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Abstract This systematic review with bibliographic analysis revisits the association between job characteristics and job satisfaction, aiming to identify thematic clusters that underlie this association. With the objective of discerning the multifaceted dynamics within the realm of organizational psychology, this study focuses on elucidating key themes that contribute to employees' overall satisfaction in the workplace. The primary thematic clusters identified in this study include learning and growth opportunities, health, and well-being. Using the Scopus database, a comprehensive collection of relevant literature was obtained, resulting in a total of 729 documents. Following the PRISMA approach, a meticulous screening process was conducted to select papers for inclusion in the analysis. A total of 15 papers were selected for reporting, encompassing a diverse range of studies that explored various facets of job characteristics and their impact on job satisfaction. The results of this comprehensive analysis underscore the significant influence of job attributes on employees' interpretations of their workplace atmosphere and their overall satisfaction with their employment. Learning and growth opportunities emerge as significant determinants of job satisfaction, emphasizing the importance of continuous development and skill enhancement within the workplace. Additionally, the themes of health and well-being underscore the significance of creating a supportive and conducive work environment that prioritizes employee well-being and fosters a healthy work-life balance. By synthesizing the literature and identifying key thematic clusters, this study contributes to a deeper understanding of the complex interplay between job characteristics and job satisfaction. Ultimately, by addressing the identified thematic clusters, organizations can strive to create work environments that stimulate employee engagement, satisfaction, and overall well-being.

Keywords: job characteristics, job satisfaction, systematic review, bibliographic analysis, PRISMA

1. Introduction

In the ever-evolving landscape of the modern workforce, the study of job characteristics and their impact on employee job satisfaction remains a critical area of research. The dynamic nature of work environments, coupled with changes in organizational structures and technological advancements, necessitates continuous reevaluation of the relationship between job features and overall employee satisfaction. Research on job satisfaction has experienced a resurgence since the 1990s, with growing concern over job happiness coinciding with changes in the labor market, the nature of work, and working methods (Joanna & Jerzy, 2020). An emerging "new wave" of research supports deepening the investigation of the topic and broadening the scope of job satisfaction studies (Joanna & Jerzy, 2020).

Job satisfaction, a multifaceted construct encompassing an individual's contentment, fulfillment, and positive feelings toward their work, is a crucial determinant of organizational success (Yadav et al., 2022; Jadhav, 2019). Understanding the factors that contribute to or hinder employee job satisfaction has far-reaching implications for talent retention, productivity (Rothausen & Henderson, 2019), and overall organizational well-being (Parker & Wall, 1998). Job characteristics, on the other hand, encapsulate various facets of a job role, including task variety, autonomy, feedback, skill utilization, and task significance (Walsh et al., 1980; Piccolo et al., 2010), among others. These dimensions collectively shape the work experience and are integral to comprehending the nuanced dynamics of job satisfaction (Zhang & Parker, 2019).

One specific focus of this study involves examining the degree of job satisfaction and the factors influencing it. Numerous essential methodologies have been employed in these investigations, underscoring the intricate nature of the issue (Kalleberg, 1977). The concepts elucidating the formation of employee satisfaction highlight a multitude of organizational, workplace environmental, and individual factors. To date, various investigations have been carried out to pinpoint the variables that exert significant influence on levels of job satisfaction, both on a micro level, pertaining to individual enterprises, and on a wide scale, pertaining to entire societies. A study by LinkedIn found that meaningful work and growth opportunities have surpassed salary and benefits as the top priorities for job seekers, especially among younger generations (LinkedIn, 2023). A report by McKinsey & Company revealed that work-life balance and flexibility have become critical motivators for employees, with 58% willing to switch jobs for better options (McKinsey & Company, 2022). During the pandemic, the Pew Research Center...
found that remote work increased job satisfaction for many employees, with 63% reporting it to be beneficial (Pew Research Center, 2023).

Recently, several models have emerged and are continuously evolving, aiming to shape job satisfaction. These models predominantly belong to the category of ‘attribute models,’ where a specific array of separate factors, operating concurrently, either initiates or enhances the sensation of job satisfaction. However, these groups of factors differ greatly in composition, and opinions regarding their relative importance are still divided (Capecchi & Piccolo, 2016; Toropova et al., 2021). This disparity arises from the recognition that work is not a uniform entity but rather a complex system consisting of numerous distinct components, each contributing to different aspects of job satisfaction (Azambuja et al., 2023; Manolache & Epuran, 2023).

Nevertheless, past studies fall short of fully capturing the nature of work and the persistent changes in the global employment landscape. Advances in technology, the rise of remote work, and the increasing emphasis on employee well-being necessitate a thorough reevaluation of established paradigms. By identifying deficiencies in the present literature and consolidating existing knowledge, this study hopes to lay the groundwork for future research projects. By utilizing bibliographic analysis, this study aims to identify patterns, trends, and thematic shifts in research on job characteristics and job satisfaction over time. Therefore, in simplifying the objective of this study, the authors formulate the following research question.

RQ: What thematic clusters underlie the association between job characteristics and job satisfaction?

By synthesizing the findings of multiple investigations, this study aims to provide a comprehensive understanding of the current body of information in the field and advance theoretical contexts. Embarking on a journey to revisit and critically analyze the literature on job characteristics and job satisfaction, this research delves into the intricate interplay between these variables. Its goal is to inform organizational practices, guide future research endeavors, and contribute to the ongoing discussion on optimizing workplaces for improved worker satisfaction and business success.

2. Process and Research Method

Researchers have meticulously executed a systematic review and bibliometric investigation, ensuring a robust foundation by meticulously following four essential and progressive stages: searching, evaluating, synthesizing, and scrutinizing relevant previously published research (Manetti et al., 2021; Alshami et al., 2023). The process of identifying pertinent literature involved the implementation of diverse filters and criteria at various stages (Hoang et al., 2019; Saif et al., 2021; Venkatachalam & Ray, 2022).

2.1. Literature Search

For the purpose of identifying relevant materials for this study, a thorough search approach involving multiple phases was employed. The exploration was confined to a highly respected and widely acknowledged database, namely, Scopus, which was chosen for its advanced search functionalities and analytical capabilities (Zhao et al., 2023; Naz et al., 2022; Chertow et al., 2021). The selection of Scopus was based on its comprehensive collection of peer-reviewed publications that cover virtually all research fields (Singh et al., 2021; Pranckuté, 2021).

In the context of database searches, we considered literature published from 2000 to 2023. This timeframe was chosen because all the pertinent databases had records available for review starting from 2000 onward. Table 1 illustrates the methods and procedures utilized for carrying out the database searches in this study.

<table>
<thead>
<tr>
<th>Table 1 Methodologies and procedures for exploration</th>
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<tbody>
<tr>
<td>Search Focus</td>
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<tr>
<td>Relationship between job characteristics job satisfaction</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Relevant papers</th>
<th>Finally, Considered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2231</td>
<td>729</td>
</tr>
</tbody>
</table>

The database search revealed a total of 2231 research publications, as outlined in Table 1.

2.2. Assessing Literature Procedure

To assess the relevant literature in this investigation, the researchers utilized the PRISMA diagram, an acronym for Preferred Reporting Items for Systematic Reviews and Meta-Analysis (Page & Moher, 2017). According to the updated PRISMA 2020 guidelines, the authors systematically categorized the pertinent documents suitable for reporting (Park et al., 2020; Zhao et al., 2023). Figure 1 illustrates the methodologies utilized to supervise and control the optimal quantity of publications for subsequent comprehensive reporting, leading to the identification of a total of 15 documents.

https://www.malque.pub/ojs/index.php/mr
2.3. Synthesis of the literature

After a systematic identification process, 15 relevant publications were selected for the reporting of their bibliographic details. Acknowledging the importance of comprehensive bibliographic information in researching trends (Rawat & Sood, 2021; Emrouznejad et al., 2023), the bibliographic data from the chosen publications were exported in CSV file format to enable further exploration (Westgate, 2018; Perdima et al., 2022).

2.4. Process for Analysis and Reporting

Information extracted from publications covering the timeframe from 2000 to 2023 was employed to create various visual representations for assessing and summarizing the discoveries and current research trends. For the effective presentation of these data, VOSviewer was utilized to produce bibliographic maps and networks (Saif & Purbasha, 2023; Kaushik & Dangwal, 2023; Chang et al., 2022).

3. Results

Figure 2 illustrates the progression of document production between 2000 and 2023. Initially, in 2000, only 8 documents were published. Over the following decade, from 2000 to 2010, there was a notable increase in publications, reaching a total of 32 by the end of 2010. However, post-2010, there was a significant decline in document output, which decreased to 13, indicating a diminished focus among researchers on this particular topic. Notably, in 2014, there was a sharp spike in publications, with a total of 50 documents, marking a substantial increase from the preceding years. By 2020, the number of publications peaked at 58, representing the highest point in the observed timeline. Subsequently, from 2020 to 2023, there was a discernible but minor fluctuation in document production. It is evident from the aforementioned trends that the research context under discussion places a strong emphasis on job traits and fulfillment at work.
Figure 3 illustrates the distribution of documents published by various countries on the topics of job traits and job satisfaction spanning the period from 2000 to 2023. Notably, the United States has emerged as the predominant leader in this field, accounting for a total of 245 published documents. This substantial figure underscores the ongoing preoccupation within the United States regarding job characteristics and job satisfaction. In contrast, other countries have contributed fewer documents, with the United Kingdom producing 55 documents and Canada producing 40 documents. Turkey and Germany are identified as the countries with the lowest document output in this context. Consequently, it can be concluded that researchers from the United States exhibit a greater focus on exploring the intricacies of job characteristics and job satisfaction compared to their counterparts from other nations.

**Documents by country or territory**

Compare the document counts for up to 15 countries/territories.

![Bar chart showing document counts by country from 2000 to 2023](https://www.malque.pub/ojs/index.php/mr)
Mostafa et al. (2024)

Figure 4 presents a comparative analysis of documents authored by various individuals spanning the years 2000 to 2023. Throughout this period, Burke emerged as the most prolific author, having reported the greatest number of documents, totaling eight. In addition, Lambert contributed the second-highest number of documents, with a total of six. Ferris, Hauff, and Hogan collectively produced the third-largest number of publications. Notably, there is a group of four authors whose contributions to this field are equal and are the lowest, each having authored three documents.

**Documents by author**

Compare the document counts for up to 15 authors.

- Burke, R.J.
- Lambert, E.G.
- Ferris, G.R.
- Hauff, S.
- Hogan, N.L.
- Andrews, M.C.
- Fiksenbaum, L.
- Judge, T.A.
- Lam, T.
- Menguc, B.

**Figure 4** Publications by Author (2000 to 2023).

Figure 5 illustrates the publication counts of the top ten affiliated organizations. The most significant number of articles at Utrecht University was 11. Fertian State University and York University are closely behind, each reporting eight publications. The remaining six institutions each contributed seven publications on job characteristics and job satisfaction. Notably, the Rijksuniversiteit Groningen had the lowest number of publications, with six documents.

**Documents by affiliation**

Compare the document counts for up to 15 affiliations.

- Universiteit Utrecht
- Florida State University
- York University
- The Hong Kong Polytechnic University
- Wayne State University
- KU Leuven
- University of Minnesota Twin Cities
- Curtin University
- Schulich School of Business
- Rijksuniversiteit Groningen

**Figure 5** Publications by affiliation.
Figure 6 displays publications across different disciplines concerning job traits and job satisfaction. The figure highlights the diverse range of fields contributing to research on these topics. Social science emerged as the primary field, representing 30.5% of the documents, followed closely by business management at 29.5%. Psychology, medicine, economics, and arts and humanities contributed 10.1%, 5.5%, 5.2%, and 3.6%, respectively, showcasing varied disciplinary perspectives on the subject matter.

![Documents by subject area](image)

**Figure 6** Publications by subject area (2000-2023).

Figure 7 represents the citation networks of the authors. Dejonge and Schyns exhibit prominent citation networks, showing solid connections with three other authors. In contrast, Dollard and Landweerd have smaller networks.

![Citation network of authors](image)

**Figure 7** Citation network of authors.

Figure 8 illustrates the citation networks of countries, showcasing the United States as having the most robust network, closely followed by the United Kingdom. While the United States’s citation network is interconnected with networks from several countries, including the United Kingdom, Netherlands, Sweden, Japan, Indonesia, Canada, Denmark, and Singapore, there is no direct link with Germany’s network. However, the interconnection between the United Kingdom and the USA is notably strong, indicating frequent citations of each other’s scholarly works by authors from these countries. On the other hand, countries such as Italy, Turkey, Nigeria, Malaysia, and Singapore exhibit weaker networks with other nations.
Figure 8 Citation network of nations.

Co-citation, which occurs when two specific papers are cited in tandem in a different work, sheds light on the author’s relationships within a given field. The co-citation relationships among the cited authors are shown in Figure 9. The diagram indicates that Hackman received the most citations from Meyer and Judge, with a smaller number from Pandey. Bakker’s co-citation network is robust to Judge, while Jackson and Grant frequently reference Bakker’s works.

Figure 9 Network of co-citations among referenced authors.

Figure 10 shows a co-citation network, which represents references that multiple publications have cited together. Clusters in the network are organized according to the distribution of their references. Thus, based on the figure, it might be inferred that the significance of job characteristics and job satisfaction may extend beyond concepts related to exchange and power to include self-efficacy.
Figure 10 Network of co-citations for cited references.

Figure 11 illustrates the bibliographic coupling among authors, a technique utilized to gauge the similarity between documents. This phenomenon arises when two distinct authors frequently reference the same third author. The figure shows three clusters of bibliographically coupled authors, with authors (Lambert et al., 2010) identified as the most highly coupled, followed by (Burke et al., 2015).

Figure 11 Bibliographic couplings of the authors.

The bibliographic coupling of countries implies that nations within the same group tend to cite each other's documents, as illustrated in Figure 12. The network comprises six groups represented by the colors blue, green, red, sky, purple, and yellow. The United States is positioned at the center of the network, followed by Norway, Greece, Denmark, and New Zealand. The United Kingdom's network encompasses the UAE, New Zealand, India, and Malaysia. Additionally, Germany, Poland, Spain, Denmark, and Spain form a distinct group with shared citations. Notably, bibliographically, the US has a greater number of texts paired with the UK than with India.
Figure 12 Bibliographic couplings of countries.

Figure 13 was generated through an examination of the titles and abstracts of chosen papers to recognize patterns of term co-occurrence. In this representation, the size of each bubble reflects how often the term is used, and terms of the same color tend to appear together. The network map reveals that among a total of 18 terms, including job satisfaction, job characteristic, human, job control, social support, turnover intention, demographic characteristics, stress, burnout, happiness, life satisfaction, organizational commitment, work design, organizational culture, gender, health leadership, trust, higher education, and motivation, the most frequently used terms are highlighted. Conversely, terms such as depression, working conditions, employees, manager and other terms were found to be used less frequently and are considered insignificant in the analyzed literature.

Figure 13 Text data-based term co-occurrence map.
4. Detailing the 15 Full-Text Documents

<table>
<thead>
<tr>
<th>Serial</th>
<th>Author(s) &amp; Year</th>
<th>Objective(s) of the Study</th>
<th>Methodology</th>
<th>Key Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nyathi &amp; Kekwaletswe (2023)</td>
<td>This research aims to evaluate the extent to which job satisfaction among employee’s acts as a mediator in the relationship between the macrolevel organizational outcomes of electronic human resource management (e-HRM) and its implementation.</td>
<td>This study uses the process macro method in conjunction with structural equation modeling approaches to examine the collected data.</td>
<td>The application of e-HRM directly affects its particular dimensions, such as functioning, interpersonal, and transactional outcomes, as well as the larger macrolevel effects of e-HRM. Additionally, the relationship between the use of e-HRM and these macrolevel effects of e-HRM is partially explained by employee job satisfaction.</td>
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<td>2</td>
<td>Gu et al. (2022)</td>
<td>The study investigates the influence of cultural variances on the relationship between job attributes and employee welfare.</td>
<td>Hofstede’s cultural model is used for the representation and measurement of national culture.</td>
<td>The authors’ dual-level regression analysis yielded some noteworthy results, one of which is that engaging job roles have a greater impact on job satisfaction in individualistic cultures than in those that are collectivist. The recently added cultural feature of indulgence versus restraint has a major moderating effect on the connection between work security, compensation, subjective job fascination, and job happiness, the authors also observe. Interestingly, in cultures with a long-term perspective, job security appears to have less of an impact on job satisfaction.</td>
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<td>3</td>
<td>Mustafa et al. (2020)</td>
<td>This study aims to fill a knowledge vacuum by examining the effects of job autonomy and work enthusiasm on nonfamily employees’ intentions to leave owned by families small and medium-sized businesses (SMEs) and job satisfaction. Using the process macro method, the study looked into how, among nonfamily employees, work enthusiasm mediated the association between autonomy at work, satisfaction with work, and intent to resign. The purpose of this study was to find relationships between these variables in the context of the investigation. The results showed that job autonomy did not significantly affect nonfamily employees’ desire to resign, but it did have a substantial direct impact on their job satisfaction. Furthermore, it was shown that nonfamily employees’ love for their work acted as a partial mediating factor in the association between autonomy in the workplace and job satisfaction.</td>
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<td>4</td>
<td>Siruri &amp; Cheche (2021)</td>
<td>Examining the Job Characteristics Model by Hackman and Oldham, as well as Herzberg’s Two-Factor Theory, the paper puts forward propositions on enhancing the effectiveness of job enrichment in contemporary organizational settings. Therefore, this paper systematically contends, based on propositions from two well-regarded theories—the Job Characteristics Model and Herzberg’s Two-Factor Theory—that fostering positive work environments, consistently improving employees’ skills, and implementing motivational strategies along with individualized attention can contribute to the success of job enrichment interventions. Consequently, this approach is expected to result in increased employee motivation, heightened job satisfaction, and improved organizational performance. The vast majority of studies on work enrichment consistently show that by having a favorable impact on employee motivation and job satisfaction, job enrichment interventions can increase organizational performance. Understanding the fundamentals of career enhancement from a theoretical perspective is essential to putting job enrichment interventions into practice in companies. The Job Characteristics Model and the Herzberg Two-Factor Theory, two well-known ideas on job enrichment, highlight crucial requirements for creating enriched positions. To boost the effectiveness rate of job-enhancement initiatives, this study makes the case that tactics like...</td>
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<td>fostering positive work environments, offering continuous staff training, and adopting incentive techniques like motivational speaking and tailored consideration are essential.</td>
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<td>5</td>
<td>Lien &amp; Hoang (2022)</td>
<td>The purpose of this study is to investigate the relationship between young employees’ entrepreneurial inclinations and their perceptions of their present paid employment, with a focus on job satisfaction as a mediating factor.</td>
<td>The Theory of Planned Behavior (TPB), the Job Characteristics Model, and the Entrepreneurship Event Model (EEM) were combined to create the research model. Their present level of happiness at work demonstrates the beneficial impact of young employees' perspectives on current job qualities, such as a feeling of significance, accountability, and outcomes. Thus, job satisfaction acts as a moderator in the relationship between these views of present job characteristics and young employees' inclinations to pursue entrepreneurship, favorably influencing the former.</td>
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<td>6</td>
<td>Hudak et al. (2021)</td>
<td>This essay looks at the difficulties brought forth by digitalization, which has changed the market and given rise to new business models like the gig economy.</td>
<td>Structural equation modeling (SEM) was employed in the study to investigate the impact of human capital on both subjective and objective success. To deal with the multidimensional character of the variables, the item set was first condensed into a new variable set using exploratory factor analysis (EFA) and Cronbach’s alpha to assess each latent variable in the model’s internal consistency reliability. In addition, the structural path analysis results confirm six out of the nine subhypotheses. Furthermore, although it has little effect on objective achievement, the training-related element has a positive and considerable impact on life, career, and job satisfaction. The study suggests that expenditures in schooling, expertise, and training should result in an increase in productivity in the labor market, which is</td>
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<table>
<thead>
<tr>
<th>No.</th>
<th>Authors (Year)</th>
<th>Summary</th>
<th>Methodology</th>
<th>Findings</th>
</tr>
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<tbody>
<tr>
<td>7</td>
<td>Kwiotkowska &amp; Gębczyńska (2022)</td>
<td>This article explores the connection between employment attributes and the attainment of job satisfaction in the age of digital transformation. The survey was conducted among small and medium-sized enterprises (SMEs) in Poland in the aftermath of the COVID-19 pandemic.</td>
<td>In this study, fuzzy algebra and set theory are combined in a configuration method called fuzzy set qualitative comparative analysis, or fs/QCA. Fuzzy set QCA was used in the research, and the findings support Propositions 1 and 2 even more. This implies that job attributes influence job satisfaction in the context of Industry 4.0; additionally, and various mixtures of task, information, social, and contextual attributes all work together to support job satisfaction in the face of digital change.</td>
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<td>8</td>
<td>Iwu &amp; Ukpere (2012)</td>
<td>This study's main goal was to understand how various incentive components affect workers in Nigerian banks in different ways.</td>
<td>To evaluate the collected data, the investigator utilized a one-way analysis of variance (ANOVA) to see whether any significant differences existed between the comparisons. A multiple comparison was also carried out to find the general trend of these comparisons. In addition, an independent t test was applied to compare two means, e.g., marital status (married against single) and gender (male versus female). This study result indicates that job characteristics have a more significant impact on job satisfaction.</td>
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To determine the factors that are sufficient for... The researcher uses fuzzy set qualitative... The results point to a specific configuration:

| either job happiness or dissatisfaction, this study organized crucial antecedents into causal configurations. It especially looked into how using fuzzy set qualitative comparative analysis (fsQCA) might lead to either job satisfaction or discontent for employees. |
| comparative analysis (fsQCA) in this instance. |
| factors connected to tasks, innovation, coworkers, and personal aspects are associated with higher levels of employee job satisfaction; supervisor-related traits are either nonexistent or of lower importance. |

### 10. Wan & Duff (2022)

| This study is to investigate the relationship between decent work and the intention of turnover among the younger workforce, as well as the influence of workplace autonomy and job satisfaction. |
| To perform this study, the researcher used the Job Characteristics Model and the psychology of working hypothesis. |
| The results suggest that the inclination to quit a job is adversely affected by positive job performance, with job satisfaction acting as a mediating factor in this connection. Additionally, it is recognized that job autonomy plays a beneficial moderating role in the association between outstanding work and job satisfaction, as well as in the manner in which job satisfaction indirectly influences the link between excellent work and the intention to leave one’s job. |

### 11. De Gieter et al. (2011)

<p>| To investigate changes in the associations between nurse turnover intention and two critical characteristics that influence turnover, namely, work satisfaction and organizational commitment. |
| A survey methodology was used to gather quantitative data, which were then analyzed using t tests, mixture regression models, and multiple linear regression. |
| Both fulfillment with work and organizational commitment were found to be important markers of nurse turnover intention across the board among hospital nurses. However, subgroup analysis indicated the existence of two separate clusters. Merely, job satisfaction was associated with leaving the first cluster, which was distinguished... |</p>
<table>
<thead>
<tr>
<th>Mostafa et al. (2024)</th>
<th>Smith &amp; Shields (2013)</th>
<th>The multivariate connections among three categories of factors and work satisfaction are examined using logistic regression. There are four different models that are calculated: (1) Model Ma, which consists only of maintenance variables; (2) Model Mo, which consists of motivation variables only; (3) Model MaMo, which consists of both maintenance and motivation variables; and (4) Full Model, which is a comprehensive model that includes demographic, maintenance, and motivation factors. The table includes odds ratios to make comprehension easier.</th>
<th>by an emphasis on job satisfaction. On the other hand, both organizational commitment and work satisfaction were linked to turnover intention in the second cluster, which placed equal emphasis on these two variables. In comparison to the satisfaction-focused group, the latter group also showed greater exit intention, young age, and longer job and organizational duration.</th>
</tr>
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<tbody>
<tr>
<td>Examine the factors associated with social service providers’ job satisfaction.</td>
<td>Among social care providers, maintenance and motivational traits were found to be critical markers of job satisfaction. Connections with the supervisor (maintenance) and variety and innovativeness (motivation) were found to be significant variables in the full logistic regression model. As seen from the log odds values in the entire model’s regression findings (4.82 versus 2.07), dealing with the supervisor had half the predictive power for work satisfaction than did diversity and innovativeness.</td>
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<td>13</td>
<td>Rai &amp; Maheshwari (2020)</td>
<td>Through practical experimentation, this study aims to investigate a proposed framework and investigate how job characteristics affect work engagement, which in turn affects fulfillment with work and, as a whole, organizational dedication among employees of banks in the public sector (PSBs) in India.</td>
<td>Utilizing SPSS macro, the proposed mediation model was assessed using survey data collected from a sample of 622 employees in Indian public sector banks (PSBs).</td>
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<tr>
<td>14</td>
<td>Bilge et al. (2021)</td>
<td>The purpose of this research is to improve understanding of Generation Y, investigate their use of servant leadership techniques, and ascertain their impact on organizations.</td>
<td>After collecting data from 248 participants, the scales were validated and retested in Turkish for this study. The gathered data were utilized to construct a model, which was subsequently examined using confirmatory factor analysis. To identify the causal connections between latent variables within the model during data analysis and evaluate its fit, structural equation modeling (SEM) was employed.</td>
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<tr>
<td>15</td>
<td>Tran (2021)</td>
<td>This study looks into the numerous facets of the association between locus of control and job satisfaction.</td>
<td>Nonobvious individual characteristics are addressed by utilizing the Australian Household, Income and Labor Dynamics (HILDA) Survey with fixed effects (FE) panel data estimation.</td>
</tr>
</tbody>
</table>
5. Development of Clusters and Themes

<table>
<thead>
<tr>
<th>Terms Identified in Bibliographic Visualization</th>
<th>Primary Terms Extracted from the 15 Papers</th>
<th>Filtering and Connection</th>
<th>Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mostafa et al. (2024)</td>
<td>Work engagement, occupational risks, organizational commitment, work design, organizational culture, gender, decent work, turnover intention, organizational commitment, variety in job and creativity in job, skill variety, task identity, task significance</td>
<td>Adaptability and Change Management</td>
<td></td>
</tr>
<tr>
<td>Stress, burnout, happiness, life satisfaction, organizational commitment, work design, organizational culture, gender, health leadership, trust, higher education, motivation, income, socioeconomic, adolescent, career, reward, safety, work engagement, occupational risks and social status</td>
<td>Employee training inspirational motivation, individualized consideration, higher education, motivation, income, training programs, mentorship initiatives, skill development workshops, workload, excessive job demands, time pressures, organizational commitment, variety in job, skill variety, task identity, task significance, workload, autonomy, social support, and work-life balance and creativity in job</td>
<td>Learning and Development Opportunities</td>
<td></td>
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<td></td>
<td>Health leadership, trust, safety, workload, excessive job demands, time pressures, social status, Job security, salary, perceived job interest, job satisfaction, workload, autonomy, social support, work-life balance, job autonomy</td>
<td>Health and Well-being</td>
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</table>

6. Discussion

After filtering the primary terms from the bibliographic visualization and thoroughly examining the content of 15 publications, this research identified three themes concerning the association between job characteristics and job satisfaction. The three main themes were learning and growth possibilities, health and well-being, and flexibility and change management.

In today's rapidly evolving work environment, characterized by technological advancements, globalization, and market disruptions, the ability to adapt to change has become crucial for both employees and organizations. Adaptability pertains to individuals' and organizations' ability to adapt to new situations, embrace change, and succeed in dynamic environments. This theme is closely connected to job characteristics and their impact on job satisfaction.
In addition, the attributes of a job influence employees' ability to adjust to change. As outlined in the job characteristics model by Hackman and Oldham (1976), specific job attributes such as autonomy, skill variety, and feedback can bolster employees' feelings of control and self-confidence, thereby helping them adapt to novel circumstances. Roles that offer opportunities for development, transparent communication pathways, and encouraging work atmospheres are more effective in cultivating adaptability among employees.

Moreover, effective change management practices implemented within organizations are essential for facilitating employees' adaptation to change (Chaudhry et al., 2018). Organizational initiatives such as clear communication, employee involvement, and leadership support during periods of transition can help alleviate resistance to change and promote a culture of adaptability (Fernandez & Rainey, 2017; Buick et al., 2018). Offering employees with the essential resources, training, and assistance to navigate change effectively is pivotal for preserving their job satisfaction and engagement levels. Empirical studies have illustrated the beneficial influence of adaptability and change management on job satisfaction. Research indicates that employees who perceive their organizations as adaptable and responsive to change tend to report heightened job satisfaction (Han et al., 2023; Lin & Huang, 2021). Moreover, organizational interventions aimed at bolstering adaptability, such as job redesign initiatives and training schemes, have been linked to increased job satisfaction and employee engagement (Park et al., 2022; Daniels et al., 2017).

The concept of "adaptability and change management" holds significant importance in the realms of job characteristics and job satisfaction. By cultivating a workplace culture that prioritizes adaptability, offering employees the required resources and assistance to manage change, and implementing proficient change management strategies, organizations can improve employees' job satisfaction and overall welfare.

In the realm of job characteristics and job satisfaction, the provision of learning and development opportunities stands out as a critical factor influencing employees' perceptions of their roles and their overall satisfaction within the workplace. Learning and development opportunities comprise a range of activities and programs designed to improve employees' skills, knowledge, and career advancement (Martini & Cavenago, 2017). These opportunities not only contribute to employees' personal and professional growth but also play a crucial role in influencing their satisfaction and engagement with their work.

The literature on job attributes underscores the significance of offering employees opportunities for skill variety, task identity, and task significance, as described in Hackman and Oldham's (1976) job characteristics model. These elements contribute to the meaningfulness of employees' work and can influence their motivation to engage in learning and development activities. Jobs that offer diverse tasks, clear task identities, and opportunities to make a meaningful impact are more likely to foster a sense of satisfaction and fulfillment among employees. Research studies have consistently demonstrated the positive impact of learning and development opportunities on employees' job satisfaction. For instance, meta-analytical studies conducted by Memon et al. (2016) have revealed a robust association between training and development opportunities and employees' overall job satisfaction. Similarly, Jehanzeb and Mohanty (2018) emphasized the significance of investing in employees' learning and growth as a means of enhancing their satisfaction and organizational commitment.

Organizational interventions aimed at providing structured learning and development programs have been shown to yield positive outcomes in terms of employee satisfaction. These interventions include formal training programs, mentorship initiatives, skill development workshops, and opportunities for on-the-job learning experiences. Nevertheless, the effectiveness of these interventions depends on factors such as the alignment of training content with employees' job requirements, the quality of training delivery, and the organization's support for skill application in the workplace (Jones et al., 2016; Latif, 2012). Learning and development opportunities play a pivotal role in shaping employees' perceptions of their job roles and their overall satisfaction within the workplace.

The concept of "health and well-being" is becoming increasingly acknowledged as a crucial component of job characteristics and their effect on overall job satisfaction. Job attributes, including workload, autonomy, social support, and work-life balance, significantly influence employees' physical and mental well-being, thus affecting their satisfaction levels in the workplace.

One key aspect of job characteristics related to health and well-being is workload. High workload, excessive job demands, and time pressures can lead to increased stress levels and burnout among employees (Adil & Baig, 2018). Conversely, jobs characterized by manageable workloads and reasonable task demands are linked to reduced stress levels and improved overall well-being (Chen et al., 2021). Another crucial factor impacting health and well-being is the level of autonomy afforded to employees in their roles. Studies have demonstrated that employees with greater autonomy and decision-making authority experience lower stress levels and greater job satisfaction (Hackman & Oldham, 1976). Autonomy enables employees to exert control over their work processes, fostering feelings of empowerment and fulfillment.

Moreover, social support within the workplace plays a crucial role in promoting employee well-being. Coworker and supervisor support have been found to buffer the adverse effects of job stressors on employees' health and well-being (Hämmig, 2017). Creating supportive work environments where employees feel respected and acknowledged enhances their work experience and increases their job satisfaction levels. Additionally, ensuring a harmonious balance between work and personal life is essential for employee well-being and job satisfaction (Kelly et al., 2020). Positions that provide flexibility in
work hours, remote work possibilities, and family-friendly policies empower employees to effectively balance their personal and professional obligations, thereby minimizing stress and promoting overall well-being (Waples & Brock Baskin, 2021). Hence, the concept of "health and well-being" is closely connected to job characteristics and their impact on job satisfaction. By addressing critical job attributes such as workload, autonomy, social support, and work-life balance, organizations can establish a supportive work environment that fosters employee well-being and satisfaction.

6.1. Implications of this study

The implications of the current review are significant for both research and practice in the fields of organizational psychology and human resource management. This study contributes to theoretical advancements by synthesizing the literature on job characteristics and job satisfaction and providing a comprehensive overview of key themes and their relationships. By revisiting established theories such as the job characteristics model (Hackman & Oldham, 1976), this study offers insights into the contemporary relevance and applicability of these theoretical frameworks in understanding job satisfaction in modern work environments.

In addition, the systematic review identified three key themes, namely, learning and growth possibilities, health and well-being. Organizations can use these findings to inform their human resource practices, job design strategies, and organizational interventions aimed at enhancing employee satisfaction and well-being. Implementing effective change management practices and fostering a culture of adaptability within the workplace can contribute to higher levels of job satisfaction among employees, ultimately leading to improved organizational performance.

6.2. Research directions

The current systematic review identified gaps and areas for further research within the field of job characteristics and job satisfaction. Subsequent investigations may concentrate on examining the intricate connections among distinct job attributes and their influence on job contentment in various sectors, corporate environments, and demographic categories. Scholars and practitioners can benefit greatly from longitudinal studies that investigate the long-term impacts of job features on worker fulfillment and organizational outcomes.

7. Final Considerations

This systematic review with bibliographic analysis delved into the intricate relationship between job characteristics and job satisfaction, aiming to provide a comprehensive understanding of the underlying factors and thematic clusters. Through meticulous analysis of the literature, we have revealed valuable insights that shed light on the nuanced dynamics at play within the realm of organizational psychology.

Our study revealed that job characteristics play a pivotal role in shaping employees' perceptions of their work environment and, subsequently, their overall job satisfaction. By identifying thematic clusters that emerged from the literature, namely, learning and growth opportunities, health, and well-being, we highlighted the multifaceted nature of job satisfaction and the various dimensions that contribute to employees' overall satisfaction in the workplace.

Our findings can inform organizational leaders and human resource professionals in designing strategies and interventions aimed at enhancing job satisfaction and employee well-being. Through the integration of features that cater to the recognized thematic clusters, firms can provide a favorable and encouraging work atmosphere that fosters employee engagement, productivity, and general well-being.

Finally, this research adds to the ongoing debate concerning job characteristics and job satisfaction, providing significant insights that have implications for both research and application in organizational psychology and human resource management. By comprehensively grasping the factors affecting job satisfaction, organizations can work toward establishing environments that support and empower their employees, thereby fostering a culture of achievement and contentment.

Ethical considerations

Not applicable.

Conflict of Interest

The authors declare no conflicts of interest.

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