

A literature review: Antecedents of Job Satisfaction

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Abstract: Job satisfaction is a pivotal topic of the schools of management or HRM. There is no doubt that study the Job Satisfaction is one of the most successful approach to lead a company to reach their goal. Additionally, a large number of former studies about the factors are applied. Therefore, this article intends to study the Antecedents of Job Satisfaction as a literature review and find the three key factors of the job satisfaction. To do that, this article examines the historical background of the job satisfaction and quotes the different definition from different scholars. It also emphasizes that job environment, social influence and personality of workers are important factors affecting job satisfaction, with heavy references and summaries.

1. Introduction

The past nearly a century have seen many groups of studies on job satisfaction, whose focus were various. Some scholars try to analyze the importance of job satisfaction consented by connecting with the area of Psychology, like Ziwei Zhang Mentioned, employee satisfaction has always been a hot topic in the field of human resource management. Employee satisfaction is a psychological perception activity of employees. It is a feeling state formed by comparing the perceived effect of the enterprise with their expected value. It is a subjective value judgment of employees.

Many works, Nevertheless, there is no systematic review and research on the ante-factor variables of job satisfaction. Although Many scholars have proposed the factors that affect job satisfaction and the solutions, in general, the discussions are too scattered, and there is little summative and key induction. In addition, there are not many detailed papers and reports on the antecedent variable analysis of job satisfaction, and even if there are, the length is small. Therefore, this article puts forward an analysis framework of antecedent variables of job satisfaction, which provides insight into the insufficiency of research in this field and lays a foundation for the enrichment of research development in this field. This is also the research objective of writing.

This paper will talk about the Antecedent of job satisfaction. The word “Antecedent” refers to the factors or conditions that cause changes in outcome variables under the active control of researchers. Therefore, in this paper, the origin, definition, connotation and characteristics of job satisfaction and the focus of the debate will first be discussed. After that, this paper introduced three key antecedents of job satisfaction: job environment, social influence, and the personality of workers. These three concepts have been mentioned in previous studies but have not been analyzed in depth. Thus, this paper summarizes some evidence that can prove that these three concepts are Antecedents of Job Satisfaction.

2. The root of job satisfaction and in-depth analysis of factors

2.1 Origin, definition, Contention and connotation of job satisfaction

2.1.1 *The origins and definition of job satisfaction*

Individuals may have a variety of attitudes, but organizational behavior focuses on the attitude toward work, with job satisfaction being the most essential work attitude. Many researchers have

arrived to diverse findings on the composition of employee happiness and the elements that influence it. Employee happiness research dates back to the 1930s, mostly because to Hoppock, who introduced the notion of work satisfaction in his book *Job Satisfaction for the First Time* (Wang, 2019). Mayo et al Hawthorne.'s Experiment (1927-1932) was the source of job happiness. "Work emotion will impact their work behavior," according to the paper, "and employees' social and psychological elements are the primary determinants of job happiness and productivity."

Job satisfaction may stem from a variety of factors, such as job ambiguity, supervision quality, and social ties, such as workplace support (Gunnarsdottir, & Ando, 2009; Schmidt, 2007). In this line, we hypothesize that workers will be more satisfied with their jobs if they perceive and feel a greater level of harmony within their workplace.

Job satisfaction, in its broadest definition, relates to a person's good psychological state while working in an organization, as well as the job itself and associated characteristics (such as work environment, work status, work mode, work pressure, challenge, work interpersonal interaction, and so on). Work satisfaction, according to Hoppock, is defined as any combination of psychological, physiological, and environmental factors that lead a person to honestly state, "I am content with my job" (Hoppock, 1935). Job satisfaction is a psychological condition that occurs as a consequence of evaluating external job circumstances. Nonetheless, Locke's (1969) explanation of work satisfaction is useful. When there is a difference between what workers have and what they desire, according to his difference theory, the notion of job satisfaction develops.

Xu Guangzhong (1997), a researcher from the Tiwan province of China, split the concept of work satisfaction into three categories, which essentially summed the academic circle's opinions on job satisfaction. The first is a definition that is synthetic. Also known as the holistic idea. Employee happiness is seen as a single notion in this definition, which excludes all elements of work satisfaction, as well as the causes and processes that lead to job satisfaction.

The second point is to define discrepancy. In this definition, employee satisfaction is defined as the difference between the real and anticipated reward in a particular work environment.

2.1.2 Contention and connotation of job satisfaction

The research from the correctional literature strongly supports the notion that the working environment has a significant impact on employee job satisfaction and organizational commitment (Lambert, 2004; Lambert, Hogan, & Barton, 2002). Despite the fact that the workplace has numerous facets, past research has shown that perceived job risk, role ambiguity, role conflict, role overload, involvement into decision-making, and organizational justice are all relevant antecedents of job satisfaction and/or organizational commitment.

Job satisfaction will affect employees' work behavior and performance, as well as organizational performance. Therefore, the correlation between job satisfaction and work behavior and performance has long been the focus of academic and practical managers, as well as the focus of debate. (Wang and Tang, 2006)

Employment satisfaction is a person's assessment of his or her job and work environment. It is a person's pleasant emotional state as a consequence of their work evaluation, affective response to their job, and attitude toward their employment.

2.2 Job satisfaction antecedent variable analysis framework analysis

Three important outcomes of job satisfaction will be explored – Job environment, Social Influence, and the personality of workers (see figure 1).



Figure 1. Job satisfaction model

Speaking of the working environment, it is not only limited to the physical environment, but also includes the human environment, i.e. it is related to everything and everyone in the company. The slightest aspect that makes employees uncomfortable is likely to affect job satisfaction.

Another is social influence. This mainly includes the entire psychological state of employees during working hours and outside of working hours (including the time spent with family members). Life satisfaction at home is closely related to job satisfaction at work. One may influence the other.

Additionally, the personality of the workers is also a major factor affecting job satisfaction. Every employee has a different personality, but the style of the company is fixed, which can not take care of everyone's mood. As a result, many employees whose personalities don't match the company's style are less satisfied with their jobs.

In many important early turnover models, job satisfaction has been explored as an antecedent of separation (Price & Mueller, 1981; Bluedorn, 1982). According to the findings of empirical studies, there is a little negative association between work satisfaction and turnover (Price, 1977; Mobley, Griffeth, Hand, & Meglino, 1979). In meta-analytic studies, job satisfaction was also revealed to have a substantial link with turnover (Cotton & Tuttle, 1986).

2.2.1 Job environment

The working environment consists of employee safety, job security, outstanding connections with colleagues, recognition for good performance, a motivation to do well, and participation in the firm's decision-making process. He went on to remark that if employees realize how important they are to the organization, they would be more devoted and take pride in their job.

According to the findings, there is a link between the working environment and employee job satisfaction.

The paper concludes with a few brief suggestions, including the need for businesses to realize the importance of a pleasant work environment in boosting employee satisfaction. This research has the potential to benefit society by encouraging people to put more effort into their jobs while also supporting them in their personal growth. As a consequence, in order to fulfill the organization's aims and objectives, employees must be inspired to work hard.

Job characteristics and work context are the two components that make up the work environment. Job characteristics define how components of an employee's job or task duties lead to crucial psychological states that impact the employee's spirit, growth, and development, such as the meaningfulness of work.

Many public-sector organizations are increasingly experimenting with ways to boost employee satisfaction. Although much is known about the process or mechanism of job satisfaction in the private sector, less is known about how elements of the public sector work environment, and their subsequent impact on important job attributes, may influence employee job pleasure.

The real work environment, the quality of colleague and customer contact, and how a firm treats its employees, including fair pay and benefits, job security, and fair regulations, all have an influence on how engaging, demanding, or dull the activities are (Brief, 1998; George & Jones, 2008).

Workplace discontent was mostly linked to elements outside of the job, such as physical working conditions, job security, business rules, supervision quality, compensation, and interpersonal relationships (Gordon, 2002; Herzberg et al., 1959; Herzberg, 1987; Herzberg, 2003). These elements were dubbed hygiene (maintenance) factors by Herzberg and colleagues (1959), who indicated that they are not motivating. Employees who meet their hygiene requirements will be less dissatisfied with their working conditions.

2.2.2 Social Influence

Employees want what they think their coworkers want, according to the social impact hypothesis in job satisfaction. When a new hire is given project responsibilities, for example, if the company culture is one in which employees demand authority over their projects, he will be satisfied. A new hire, on the other hand, who suspects that other employees are vying for vacation time may want to see how much time off he can acquire. Job happiness is linked to getting what you think others want, according to the social impact hypothesis.

The final predictor of work happiness is social impact. Life satisfaction is also influenced by social factors. There is a substantial link between work happiness and life contentment, according to a vast body of research. It's defined as "individual or collective influence on a person's views and conduct" (George & Jones, 2008, p. 87). Employee colleagues, the group(s) to which an employee belongs, and the culture in which a person grows up may all have an effect on job satisfaction and attitudes (George & Jones, 2008).

The passage of time is one way that work experiences might affect one's overall well-being. Work experience was shown to be linked to views of time spent in a structured and meaningful manner, which were linked to life happiness as measured by perceived value attainment and work contentment. In fact, the direct path from job satisfaction to life satisfaction was non-significant, whereas the paths from job satisfaction to experience of time and from experience of time to life satisfaction were both significant, implying that the experience of time mediates the relationship between job satisfaction and life satisfaction completely.

Job satisfaction was also linked to the influence of one's family of origin. A child's upbringing might have an impact on her or his work happiness as an adult. An employee who was reared in a low-income family may want for a greater wage, but she or he may not be unhappy with her or his employment because of the lower compensation. Individual perception relates to how satisfied a person is with their family life (Ahmad, 2005) or how much they enjoy or despise their work (Spector, 1997), and these are two extremely essential areas of everyone's existence. Work and family, according to Pleck (1977), are two basic and interrelated systems for dual-career lives, and inconsistency in one system might have an impact on the other. Work-family conflict (W-FC) and family-work conflict are two forms of conflict that may result from these bidirectional interactions of work and family (F-WC). As a result, one's attitude toward work and one's mood at home reinforce each other. The family's attitude toward a worker at home will influence whether or not that individual has a favorable attitude about work at the workplace. Similarly, a person's attitude and conduct toward his family at home are influenced by how productive he is at work. According to the study, when work duties conflict with family roles, an individual's job happiness suffers. Based on the research, it seems that job satisfaction, as a work component, has repeatedly been shown to be the most important antecedent of conflict in the family domain. Based on this conclusion, it would be fascinating to explore how changes in job attitudes affect family life.

2.2.3 Personality of the workers

The personality attribute of sociability is described as the desire and capacity to engage with other people in a group setting (Gellatly et al., 1991). Individual trait correlations revealed that internal locus of control is most strongly linked to work satisfaction, followed by emotional stability, generalized

self-efficacy, and self-esteem. This link was significantly stronger when all four attributes were considered together. However, personality variables predicted just a tiny part of the variation in work satisfaction, suggesting that personality is not a significant predictor of job happiness. The association between personality and work satisfaction might be more significant if this research was reproduced with a bigger sample size and more accurate personality assessments.

Attempts to explore the relationship between individual personality characteristics, such as neuroticism and extraversion, and work satisfaction may be found in organizational psychology research.

Further studies looked at the effects of personal qualities such as self-efficacy or proactive personality, as well as the effect of affectivity (positive vs. negative affectivity). Finally, a great number of research have looked into the relationship between personality qualities from the five-factor model and work satisfaction. Extraversion, agreeableness, conscientiousness, and neuroticism are all personality qualities. The five-factor model of personality (FFM) is a collection of five major trait dimensions or domains, known as the "Big Five." In the past 20 years, there has been widespread agreement that a five-factor personality model [16] may be used to define the most important components of personality. This approach has lately dominated the study of personality, as well as work and organizational psychology [40]. Judge, Heller, and Mount [26] recently performed a meta-analysis of the relationship between personality factors and total work satisfaction. Neuroticism was shown to be adversely connected with work satisfaction (the estimated true correlation with job satisfaction was -.29), but conscientiousness, extraversion, and agreeableness were found to be favorably correlated with job satisfaction (the estimated true correlation with job satisfaction were .26, .25, .17, respectively).

Personality variables that may mitigate the possibility for unidirectional correlations between organizational environment and work satisfaction are also investigated. The work satisfaction conceptual model that drives the study's execution is a personal assessment of present circumstances and outcomes that develop as a consequence of having a job. Personality disorders need social interaction and dependency with others. When compared to others with a comparable personality requirement but who see the organizational environment as closed, bureaucratic, and impersonal, those who perceive the organizational climate as open and sympathetic are more happy with their supervisor and salary. (Kamarul Zaman Bin Ahmad, Sajjad M. Jasimuddin, Wang Ling Kee; Kamarul Zaman Bin Ahmad, Sajjad M. Jasimuddin, Wang Ling Kee; Kamarul Zaman Bin Ahmad, Saj Price and Mueller investigate the link between work satisfaction and turnover rate. According to the findings of empirical studies, there is a little negative association between work satisfaction and turnover (Price, 1977; Mobley, Griffeth, Hand, & Meglino, 1979). In meta-analytic studies, job satisfaction was also revealed to have a substantial link with turnover (Cotton & Tuttle, 1986).

3. Conclusion

By reviewing the former researches of the factors of job satisfaction, and by summarizing the findings from the previous scholars, it's apparent that although there are lots of aspects that influences the job satisfaction in the work force, the job environment, the social influences and personality of workers are the three major factors for the job satisfaction. This article interprets three major factors (job environment, the social influences and personality of workers) that affect the worker's job satisfaction.

3.1 Limitation

Due to the lack of reason explanation of choosing job environment, social influences and personality of workers as the three main factors of job satisfaction, and there lots of paraphrasing from previous studies in this article, the convincing of the arguments is the limitation of this article.

There are many reasons for the factor of job satisfaction, and each reason has its own degree of importance. However, this paper hardly spends any space to demonstrate why the three aspects

mentioned in the body are chosen as Job satisfaction. Therefore, as for which factors are the main factors affecting Job satisfaction, this is what further research needs to focus on.

The so-called literature review is to stand on the shoulders of predecessors to see further. Therefore, there is no output of new ideas, which is the limitation of literature review. In this article, most of the content is extracted from the essence of previous articles and paraphrased. This paper also made some subtle classification of the literature, but did not carry out a very logical summary. Thus, in further research, one suggestion is that scholars can properly comb the literature they find according to logic and make a organized summary.

Authors' Contributions

Yueying Guo developed the theoretical formalism, performed the analytic writing and designed the diagram about the connection between each concepts. Also, Yueying Guo contributed to the final version of the manuscript.

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