

Important Factors affecting Job Satisfaction: A literature review

Ampol Chayomchai

*Human Resource Management Department, Faculty of Management Science,
Phetchabun Rajabhat University, THAILAND
Author E-mail: ampol.cha@pcru.ac.th*

Abstract : *Managing the organization to achieve strategic goals is the duty of corporate executives at all levels, who must focus on managing the organization's human resources for efficiency and effectiveness. Human resources are considered an important component that will make an organization successful in operating according to its set goals. Efficient and effective human resource management is an important starting point for the success of any organization, whether a government organization or a business. For this study, the researcher reviewed literature and research related to job satisfaction. This is because previous research has found that job satisfaction is important to productivity, organizational commitment, and organizational success. The goal of this study is to create a conceptual framework from the research. This will be beneficial to the organization in human resource management in the future, including academic benefits because other academics can use this concept framework in future studies. The results of this study found that four important factors influencing job satisfaction include job characteristics, work compensation, work advancement, and work environment. The researcher suggests that corporate executives should manage the organization's human resources by focusing on promoting activities related to these important factors. The results will ultimately lead to the success of the organization.*

Keywords – *Job Satisfaction, Job Characteristics, Compensation, Work Advancement, Work Environment*

I. INTRODUCTION

Operating an organization to create success and growth cannot deny the importance of human resource management. Human resources in an organization are one of the most important elements that will make the organization successful in its operations, regardless of whether it is in the public or private sector. Executives at all levels are directly responsible for managing the organization's human resources to work efficiently and create results according to the organization's goals. Executives need to give importance to the organization's human resource management. Efficient and effective human resource management is considered a very important starting point for the success of the organization's goals (Phuong & Vinh, 2021; Rattanukul & Muhammad, 2020). It cannot be denied that human resources are the most important part of leading an organization to be successful and sustainable. Organizational executives need to understand the concept of human resources and the various important factors that affect it. To manage this aspect efficiently and lead to success, the human resource management factors that make work successful are often related to creating satisfaction in the work of personnel in the organization. Employee satisfaction is related to abstract feelings or attitudes that vary from person to person. When a person receives a response that exceeds their needs or expectations, they will feel satisfied. Conversely, if what is received is less than what is needed or expected, one will feel dissatisfied (Phuong & Vinh, 2017; Sypniewska, 2014). As for job satisfaction, it refers to the feelings of the organization's personnel towards various factors in many aspects of the organization, such as the nature of work to be performed, relationships with co-workers, aspects related to supervisors, work advancement, salary and benefits received, etc. Then those things will result in satisfaction, encouragement, and a willingness to work to their full potential in the organization (Phuong & Vinh, 2017; Rattanukul & Muhammad, 2020; Sinpattanaphong, 2017). Although it can be challenging to attain, job satisfaction promotes relaxation and mental stability, which in turn spark greater enthusiasm and creative output. Workers who are happier in their roles typically exhibit higher levels of vigor, passion, inspiration, and dedication to what they do. As a result, in the field of organizational

behavior, job satisfaction is regarded as the most significant and frequently researched attitude (Phuong & Vinh, 2021). Job satisfaction can be defined as an employee's positive feelings toward their job and the organization. It is related to many different factors, including job characteristics that are consistent with expectations, job advancement opportunities, compensation that is appropriate to the job, good relationships with co-workers and supervisors, etc. (Nivasaputra, 2017; Sinpattanaphong, 2017). It also includes a good feeling that results in sacrifice and determination to work fully until the work is successful according to the organization's objectives (Muangngen, 2017; Rahman, Akhter, & Khan, 2017).

Therefore, creating work satisfaction for employees in the organization is important in order to create a feeling of energy and willingness for employees to work to the best of their abilities in the organization both quantitatively and qualitatively, which will result in the organization's business operations in the end (Rahman, Akhter, & Khan, 2017; Rattanakul & Muhammad, 2020). Employees with high job satisfaction will work hard. The result is organizational commitment, which ultimately leads to organizational success (Rahman, Akhter, & Khan, 2017).

In this study, the researcher reviewed literature and research related to job satisfaction with the goal of creating a research model or framework. This will be beneficial to the organization in human resource management in the future, including academic benefits because other academics can use this model for future studies.

II. LITERATURE REVIEW

1. Job satisfaction

One important factor that affects the success of an organization is employee satisfaction in working for the organization. Organizations are made up of many important components, one of which is human resources. Therefore, executives must focus on creating organizational success through various important factors. Job satisfaction is one of the most important work attitudes for human resources in a business (Hemakumara, 2020). It is the means by which employees express their attitudes and actions regarding their employment, environments, and working lives (Shafazawana, et al., 2016). In actuality, a wide range of factors influence job satisfaction, and the precise nature of these factors varies depending on the nature of the job, the industry, or the research setting (Phuong & Vinh, 2021). It is possible to draw the conclusion that satisfaction is defined as the joy or disillusionment that results from contrasting expectations with actual experiences (Lizote, et al., 2017). The management of human resources in businesses depends heavily on job satisfaction. According to Luz et al. (2018), there are numerous significant types of satisfaction, such as contentment with pay, contentment with job features, contentment with supervisors and coworkers, and contentment with professional advancement. Job satisfaction has been found to be impacted by a variety of factors, including compensation, the influence of a supervisor, prospects for advancement, coworkers, and the job itself (Soelton et al., 2020). The psychological process of thinking about making decisions about one's job as a means of expressing discontent with the workplace at large involves thinking about quitting (Putri & Setianan, 2019). Numerous empirical investigations have demonstrated that job satisfaction is a multifaceted concept with numerous dimensions. For example, the nine dimensions of job satisfaction are determined as follows: compensation, nature of work, coworkers, promotion, supervision, fringe benefits, operating procedures, and communication (Phuong & Vinh, 2021). Management needs to focus on the compensation system and create a program that provides appropriate and fair compensation to all employees of the organization to support their success and create employee satisfaction (Farida & Wiyarni, 2019). In conclusion, employee satisfaction is very important to the success of an organization. Successfully managing the organization by creating satisfaction for employees at all levels within the organization is an important duty of corporate executives who must focus on managing the organization's human resources for efficiency and effectiveness. From past research, it has been found that there are many important factors that affect employee satisfaction. Organizational executives must search for such important factors in order to develop programs to promote employee job satisfaction.

2. Job Characteristics

Job characteristics refer to the work that a person must do in an organization or the work assigned by a superior in the organization. Good job characteristics mean work that has interesting characteristics, work that

one can be proud of, work that is challenging, work that is appropriate to one's knowledge and abilities, and work that uses creative thinking (Muangngoen, 2017). It may include the interestingness of the job, the challenge of the job, the novelty of the job, opportunities to learn about the job, perception, responsibilities, methods of work. These things cause personnel to be satisfied with their work and have a desire to work continuously, and result in commitment to their work (Naowarat & Muhammad, 2017). Therefore, job characteristics are considered one of the important factors affecting the job satisfaction of employees in the organization. A study by Sinpattanaphong (2017) that studied factors affecting job satisfaction of employees of the Metropolitan Electricity Authority, Bangkok Province. The results of the study found that factors related to the nature of work affect the job satisfaction of employees of the Metropolitan Electricity Authority, Bangkok Province. Rattanakul and Muhammad (2020) studied factors affecting job satisfaction of company employees in Pathum Thani Province, Thailand. The research found that the Job characteristics significantly influences the job satisfaction of company employees. A study by Kitpraputkul (2012) that studied factors affecting the job satisfaction of employees of a private company. The results of the study found that job characteristics in terms of salary were significantly related to job satisfaction among employees in the company. While a study by Naowarat and Muhammad (2017) that studied factors affecting the job satisfaction of primary school teachers in Thailand. The results of the study found that the nature of work affects the job satisfaction of such teachers. In addition, research by Niwasabut (2017) that studied factors affecting the job satisfaction of civil servants in the Customs Department. The results of the study found that Job characteristics significantly affect the job satisfaction. Therefore, it can be concluded that job characteristics play an important role in creating employee job satisfaction. The management therefore needs to create a program for developing job characteristics that are appropriate for all employees of the organization in order to promote and support employees' success in work.

3. Compensation

Compensation is one of the key elements in the successful management of an organization and is an important job of the organization's human resource management department. Compensation for work refers to the benefits that employees receive from working for the organization. This may be both monetary compensation and non-monetary compensation. This study will focus on only compensation that is primarily in the form of money, such as wages, salaries, bonuses, etc. The meaning of compensation in the form of direct money refers to the main compensation that employees receive from their employers, including wages, salaries, bonuses, commissions, qualifications or experience fees, and overtime wages. These are compensations that are primarily monetary (Sinpattanaphong, 2017). Wages refer to money that is calculated according to work done, often meaning that the money is appropriate to the work done, such as the money received is appropriate to the workload, the money received is fair to the workload, or other compensation is a special case based on the quality of work, etc. (Muangngoen, 2017). Explaining salary and benefits, academics emphasize this point as receiving a salary that is appropriate to one's abilities and the amount of work done, having sufficient income to meet basic necessities for living, and receiving other additional benefits such as medical expenses, children's education expenses, house rent, etc. (Muangngoen, 2017; Sinpattanaphong, 2017). The study of Hong, Hamid, and Salleh (2013) studied factors affecting the job satisfaction amongst employees of a factory in Malaysia. The study found that remuneration, especially employee salary, has a significant effect on employee satisfaction. Also, Rattanakul and Muhammad (2020) that studied factors affecting the job satisfaction of company employees in Pathum Thani Province, Thailand. The result found that employee compensation benefits significantly affect the job satisfaction of such employees. While the study of Muangngoen (2017) which studied factors affecting the job satisfaction of Thai Post employees, it found that salary and benefit factors significantly affect employee job satisfaction. This is consistent with the study of Niwasabut (2017) who studied factors affecting the job satisfaction of Thai Customs Department officials. The study showed that compensation significantly affects job satisfaction. Also, this is consistent with the study of Phuong and Vinh (2017) that studied factors affecting the job satisfaction of employees in the hospitality industry in Vietnam. The study results found that employee compensation clearly influences employee satisfaction. In addition, the study of Pandey and Asthana (2017) studied factors influencing job satisfaction among workers in the urban area of Uttar Pradesh, India. The study pointed out that employee compensation significantly affected employee satisfaction. Therefore, compensation provided by the company to its employees has an impact on job satisfaction as well. In

order to draw and keep workers in an organization, pay has supplanted job security as the primary factor influencing job satisfaction (Lestari, Haryono, & Puji, 2020). It can be concluded that the management must create a good compensation system to promote the success of employees' work and support factors related to appropriate compensation for the work of the organization's employees.

4. Work Advancement

Every employee working in an organization has a desire for work advancement. Everyone wants to work to make progress and be successful in their work, and that success affects the growth of the organization. Work advancement means fair promotion of employees in the organization, promotion of employees to higher positions, giving employees more opportunities to continue their education, allowing employees to receive support and develop their knowledge and abilities, and allowing employees in the organization to receive training or study visits to increase their knowledge and skills in performing their jobs better (Muangngen, 2017). The advancement in work is significant in having a higher position and higher compensation. Past studies have found that career advancement is clearly related to employee satisfaction in the organization (Hong, Hamid, & Salleh, 2013; Rattanakul & Muhammad, 2020; Phuong & Vinh, 2017). The opportunity to advance in an employee's job or career is an extrinsic motivator that greatly affects employee satisfaction in working for the organization (Pandey & Asthana, 2017). However, one aspect of career progress is gaining more responsibility (Phuong & Vinh, 2017). A study by Pandey and Asthana (2017) examined factors influencing job satisfaction in the working population in India. The results of this study also found the same influence, that is, work advancement affects the satisfaction of such employees. In a study by Rattanakul and Muhammad (2020) who studied factors affecting the job satisfaction of company employees in Pathum Thani Province, Thailand, the study revealed that the advancement in job positions of employees significantly affects the job satisfaction. This is consistent with the study of Hong, Hamid, and Salleh (2013) that studied factors affecting job satisfaction amongst employees of a factory in Seremban, Malaysia. The results of this study found that job advancement influences the satisfaction of employees. In addition, it is consistent with the study of Phuong and Vinh (2017) who studied factors affecting the job satisfaction of employees in the hospitality industry in the area of Danang City, Vietnam. This research also found that work advancement has a clear effect on satisfaction. Therefore, it can be concluded that management must create a system that promotes work advancement and supports environmental factors related to employee work advancement.

5. Work Environment

To work successfully, every employee working in an organization must inevitably face environmental factors in their work. Employees in the organization encounter a variety of features in their work environment, including availability of work equipment, relationships with managers and coworkers, and support from the organization's management (Havidez & Yandi, 2020). The work environment refers to the elements of work in an organization. This refers to the physical environment that affects the physical and mental condition of employees in an organization, such as work tools and equipment, lighting, heating, and ventilation of the workplace, and includes the social environment as well, including the relationship between leaders and subordinates (Pandey & Asthana, 2017; Rattanakul & Muhammad, 2020). An engaged workforce is a product of a positive work environment. Employee engagement is defined as a mindset that shows how much a worker identifies with and is emotionally invested in their work, as well as having the ability and resources to finish it (Putri & Setianan, 2019). Thus, it is possible to define employee engagement as a worker's willingness and optimistic attitude regarding actively taking part in their roles (Anindita & Seda, 2018). A study by Pandey and Asthana (2017), who studied factors influencing job satisfaction, found that the work environment has a significant influence on employee satisfaction in working for the organization. This is consistent with the study of Muangngoen (2017) who studied the factors affecting the job satisfaction of postal employees. The results of this study showed that work environment factors in the area of interpersonal relationships significantly affect employees' job satisfaction. And it is consistent with the study of Naowarat and Muhammad (2017) who studied factors affecting school teachers' job satisfaction. The study found that working conditions have a significant effect on teachers' job satisfaction. In addition, a study by Hong, Hamid, and Salleh (2013) that studied factors affecting job satisfaction amongst employees of a factory in Seremban, Malaysia, found that the work

environment of employees affects the satisfaction of such employees. This is consistent with the study of Phuong and Vinh (2017) that studied factors affecting the job satisfaction of employees in the hospitality industry in Vietnam. The study pointed out that the work environment of employees affects employee satisfaction. This is also consistent with the study of Rattanakul and Muhammad (2020) who revealed that the work environment in terms of relationships with co-workers significantly affects job satisfaction among employees of companies in Thailand. The environment at work is important because it affects job satisfaction (Phuong & Vinh, 2021). Therefore, it can be concluded that the working environment has a direct effect on the job satisfaction of employees in the organization. In order for the work to be successful for all employees working in the organization, the management must prepare various things related to the work environment of the employees.

III. RESEARCH FRAMEWORK

From the researcher's review of literature and research related to job satisfaction, the results of the study found four important factors that have a significant effect on job satisfaction: job characteristics, compensation, work advancement, and work environment, as shown in Figure 1.

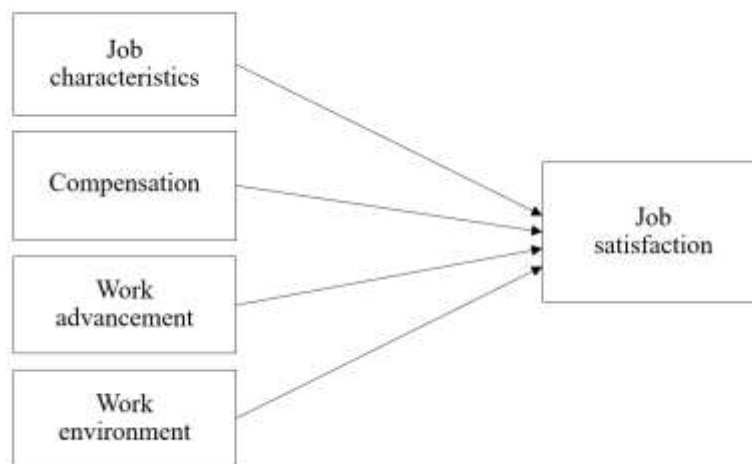


Fig. 1 Research framework

IV. CONCLUSION

When considering the success of an organization, employee satisfaction is a very important factor. Successfully managing an organization by creating satisfaction for employees within the organization is an important duty of corporate executives at all levels, who must focus on managing the organization's human resources for efficiency and effectiveness. From past research results, it has been found that there are many important factors that affect employee satisfaction. Organizational executives must know what important factors affect employee satisfaction in order to develop a program to promote employee satisfaction. Satisfaction in the work of employees. In the results of this study in the form of a literature review and important research, the researcher found four important factors that directly affect employee job satisfaction: job characteristics, compensation, and work advancement, and working environment. The researchers found several studies that pointed out the importance of four factors that have a significant effect on employee job satisfaction. The researcher recommends from the results of this study that the management involved in managing the organization's human resources should pay attention and strive to develop things related to four important factors that influence the satisfaction of employees in the organization. The results of such human resource operations will have a positive impact on the satisfaction of employees in the organization and ultimately affect the success of the organization. For future research, the researcher suggests that additional studies should be conducted to prove whether employee satisfaction influenced by the four important factors in the framework of this research actually affects the success of the organization and whether such success has. What does it look like?

REFERENCES

- [1] Anindita, R. & Seda, A. E. (2018). How employee engagement mediates the influence of individual factors toward organizational commitment. *Problems and Perspectives in Management*, 16(1), 276-283.
- [2] Farida, E. & Wiyarni. (2019). The effect of organizational climate and job stress on turnover intention with job satisfaction as an intervening variable: Case study of PT Grahamegaria Surabaya, East Java, Indonesia. *International Journal of Business Marketing and Management*, 4(4), 1-7.
- [3] Havidz, H. B. H. & Yandi, A. (2020). Determination of organizational commitment: Perceived organizational support, communication, and leadership styles. *Dinasti International Journal of Management Science*, 1(3), 430-454.
- [4] Hemakumara, M. G. G. (2020). The impact of job satisfaction on organizational citizenship behavior: A review of literature. *International Journal of Business and Social Science*, 11(12), 49-51.
- [5] Hong, L. C., Hamid, N. I. N. A., & Salleh, N. M. (2013). A study on the factors affecting job satisfaction amongst employees of a factory in Seremban, Malaysia. *Business Management Dynamics*, 3(1), 26-40.
- [6] Kitpraphruetkul, S. (2012). *Factors affecting job satisfaction of employees of Bangkok Resource Center Company Limited*. Master Thesis of Business Administration, Bangkok University.
- [7] Lestari, F., Haryono, S., & Puji, M. K. (2020). The effect of direct compensation and indirect compensation on job performance with job satisfaction as intervening variable in performance of temporary staff Umy. *International Journal of Business Marketing and Management*, 5(3), 1-10.
- [8] Lizote, S. A., Verdinelli, M. A., & Nascimento, S. (2017). Organizational commitment and job satisfaction: A study with municipal civil servant. *Brazilian Journal of Public Administration*, 51(6), 947-967.
- [9] Luz, C. M. D. R., Paula, S. L., & Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestao*, 25(1), 84-101.
- [10] Muangngoen, C. (2017). *Factors affecting job satisfaction of postal employees at Post Office District 6*. Master Thesis of Public Administration, Nakhon Sawan Rajabhat University, Nakhon Sawan.
- [11] Niwasabut, C. (2017). *Factors affecting job satisfaction of Customs Department civil servants*. Master Thesis of Public Administration, Siam University, Bangkok.
- [12] Naowarat, B. & Muhammad, K. (2017). Factors affecting job satisfaction of teachers at schools in Mueang District under the Suphanburi Primary Educational Service Area Office. *12th Graduate Research Presentation Conference*, Rangsit University, Pathum Thani.
- [13] Pandey, P. & Asthana, P. K. (2017). An empirical study of factors influencing job satisfaction. *Indian Journal of Commerce & Management Studies*, 8(3), 96-105.
- [14] Putri, W. H. & Setianan, A. R. (2019). Job enrichment, organizational commitment, and intention to quit: the mediating role of employee engagement. *Problems and Perspectives in Management*, 17(2), 518-526.
- [15] Phuong, T. T. K. & Vinh, T. T. (2017). An empirical study on factors effecting the job satisfaction of employees in the hospitality industry – a case of Danang city, Vietnam. *Asian Journal of Empirical Research*, 7(7), 160-175.
- [16] Phuong, T. T. K. & Vinh, T. T. (2021). Proposing a theoretical model to determine factors affecting on job satisfaction, job performance and employees loyalty for technology information (IT) workers. *International Journal for Applied Information Management*, 1(4), 201-209.
- [17] Rahman, K. U., Akhter, W., & Khan, S. U. (2017). Factors affecting employee job satisfaction: A comparative study of conventional and Islamic insurance. *Cogent Business & Management*, 4 (1), 1-15.
- [18] Shafazawana, Tharikh, M., Ying, C. Y., Zuliawati, Saad, M., Sukumaran, K. (2016). Managing job attitudes: The roles of job satisfaction and organizational commitment on organizational citizenship behaviors. *Procedia Economics and Finance*, 35, 604-611.
- [19] Sinpattanapong, T. (2017). *Factors affecting job satisfaction of Metropolitan Electricity Authority employees in Bangkok*. Master Thesis of Business Administration, Thammasat University, Bangkok.
- [20] Soelton, M., Visano, N. A., Noermijati, N., Ramli, Y., Syah, T. Y. R., & Sari, Y. J. (2020). The implication of job satisfaction that influence workers to practice organizational citizenship behavior (Ocb) in the work place. *Archives of Business Research*, 8(5), 33-48.
- [21] Sypniewska, B. A. (2014). Evaluation of Factors Influencing Job Satisfaction. *Contemporary Economics*, 8(1), 57-72.
- [22] Rattanukul, W. & Muhammad, K. (2020). Factors affecting job satisfaction of company employees in Pathum Thani Province. *Journal of Humanities and Social Sciences Rajapruerk University*, 6(2), 137-150.