trust in Co-work, Promotional opportunities are removed as in some studies these factor have positive influence and in other have negative influence; according to S. Kim & Park (2014) trust in co-workers positively influence the job satisfaction and Zhai et al. (2013) stated that job satisfaction is negatively influence by trust in co-worker.

Promotional opportunities are positive improve job satisfaction in fourteen studies ((Venard et al., 2022), (Jung & Suh, 2019), (Vaidelyte & Sodaityte, 2017), (Amissah et al., 2016), (Tlaiss, 2013), (Saiti & Fassoulis, 2012), (Rad & De Moraes, 2009), (Eugenia Sánchez Vidal et al., 2007), (Tutuncu & Kozak, 2007), (Garrido et al., 2005), (Ellickson & Logsdon, 2002), (Gaertner, 1999), (Igbaria & Guimaraes, 1992), (Abdulla et al., 2011)). However, Ting, (1997) concluded that this will negatively influence the job satisfaction.

### 3. Economical perspective:

In this criterion Growth Rate, Unemployment Rate, Employment, Economic Factors, Concern for National Problem are groped. Out of 5 factors 3 factors significantly reduce the job satisfaction of employees (Growth rate (D'Addio et al., 2007), Unemployment rate (D'Addio et al., 2007), Employment (Millán et al., 2013)). However Economic factors helpful in improving the job satisfaction of employees (Jiang et al., 2017) and Concern for National problem (Liou et al., 1990) is neither improve or reduce job satisfaction of employees.

### 4. Job related perspective:

Autonomy, Job Introduction, Role Ambiguity, Job design, Working Schedule, Routinisation, Varsity in the Job, Job Identity, Responsibility, Job Insecurity, Job Clarity, Fringe Benefit, Variety, Task Significance, Task Identity, Task Variety, Autonomy, Pay, Benefits and Compensation, Number of hours worked per week, Temporary Job, Commuting Time, Part-time Work, Physical Effort, Financial Job Properties, Nonfinancial Job Properties, Workload Intensity, Interesting & exciting job content, Sense of Achievement arising from work, Challenging Trend, Training Supervision, Income Satisfaction, Job Emotions, Job Cognitions, and monotony.

Out of 36 factors 18 factors (Benefits and Compensation ((Jung & Suh, 2019), (Mihajlović et al., 2008), (Eugenia Sánchez Vidal et al., 2007), (Garrido et al., 2005), (Mount & Bartlett, 2002), Workload intensity (Jiang et al., 2017),

(Ng et al., 2011), (K. Kim & Jogaratnam, 2010), (Jeswani et al., 2009), (Rad & De Moraes, 2009), (Ellickson & Logsdon, 2002)), Sense of achievement arising from work (Vaidelyte & Sodaityte, 2017), (Howell et al., 1975), (Blunt, 1973), Job emotions (Schlett & Ziegler, 2014), Job Cognitions (Schlett & Ziegler, 2014), Task variety (X. Yang & Wang 2013), responsibility (Jeswani et al., 2009), (Chuang et al., 2009), Job identity ((Rad & De Moraes, 2009), (D'Addio et al., 2007)), Non-financial Job Properties (Prockl et al., 2017), Job introduction (Mount & Bartlett, 2002), Varsity in the job (Rad & De Moraes, 2009), (Knowles & Knowles, 1978)), Job clarity ((Marín-García et al., 2011), (Halepota & Shah, 2011), J. Te Yang (2010), (Ting, 1997), Task significance ((Hytti et al. (2013), (Reiner & Zhao 1999), (Ting, 1997), (Agho et al., 1993), Variety (Hytti et al., 2013)), Working schedule (Vila & García-Mora, 2005), Empowerment (Mount & Bartlett, 2002), income satisfaction (Ko et al. (2015), Liou et al. (1990)) and Job design (Garrido et al., 2005) are positively influence the job satisfaction of employees.

However, Number of hours worked per week ((Lillo-Bañuls et al., 2018), (X. Yang & Wang, 2013), (D'Addio et al., 2007), (Vila & García-Mora, 2005)), Temporary job (Lillo-Bañuls et al., 2018), Commuting time (Lillo-Bañuls et al., 2018), Part-time work ((Lillo-Bañuls et al., 2018), (D'Addio et al., 2007)), Monotony (Lillo-Bañuls et al., 2018), Physical effort (Lillo-Bañuls et al., 2018), Financial job properties (Prockl et al., 2017), Challenging trend (Vaidelyte & Sodaityte (2017), Fringe benefit ((Tlaiss (2013), Thekedam (2010), Ellickson & Logsdon (2002)) , Job insecurity ((Marín-García et al., 2011), (Thekedam, 2010), (Knowles & Knowles, 1978))\_((Howell et al., 1975))\_(Blunt, 1973)), Role conflict (Brashear et al., 2003))\_(Ting, 1997))\_(Igbaria & Guimaraes, 1992))\_(Agho et al., 1993)), Role ambiguity ((Brashear et al., 2003))\_(Igbaria & Guimaraes, 1992)), Routinisation ((Rad & De Moraes, 2009), (Ting, 1997))\_(Agho et al., 1993), feedback (Hytti et al. (2013), Mount & Bartlett (2002))\_Reiner & Zhao (1999))\_Training supervision (Amissah et al., 2016) negatively influence the job satisfaction of employees.

Moreover, Hytti et al. (2013), and Reiner & Zhao (1999) concluded that task identity have no significant influence on job satisfaction.

As well as Autonomy and pay is removed as the results of these factors are not consistent. The study conducted by Venard et al. (2022), Hytti et al. (2013), J. Te Yang (2010), Jeswani et al. (2009), Eugenia Sánchez Vidal et al. (2007), Reiner & Zhao (1999))\_Liou et al. (1990))\_Howell et al. (1975))\_Blunt (1973) depicts the positive influence of autonomy on job satisfaction. According to Ko et al. (2015), autonomy is significantly reduce the job satisfaction of employees.

In case of “pay” Lee et al. (2019), (Amissah et al., 2016), (X. Yang & Wang, 2013), (Tlaiss, 2013), (Saiti & Fassoulis, 2012), (Jeswani et al., 2009), (Rad & De Moraes, 2009), (Mihajlović et al., 2008), (D'Addio et al., 2007), (Gazioglu & Tansel, 2006), (Vila & García-Mora, 2005), (Ellickson & Logsdon, 2002))\_(Igbaria & Guimaraes, 1992))\_(Abdulla et al., 2011))prove that these factor helpful in improving job satisfaction of employees and (Ting, 1997) depicts that job satisfaction is reduced by pay.

## 5. Sectoral perspective:

Working in Public Sector is the only factor that is related to the sector that is used by D'Addio et al. (2007) , groped under this category. This factor significantly influences the job satisfaction of employees.

**Table 4- Categorization of the Factors**

Categories	Items	Total Number of Factor
<b>Personal perspective</b>	Race/sex, Age, Expectation, Motivation, Emotional Exhaustion, Emotional Demands, Quantitative Demands, Burnout, Emotional Dissonance, Self-Efficacy, Demographic Factor, Psychological Variables, Intrinsic Satisfaction, Worklife balance, Education, Seniority, Positive Affectivity, Esteem, Self- Actualisation, and Social Trust	20
<b>Organisational perspective</b>	Supervisor Support, Skill Utilization, Distributive Justice, Empowerment, Safety and Protection, Performance Evaluation System, Management Style, Communication, Organisation Structure, Co-worker Support, Company Policy, Working Condition, Socialization, Procedural Justices, Leadership, Bureaucracy, Organisational Support, Size of the organization, Managerial Rank, Career Development, Promotional Opportunities, Performance Appraisal, Administration, Factors related to HR, Workplace Participation, Employee Development, Recognition, Organizational Justice, Relationships with Co-workers, Diversity Management, Relationships with Supervisors, Organizational Culture, Senior Management, Training and Advancement, Supervision, Learning Opportunities, Institutional Confidence, trust in co-worker, social equity, supervisor support, work environment, work itself, and trust in supervisor	43

<b>Economical perspective</b>	Growth Rate, Unemployment Rate, Employment, Economic Factors, and Concern for National Problem	5
<b>Job related perspective</b>	Autonomy, Job Introduction, Role Ambiguity, Job design, Working Schedule, Routinisation, Variety in the Job, Job Identity, Responsibility, Job Insecurity, Job Clarity, Fringe Benefit, Variety, Task Significance, Task Identity, Task Variety, Autonomy, Pay, Benefits and Compensation, Number of hours worked per week, Temporary Job, Commuting Time, Part-time Work, Physical Effort, Financial Job Properties, Nonfinancial Job Properties, Workload Intensity, Sense of Achievement arising from work, Challenging Trend, Training Supervision, Income Satisfaction, Job Emotions, Job Cognitions, monotony, feedback, role conflict and , Interesting & exciting job content	37
<b>Sectoral perspective</b>	Working in Public Sector	1

**Table 5- Status of the Factors**

<b>Significance</b>	<b>Factors</b>
<b>Significantly Increase</b>	Performance appraisal, Demographic factor, Psychological variables, Administration, Factors related to HR, Workplace participation, Intrinsic satisfaction, Skill utilization, Expectation, Employee development, Job introduction, Recognition, Organizational justice, Relationships with Co-workers, Responsibility, Diversity management, Co-worker support, Relationships with Supervisors, Worklife balance, Organizational culture, Benefits and Compensation, Senior management, Non-financial Job Properties, Economic factors, Workload intensity, Sense of achievement arising from work, Interesting, exciting job content, Training and Advancement, Supervision, Income satisfaction, Learning opportunities, Job emotions, Job Cognitions, Work itself, Work environment, Trust in Supervisor, Task variety, Career development, Task significance, Variety, Managerial rank, Size of the organization, Self-efficacy, Organisational support, Procedural justices, Socialization, Working condition, Company policy, Job identity, Variety in the job, Organisation structure, Communication, Management style, Performance evaluation system, Safety and protection, Working in public sector, Working schedule, Job design, Empowerment, Supervisor support, Social trust, Institutional confidence, Self- actualisation , Esteem, and Positive affectivity
<b>Significantly Decrease</b>	Number of hours worked per week , Temporary job, Commuting time, Part-time work, Monotony, Physical effort, Seniority, Financial job properties, Challenging trend, Training supervision, Worklife balance, Feedback, Employment, Fringe benefit , Emotional dissonance, Burnout, Bureaucracy, Job insecurity, Emotional demands, Emotional exhaustion, Routinisation, Unemployment rate, Growth rate, Role conflict, Role ambiguity, and Distributive justice
<b>No Change</b>	Demographic factor, Task identity, Quantitative demands, Leadership, Motivation, Age, Race/sex, Social equity, and Concern for National problem
<b>Removed</b>	Education, Promotional opportunities, Autonomy, Pay, job clarity, Trust in Co-worker , and Autonomy

Table 6 stated the information about the 51 article used in this study with the name of their respective journal.

**Table 6- Articles used in this Studies**

<b>Sr. No.</b>	<b>Title</b>	<b>Reference</b>	<b>Journal</b>
1	“Consequences of corruption: determinants of public servants’ job satisfaction and performance”	Venard et al. (2022)	“International Journal of Human Resource Management”
2	“Factors Contributing to Korean Employees’ Job Satisfaction: A Multilevel Study”	Yun et al. (2019)	“Journal of Career Development”
3	“Determinants of Job Satisfaction Among U.S. Federal Employees: An Investigation of Racial and Gender	Lee et al., (2019)	“Public Personnel Management”



	Differences”		
4	“Mining the voice of employees: A text mining approach to identifying and analysing job satisfaction factors from online employee reviews”	Jung & Suh (2019)	“Decision Support Systems”
5	“Examining the determinants of Job satisfaction among tourism workers”	Lillo-Bañuls et al. (2018)	“Tourism Economics”
6	“Antecedents of Truck Drivers’ Job Satisfaction and Retention Proneness”	Prockl et al. (2017)	“Journal of Business Logistics”
7	“Socioeconomic factors affecting the job satisfaction levels of self-employed container truck drivers: a case study from Shanghai Port”	Jiang et al. (2017)	“Maritime Policy and Management”
8	“Job satisfaction in the civil service department of Lithuania: Analysis of extrinsic and intrinsic factors”	Vaidelyte & Sodaityte (2017)	“Public Policy and Administration”
9	“Factors influencing employee job satisfaction in Ghana’s hotel industry”	Amissah et al. (2016)	“Journal of Human Resources in Hospitality and Tourism”
10	“Moderating Effects of Immigrant Status on Determinants of Job Satisfaction: Implications for Occupational Health”	Ko et al. (2015)	“Journal of Career Development”
11	“Job emotions and job cognitions as determinants of job satisfaction: The moderating role of individual differences in need for affect”	Schlett & Ziegler (2014)	“Journal of Vocational Behavior”
12	“External job satisfaction factors improving the overall job satisfaction of selected five-star hotel employees”	Coughlan et al. (2014)	“South African Journal of Business Management”
13	“Determinants of job satisfaction and turnover intentions of public employees: Evidence from US federal agencies”	S. Kim & Park (2014)	“International Review of Public Administration”
14	“Exploring the Determinants of Job Satisfaction of Civil Servants in Beijing, China”	X. Yang & Wang (2013)	“Public Personnel Management”
15	“Workplace Guanxi: Its Dispositional Antecedents and Mediating Role in the Affectivity-Job Satisfaction Relationship”	Zhai et al. (2013)	“Journal of Business Ethics”
16	“Determinants of job satisfaction for salaried and self-employed professionals in Finland”	Hytti et al. (2013)	“International Journal of Human Resource Management”
17	“Determinants of job satisfaction: A European comparison of self-employed and paid employees”	Millán et al. (2013)	“Small Business Economics”
18	“Job satisfaction of women managers in Lebanon: The effect of organizational factors in the services industry”	Tlaiss (2013)	“International Journal of Cross Cultural Management”
19	“Antecedent and consequences of flight attendant’s job satisfaction”	Y. K. Kim & Back (2012)	“Service Industries Journal”
20	“Job satisfaction: factor analysis of Greek primary school principals’ perceptions”	Saiti & Fassoulis (2012)	“International Journal of Educational Management”
21	“Exploring working conditions as determinants of job satisfaction: An empirical test among Catalonia service workers”	Marín-García et al. (2011)	“Service Industries Journal”
22	“Antecedents and outcomes of flight attendants’ job satisfaction”	Ng et al. (2011)	“Journal of Air Transport Management”
23	“An empirical investigation of organisational antecedents on employee job satisfaction in a developing country”	Halepota & Shah, (2011)	“Transforming Government: People, Process and Policy”
24	“Antecedents and consequences of job satisfaction in the hotel industry”	J. Te Yang, (2010)	“International Journal of Hospitality Management”
25	“A Study of Job Satisfaction and Factors that Influence it”	Thekedam(2010)	“Management and Labour Studies”



26	"Effects of Individual and Organizational Factors on Job Satisfaction and Intent to Stay in the Hotel and Restaurant Industry"	K. Kim & Jogaratnam (2010)	"Journal of Human Resources in Hospitality and Tourism"
27	"Factors Influencing Job Satisfaction: A Study on the Technical Institutions in Chhattisgarh"	Jeswani et al. (2009)	"Management and Labour Studies"
28	"Intrinsic and extrinsic factors impacting casino hotel chefs' job satisfaction"	Chuang et al. (2009)	"International Journal of Contemporary Hospitality Management"
29	"Factors affecting employees' job satisfaction in public hospitals: Implications for recruitment and retention"	Rad & De Moraes (2009)	"Journal of General Management"
30	"Factors influencing job satisfaction in transitional economies"	Mihajlović et al. (2008)	"Journal of General Management"
31	"Antecedents of repatriates' job satisfaction and its influence on turnover intentions: Evidence from Spanish repatriated managers"	Eugenia Sánchez Vidal et al. (2007)	"Journal of Business Research"
32	"An analysis of the determinants of job satisfaction when individuals' baseline satisfaction levels may differ"	D'Addio et al. (2007)	"Applied Economics"
33	"An investigation of factors affecting job satisfaction"	Tutuncu & Kozak (2007)	"International Journal of Hospitality and Tourism Administration"
34	"Job satisfaction in Britain: Individual and job-related factors"	Gazioglu & Tansel (2006)	"Applied Economics"
35	"Education and the determinants of job satisfaction"	Vila & García-Mora (2005)	"Education Economics"
36	"Determinants of sales manager job satisfaction. An analysis of Spanish industrial firms"	Garrido et al. (2005)	"International Journal of Human Resource Management"
37	"An empirical test of antecedents and consequences of salesperson job satisfaction among Polish retail salespeople"	Brashear et al. (2003)	"Journal of Business Research"
38	"Development of a Job Satisfaction Factor Model for the Lodging Industry"	Mount & Bartlett (2002)	"Journal of Human Resources in Hospitality and Tourism"
39	"Determinants of job satisfaction of municipal government employees"	Ellickson & Logsdon (2002)	"Public Personnel Management"
40	"Supervisory factors affecting job satisfaction in public accounting firms"	Allen Clabaugh et al. (2000)	"Australian Accounting Review"
41	"The determinants of job satisfaction among United States Air Force security police: A test of rival theoretical predictive models"	Reiner & Zhao (1999)	"Review of Public Personnel Administration"
42	"Structural determinants of job satisfaction and organizational commitment in turnover models"	Gaertner (1999)	"Human Resource Management Review"
43	"Determinants of job satisfaction of federal government employees"	Ting (1997)	"Public Personnel Management"
44	"Determinants of Employee Job Satisfaction: An Empirical Test of a Causal Model"	Agho et al. (1993)	"Human Relations"
45	"Antecedents and consequences of job satisfaction among information centre employees"	Igbaria & Guimaraes (1992)	"Journal of Management Information Systems"
46	"Non-Work Factors and Job Satisfaction Revisited"	Liou et al. (1990)	"Human Relations"
47	"Factors Affecting Job Satisfaction of Supervisors"	Knowles & Knowles (1978)	"Journal of Industrial Relations"
48	"Research note: cultural and situational determinants of job satisfaction among management in liberia"	Howell et al. (1975)	"Journal of Management Studies"
49	"Cultural and situational determinants of job satisfaction amongst management in south africa — a research note"	Blunt (1973)	"Journal of Management Studies"
50	"Determinants of job satisfaction in the UAE: A case study of	Abdulla et al.	"Personnel review"

	the Dubai police”	(2011)	
51	“Determinants of employee job-satisfaction - an empirical-test of a causal model”	Agho et al. (1993)	“Human relations”

## CONCLUSION

The results showed that the organisation management has a significant impact on job satisfaction. Numerous organisational management practises have been shown to increase job satisfaction e.g. Performance appraisal, Demographic factor, Psychological variables, Administration, Factors related to HR, Relationships with Supervisors, Diversity management, Relationships with Co-workers, Recognition, Employee development, Organizational justice, Intrinsic satisfaction, Workplace participation, Worklife balance, Organizational culture, Benefits and Compensation, Senior management, Non-financial Job Properties, Economic factors, Workload intensity, Training and Advancement, Job Cognitions Sense of achievement arising from work, Interesting, exciting job content, Supervision, Income satisfaction, Learning opportunities, Job emotions, Work itself, Work environment, Trust in Supervisor, Task variety, Career development, Task significance, Variety, Managerial rank, Size of the organization, Self-efficacy, Organisational support, Procedural justices, Socialization, Responsibility, Working condition, Company policy, Job identity, Co-worker support, Variety in the job, Organisation structure, Communication, Management style, Performance evaluation system, Safety and protection, Expectation, Working in public sector, Working schedule, Job design, Empowerment, Job introduction, Skill utilization, Supervisor support, Social trust, Institutional confidence, Self-actualisation, Esteem, and Positive affectivity has been demonstrated to be positively influence to employees satisfaction toward their job. These thorough findings are integrated to offer helpful advice for the real-world management of employees.

This study found that Performance appraisal, Administration, Factors related to HR, Workplace participation, Employee development, Recognition, Organizational justice, Relationships with Co-workers, Diversity management, Relationships with Supervisors, Organizational culture, Senior management, Training and Advancement are related to job satisfaction. To increase employees' job satisfaction, managers should foster a positive workplace culture and carry out supportive initiatives that are both efficient and successful. Additionally, businesses should offer their staff member's chances to receive training and refresh their abilities. This viewpoint emphasised the need for efficient management practises and procedures. From a personal standpoint, it is necessary to develop family-work-supporting policies to increase job satisfaction. Previous studies have stated that Self-actualisation, Esteem, Positive affectivity, psychological variables, intrinsic satisfaction, social trust, Self-efficacy, seniority, and Expectation have increased employees' job satisfaction. Thus, the employees' self-development is necessary to ensure that they accomplish their duty properly.

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