



Relationship Between Job Satisfaction and Well Being in Employees: Systematic Review

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ABSTRACT

Well-being is a person's condition in which they feel and how a person can function properly on a personal and social level and how a person assesses their life as a whole. Job satisfaction is a positive feeling or emotional condition of employees in carrying out their duties, which can describe the general level of satisfaction with their work. This systematic review of reviews. Analyze the relationship of job satisfaction with various forms of well-being such as psychological, mental, subjective and teacher well-being. The review results show that job satisfaction affects employee well-being, employees with high job satisfaction tend to have good psychological, mental, teacher and subjective well-being. With these findings, it is expected that companies pay more attention to employee job satisfaction which can affect the well-being and performance of employees.

INTRODUCTION

The main and most important capital in a contemporary organization is human or commonly known as human capital, where humans become the main capital not only an object that follows the program of the organization but a subject that is expected to be able to develop the organization. So that with this understanding, the development of an organization must be in line with the demands of meeting increasingly complex human needs (Mujib, 2012). Well-being is a person's condition in which they feel and how a person can function well on a personal and social level and how a person assesses their life as a whole (Jarden and Roache, 2023). Well-being is a person's hope to feel more positive things in life, a tendency to have an optimistic outlook, satisfaction, and happiness. Well-being is divided into two concepts, namely hedonic well-being and eudaimonic well-being. Hedonic well-being is an evaluation of one's life emotionally and cognitively, which includes pleasant feelings that often arise, unpleasant feelings that rarely arise, and life satisfaction. While eudaimonic well-being is a need regarding self-actualization, psychological development and achievement of self-potential in the concept of eudaimonic well-being refers to Ryff's concept of psychological well-being (Tov, 2018).

LITERATURE REVIEW

The operational activities and success of a company can also be influenced by job satisfaction, so it can be said that job satisfaction is an important factor for a company. Job satisfaction can also increase employee productivity where employees who are satisfied with their jobs are more likely to be enthusiastic and productive in carrying out their duties (Sinaga, 2024). Job satisfaction is a positive, relaxing, and calming effect that a person tries to get from his work environment which is a general attitude towards work, reactions to the work environment and how a person feels about different aspects of their job (Kurt and Demirbolat, 2019). Positive or negative feelings that are felt in relation to work, feeling satisfied or dissatisfied that employees feel about their work and the level of the company or organization in meeting the needs of employees while working. Job satisfaction can occur if there is a match between individual needs and organizational expectations (Kurt and Demirbolat, 2019).

Employee job satisfaction can be seen from the form of interaction between employees and coworkers, superiors, obeying the rules where the attitude raised by employees in their work can be an illustration of feelings towards job satisfaction Rosmaini (2019, in Ayu and Nurani, 2023). The lack of attention given by the company in employee job satisfaction can cause a sense of discomfort and disrespect, if this is constantly allowed, it will result in employee performance where employees cannot increase their potential. An employee who does not have job satisfaction will not have psychological satisfaction or well-being and can create negative behavior that can make employees aggressive, negative behavior can be shown by frequent absences from work, quitting work and avoiding company activities (Asya and Nurwidawati, 2023).

METHODOLOGY

In the review process, the author starts by creating research questions using the SPIDER formula (Sample, Phenomenon Of Interest, Design, Evaluation, Research Type). The research question in this review is does job satisfaction affect employee well-being? After finding a research question, the author searches for related journals regarding job satisfaction and well-being by using the keywords job satisfaction, well-being, and happiness in searching for journals in the database. The databases used are google scholar, and scopus. After searching, 707 journals were collected, then the author checked for duplication using Rayyan and there were 10 duplicate journals. Furthermore, the author screened the titles and abstracts where there were 28 journals included in the full text selection but after full text selection only 13 journals were included in the review. The flow of journal selection can be seen in the prism graph in Figure 1. In searching for journals, the author sets inclusion criteria and exclusion criteria. The inclusion criteria are journals in English and Indonesian, published from 2012 -2025, discussing job satisfaction and well-being. The exclusion criteria are journals that are not in English and Indonesian, do not discuss job satisfaction and well-being.

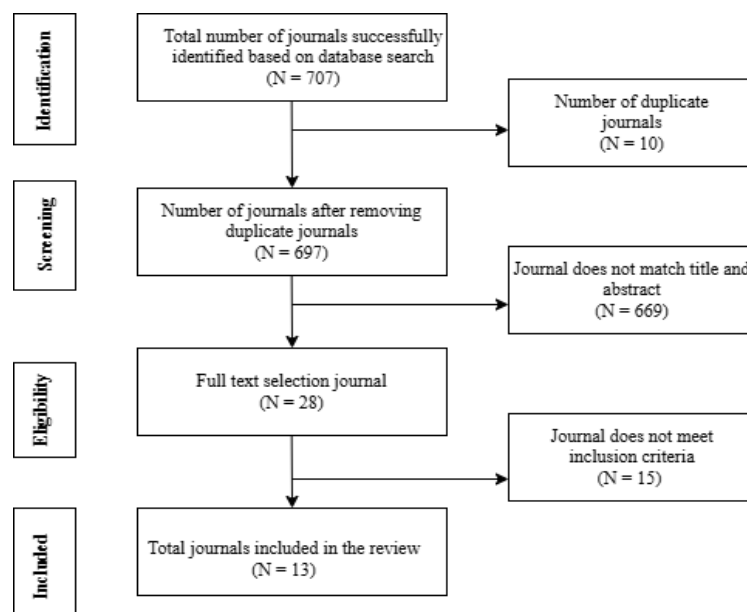


Figure 1. PRISMA graph of journal selection flow.

RESULTS AND DISCUSSIONS

According to Nuhendra and Saraswati, (2016) job satisfaction is a condition where employees feel pleasant feelings towards their work, that way companies need to pay attention to the job satisfaction of their employees because job satisfaction is important. Meanwhile, according to Ahmadiansyah, (2020) job satisfaction is a positive feeling or emotional condition of employees in carrying out their duties, which can describe the general level of satisfaction with their work. Munandar, (2012) states that an employee who feels dissatisfied with his job will often complain, insubordinate, avoid responsibility, and may

even leave his job. Job satisfaction can be said to be a response that explains a person's feelings towards his job. Job satisfaction is a combination of cognitive satisfaction and affective satisfaction of a person in the company (Ahmadiansyah, 2020). Increased satisfaction will form a work atmosphere that encourages employees to excel and create a comfortable and pleasant situation (Nuhendra and Saraswati, 2016). Job satisfaction is a determining factor for employee performance where employees will have good performance if they have high job satisfaction, and conversely employees will have poor performance if they have low job satisfaction. So that an employee feels satisfaction with the work done can affect the performance of the employee himself (Suryani, 2022).

Well-being is a person's condition in which they feel and how a person can function properly on a personal and social level and how a person assesses their life as a whole (Jarden and Roache, 2023). Job satisfaction in employees has a close relationship to well-being where job satisfaction affects well-being, based on research conducted by Ayu and Nurani, (2023) found the results that job satisfaction has a positive and significant effect on subjective well-being there are piecework and daily employees. Then research conducted by Tanujaya, (2014) found that job satisfaction and psychological well-being have a positive and significant relationship. So it can be interpreted that the higher the job satisfaction that employees have, the higher the level of well-being, both well-being.

Table 1. List of Variables that Affect Job Satisfaction and Well-Being

No	Author	Subject	Job Satisfaction Scale	Forms of Well-being
1	Leow, K et al (2020).	111 full-time high school teachers	Job satisfaction was measured with the Teacher Job Satisfaction Scale.	Mental well-being with the Warwick-Edinburgh Mental Well-being Scale.
2	Karabati, Set al (2019).	383 Paid workers and self employed	Job satisfaction is measured by the Satisfaction with Life Scale (SWLS).	Subjective well-being with the global subjective happiness scale
3	Jarosova, D et al (2017).	There are 1190 midwives working in	Job satisfaction was measured using the McCloskey/Muel	Subjective well-being with 3 scales. 1. Positive

		hospitals in Asia and Europe.	ler Satisfaction Scale (MMSS).	Affect Scale. 2. Negative Affect Scale. 3. Positive and Negative Affect scale
4	Capone, V et al (2022).	There are 609 teachers from public schools in Italy	Job satisfaction is measured by The Job Satisfaction Scale.	Mental well-being with The Italian Mental Health Continuum Short Form (MHC-SF) scale.
5	Liona, R & Yurniardi, M. S. (2020).	269 Workers	Job satisfaction is measured by The Job Satisfaction Survey scale.	Psychological well-being with Ryff's Psychological Well-being Scales.
6	Hussain, S et al (2022).	167 private secondary school teachers	Job satisfaction is measured by the Job Satisfaction Survey (JSS) scale by Spector	Well-being with the WHO Well-being Index scale.
7	Calaguas, G. M. (2017).	251 primary education teachers	Job satisfaction is measured by The Generic Job Satisfaction Scale (GJSS).	Subjective well-being with the Satisfaction with Life Scale (SWLS).
8	Han, W. (2022).	English teachers 343	Job satisfaction	Psychological well-being
9	Bansal, D et al (2021).	100 government workers	Job satisfaction is measured by the Job Satisfaction Scale (JSS).	Psychological well-being with the Psychological Well-being scale (PWb, Ryff et al.,

				1989).
10	Krisnauli et al, (2024)	Mothers who work as entrepreneurs	Job satisfaction was measured with the Minnesota Satisfaction Questionnaire scale.	Psychological well-being with Ryff's Psychological Well-being scale
11	Idris, W. I. W et al, (2023)	There are 977 preschool teachers in Selangor, Malaysia	Job satisfaction is measured with the Teacher Job Satisfaction Scale.	Teachers' Well-Being with the PERMA Profiler by Seligman scale
12	Gurková, E, et al (2012)	There are 450 nurses working in the medical and surgical departments.	Job satisfaction was measured using the Home Healthcare Nurses' Job Satisfaction Scale,	Subjective well-being with the Positive Affect Scale
13	Marcheline, & Adiaty (2021).	Employees who work inconsistently with their educational background	Job satisfaction measured by satisfaction scale	Psychological well-being with Scale of Psychological Well-Being (SPWB) scale

Table 1 is the relationship between job satisfaction and forms of well-being where the average research subject is a worker both working as a private worker and a public worker. Based on the results of the article review, several forms of well-being were found, including mental well-being, psychological well-being, subjective well-being, well-being, and teacher well-being. The type of well-being that is most widely used in research is psychological well-being, where 5 journals discuss psychological well-being, then 4 journals discuss subjective well-being. Overall, job satisfaction has an influence on well-being, both psychological well-being, mental well-being, subjective well-being and teacher well-being. Job satisfaction has an influence on teacher well-being such as research conducted by Hussain et al, (2022) job satisfaction based on aspects (salary, promotion, benefits, awards, coworkers, nature of work) has a significant relationship with well-being or well-being in teachers. In teachers, job satisfaction is important because job satisfaction can affect teacher professionalism. In addition, communication is

part of job satisfaction which has a significant influence on well-being. There are differences in the level of satisfaction and well-being between teachers who work in the state and in the private sector, where teachers who work in the state have high job satisfaction and well-being compared to teachers who work in the private sector. This difference can occur because of the support resources, integrity and job security of public teachers.

Then the same thing with research conducted by Idris et al (2023) that job satisfaction has a significant effect on teacher well-being when job satisfaction increases, well-being also increases where teachers who have high job satisfaction will build good and positive relationships with students, coworkers, and parents of students so that positive emotions are part of well-being that can improve life well-being (Idris et al, 2023). Whatever the source of job satisfaction, prosperous teachers are teachers who are able to identify their abilities, overcome life problems, and can be useful in the social environment. Therefore, it is important to know the factors that can be related to well-being. Teachers' well-being can be seen from their satisfaction with their work, and the place where they work, if they ignore teacher well-being, it can affect the teacher's ability to overcome student problems and also teacher well-being is positively correlated with student learning activities and teacher performance itself. Teachers who are satisfied with their jobs tend to behave positively, and adaptively (Hussain et al, 2022).

Then job satisfaction has a positive influence on mental well-being based on research conducted by Leow et al (2020) showing the results that there is a positive interaction between job satisfaction and mental well-being, especially in teacher subjects. Teacher job satisfaction is influenced by aspects of the relationship between teachers and students, coworkers, and also parents of students, besides that teacher job satisfaction can be influenced by the people they contact or interact with every day. A supportive work environment will develop a sense of belonging and attachment to coworkers, which will have a direct impact on job satisfaction. When teachers have attachment with students they will experience high levels of job satisfaction which can contribute to mental well-being. The same results also occur in research conducted by Capone et al (2022) job satisfaction affects mental well-being but female workers have low mental well-being compared to male workers this could be due to gender differences for women maintaining work-life balance is more difficult and challenging.

Then in the form of subjective well-being, job satisfaction has a significant influence, such as research conducted by Karabati et al (2019), getting the results of someone who is satisfied with his job has high subjective well-being and life satisfaction. Someone who has low job satisfaction broods more often and low subjective well-being and life satisfaction. Someone who is satisfied with work will feel happy and a sense of happiness refers to life satisfaction and job dissatisfaction can cause stress and reduce happiness and subjective well-being. Calaguas, (2017), added that job satisfaction and subjective well-being are interrelated and cannot be ignored where a person's satisfaction with their job is an experience that can have an impact on well-being and professionalism in the

work performed. Gurková et al, (2012) said that a person has high job satisfaction if he gets appreciation and has a good relationship at work. Recognition from superiors and coworkers and salary are factors that can affect job satisfaction and can increase job satisfaction. Research conducted by Jarosova et al (2017) found different results where job satisfaction does not affect subjective well-being this happens because of the large number of respondents used besides social support, salary, good relationships, and a sense of control at work are things that make feel more satisfied and happy.

Job satisfaction also predicts well-being in the form of psychological well-being in employees such as research conducted by Liona and Yuniardi, (2020) feelings of satisfaction or dissatisfaction felt by an employee towards his job will affect performance, when an employee has high job satisfaction it will improve performance, productivity, and creativity. Workers who are satisfied with their jobs often feel better in psychological aspects so that when job satisfaction is high, psychological well-being is also high. Workers who have good well-being will have a purpose in life, self-control, and a positive attitude. Han, (2022 in Dwiyanti et al, 2019) states that job satisfaction has a relationship with a person's mental health, an employee who is satisfied with the work done will develop and increase productivity. If an employee is dissatisfied with the work done, he will experience psychological problems such as depression which will affect life and work. Bansal et al, (2021) added that women have higher job satisfaction than men and differences in job satisfaction occur in an employee who works for the government and the private sector where someone who works in the government is more satisfied with his job than someone who works in the private sector and someone who works in the government has higher psychological well-being than private workers.

In a study conducted by Krisnauli et al (2024) where the subject of this study was a mother who worked as an entrepreneur found quite interesting results. Mothers who work as entrepreneurs have high job satisfaction this can occur because they get extra money and profits and feel satisfied because they can help family finances. Mothers who work as entrepreneurs have moderate psychological satisfaction due to complexity and several challenges, besides that psychological well-being can be influenced by social support and education level also plays an important role in psychological well-being where the higher the level of education, the higher the psychological well-being and vice versa. Research conducted by Marcheline and Adiati (2021) found consistent results where job satisfaction affects employee psychological well-being, the more satisfied employees are with their jobs, the higher their psychological well-being and the more dissatisfied with their jobs, the lower their psychological well-being.

CONCLUSIONS AND RECOMMENDATIONS

From the discussion that has been described, it can be concluded that job satisfaction is one of the important factors that significantly affects individual well-being, both in the form of mental, psychological, and subjective well-being. Job satisfaction not only reflects the extent to which individuals feel comfortable

and satisfied with their work, but is also an important indicator in understanding the quality of work life and its implications for the social and emotional functioning of individuals in the organization. In the context of contemporary organizations that place humans as the main capital or human capital, employee welfare is an aspect that cannot be ignored, considering that humans are not only as objects of implementation, but as subjects who play a role in developing and advancing the organization. In particular, in professions such as teaching, job satisfaction has a direct relationship with professionalism, teaching quality, and the ability to create a positive learning environment.

Teachers who are satisfied with their jobs tend to have higher well-being, both psychologically and socially, which will ultimately lead to improved performance and healthy relationships with students, coworkers, and other related parties. Therefore, it is important for every institution or work institution to pay attention to and manage factors that can increase job satisfaction, such as a reward system, a supportive work environment, healthy interpersonal relationships, and space for self-actualization. By paying attention to these aspects, organizations will not only improve individual welfare, but also create human resources that are more productive, adaptive, and able to make a positive contribution to the achievement of organizational goals in a sustainable manner. Therefore, job satisfaction management should be an integral part of human resource management strategy in creating a healthy, competitive, and long-term welfare-oriented organization.

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FURTHER STUDY

This research has several limitations that need to be considered. First, the coverage of the databases used is limited to Google Scholar and Scopus, so there is a possibility that relevant articles from other databases have not been reached. Second, most of the articles reviewed used quantitative methods with a cross-sectional design, so the relationship between job satisfaction and well-being cannot be explained causally. In addition, the variety of research subjects - including teachers, nurses, private and public employees, and working mothers - makes it difficult to generalize the findings to a specific population.

As suggestions for future research, it is suggested to:

1. Use the meta-analysis method to obtain a more accurate quantitative estimate of the effect of job satisfaction on various forms of well-being.

2. Expand the data sources by including various other scientific databases for a more comprehensive coverage of the literature.
Focusing research on specific subjects or professions only.

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