

A Comprehensive Review on Determinants of Employees' Job Satisfaction

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ABSTRACT

Job satisfaction is crucial for influencing employee motivation, performance, and organizational success across all industries. This study aims to aggregate and examine evidence regarding the factors that affect job satisfaction, to identify common determinants across various sectors. A systematic literature review was conducted, focusing on peer-reviewed studies published from 2010 to 2024. 129 records were obtained from the Scopus and Emerald Insight databases. After applying inclusion and exclusion criteria, 80 records were assessed, resulting in the inclusion of 27 articles in the qualitative synthesis. Key factors include compensation, leadership style, workplace environment, work-life balance, and career development. The results highlight universal factors affecting job satisfaction while acknowledging context-specific differences among industries. Future research should explore these characteristics in greater depth to enhance organizational strategies aimed at improving employee satisfaction and efficiency.

Keywords; Determinants, Job satisfaction, Employee, Human Resource Management, Across Industries.

INTRODUCTION

Job satisfaction is a vital aspect of organizational behavior and human resource management, playing a significant role in influencing employee performance, retention, and the overall success of the organization. Understanding the factors that affect job satisfaction is essential for developing management strategies that foster employee well-being and enhance productivity. This thesis aims to examine the various elements that contribute to job satisfaction through a comprehensive review of existing literature.

Job satisfaction is a multifaceted concept that has been thoroughly explored in organizational and management research. A variety of studies provide differing perspectives on the definition of job satisfaction, highlighting its complex nature and the numerous factors that influence it. It can be characterized as a sense of fulfillment derived from one's work environment and responsibilities, shaped by factors such as ethics, spirituality, and career opportunities. Furthermore, Asghar and Oino (2018) define job satisfaction as the extent of contentment employees feel regarding their work environment and tasks, which reflects their overall sense of fulfillment and attitudes toward their jobs.

This study aims to investigate and compile findings from various industries to identify the common factors that influence job satisfaction. By analyzing research across diverse sectors such as manufacturing, healthcare, technology, and education, the goal is to reconcile industry-specific insights with broader trends in employee satisfaction. The primary objective is to uncover universal elements that impact job satisfaction, thereby providing organizations with crucial insights to help cultivate a motivated and engaged workforce.

The significance of this study lies in its comprehensive approach, which integrates knowledge from existing literature. Previous research has identified several determinants of job satisfaction, including compensation, workplace atmosphere, leadership style, opportunities for career advancement, and work-life balance. However, variations in industry practices and cultural contexts often limit the applicability of these findings. This study addresses this limitation by incorporating data from multiple sectors, leading to a deeper understanding of the key factors that influence employee satisfaction.

LITERATURE REVIEW

Job satisfaction is a multifaceted concept influenced by a variety of determinants, which can be broadly categorized into organizational, individual, social, and psychological factors. Organizational factors such as support, culture, leadership styles, and communication play a significant role in enhancing job satisfaction. Effective management activities and policies, as well as organizational justice and empowerment, are crucial in fostering a positive work environment (Ali Khan, Shafique and Qasim, 2022; Eğriboyun, 2023; Chu *et al.*, 2024). Individual factors include personal competencies, psychological states, and work-specific demographics, which influence how employees perceive their job satisfaction (Wang and Jing, 2018; Miller, 1980). Social and family factors, such as family-friendly workplace policies and perceived work-life balance, continue to play a crucial role in reducing work-family conflict and enhancing job satisfaction (Chen *et al.*, 2023; Cicek & Ulusoy, 2022). Psychological factors such as emotional exhaustion, stress resilience, and self-evaluation have significant implications for job satisfaction (Nguyen & Doan, 2024; Esmaeili *et al.*, 2023; Rodríguez *et al.*, 2017).

In multicultural or transnational workforces, cultural traits, community integration, and perceived social support also affect job satisfaction, especially among immigrant workers (Rahman & Anwar, 2023). In the public sector, leadership styles, prosocial behavior, and emotional intelligence are particularly influential (Putra *et al.*, 2023). Additionally, in lean environments, perceived job autonomy and core self-evaluations positively affect job satisfaction, while perceived job demands have a negative impact (Rodríguez *et al.*, 2017). The two-factor theory also highlights the importance of motivation and hygiene factors across various industries (Lee *et al.*, 2022).

Overall, understanding the diverse determinants of job satisfaction is essential for organizations aiming to improve employee well-being and retention. By addressing these factors, organizations can create a more supportive and satisfying work environment, ultimately leading to enhanced organizational commitment and reduced turnover (Tan *et al.*, 2023; Stamolampros *et al.*, 2019).

METHODOLOGY

Overview of Systematic Literature Review (SLR)

Systematic literature reviews (SLRs) are widely recognized for their methodological rigor in synthesizing existing research and offering a comprehensive understanding of specific topics. Unlike traditional reviews, SLRs employ transparent, replicable processes to minimize bias and enhance the reliability of findings. These processes involve systematically searching for both published and unpublished literature, critically evaluating evidence, and synthesizing findings to answer well-defined research questions (Clarke, 2011; Siddaway, Wood and Hedges, 2019). To reduce publication bias and ensure inclusivity, grey literature such as thesis, dissertations, and government reports is often included (Paez, 2017).

As outlined by scholars such as Okoli (2015), Xiao and Watson (2017), and Linnenluecke, Marrone and Singh (2019), conducting a high-quality SLR typically involves a series of structured steps: formulating a research question, developing a review protocol, performing a comprehensive literature search, selecting relevant studies, and integrating results through critical analysis. While the SLR approach can be adapted across domains—including business, management, and software engineering (Brereton *et al.*, 2007)—its core principles remain consistent.

Adoption of PRISMA Framework

To enhance the methodological robustness of this study, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework was adopted. PRISMA provides a standardized structure for conducting and reporting systematic reviews, ensuring transparency and reproducibility.

The PRISMA process begins with identifying the research question and developing a review protocol that includes clear inclusion/exclusion criteria and data analysis methods (Page et al., 2020; Page, Moher and McKenzie, 2021). This is followed by a comprehensive database search, screening of studies, and data extraction. Quality appraisal and bias assessment are then performed, and where applicable, meta-analysis techniques are used to synthesize findings (McGrath, Moher and McInnes, 2019). Finally, the review concludes with an interpretation of the findings and discussion of their implications and limitations. The overall process is illustrated in Figure 1.



Figure 1: Process in Systematic Literature Review

Application of SLR: Search Strategy and Database Selection

Data Source Selection

Building upon the PRISMA structure, the next step involved identifying relevant databases for the literature search. To ensure comprehensive coverage of peer-reviewed publications in the fields of management, organizational behaviour, and human resource studies, two prominent databases were selected: Scopus and Emerald Insight.

The rationale for this selection lies in the breadth and academic credibility of these databases. Relying solely on one database could introduce coverage gaps or bias (Halladay et al., 2015; Bramer et al., 2017). By using both Scopus and Emerald Insight, the study was able to compile a robust dataset that includes a wide range of perspectives and methodologies.

Review Approach: Scoping Review

Given the breadth of the research area and the goal of mapping key determinants of job satisfaction, this study employed a scoping review methodology. Scoping reviews are well-suited for exploring emerging evidence, clarifying concepts, and identifying knowledge gaps across diverse contexts. Criteria for article selection were clearly established, including document type (journal articles only), publication date (2000 onwards), and language (English only), as summarized in Table 1.

Table 1: Criteria Search in Database

Database	Source Area	Criteria
Scopus	Publication Year	All
	Document Types	Journal Article
	Languages	English

Emerald	Publication Year	All
	Document Types	Journal Article
	Languages	English

Search Strategy

The literature search was conducted using a combination of keywords and Boolean operators. Central search terms included “**job satisfaction**”, “**employee satisfaction**”, and related keywords such as “**determinants**”, “**factors**”, “**predictors**”, and “**drivers**”. These were further refined using contextual terms like “**workplace environment**”, “**leadership style**”, “**compensation**”, “**career development**”, and “**work-life balance**”.

Boolean logic was applied to construct search strings (e.g., ("Job satisfaction" OR "Employee satisfaction") AND ("Determinants" OR "Factors")). Filters limited results to English-language, peer-reviewed journal articles published within the last ten years. An iterative process was followed to refine the search and ensure alignment with the research objective. Backward citation tracking was also employed to identify additional relevant literature.

Reference management software such as Mendeley and EndNote were used to organize and classify the retrieved articles into thematic categories for detailed analysis.

Data Collection and Article Selection

The next step involved applying inclusion and exclusion criteria to ensure the relevance and quality of selected studies. The initial search across Scopus and Emerald yielded 129 records. A multi-phase screening process was applied, as outlined in the PRISMA flowchart (Figure 2), resulting in the selection of 27 articles for final analysis.

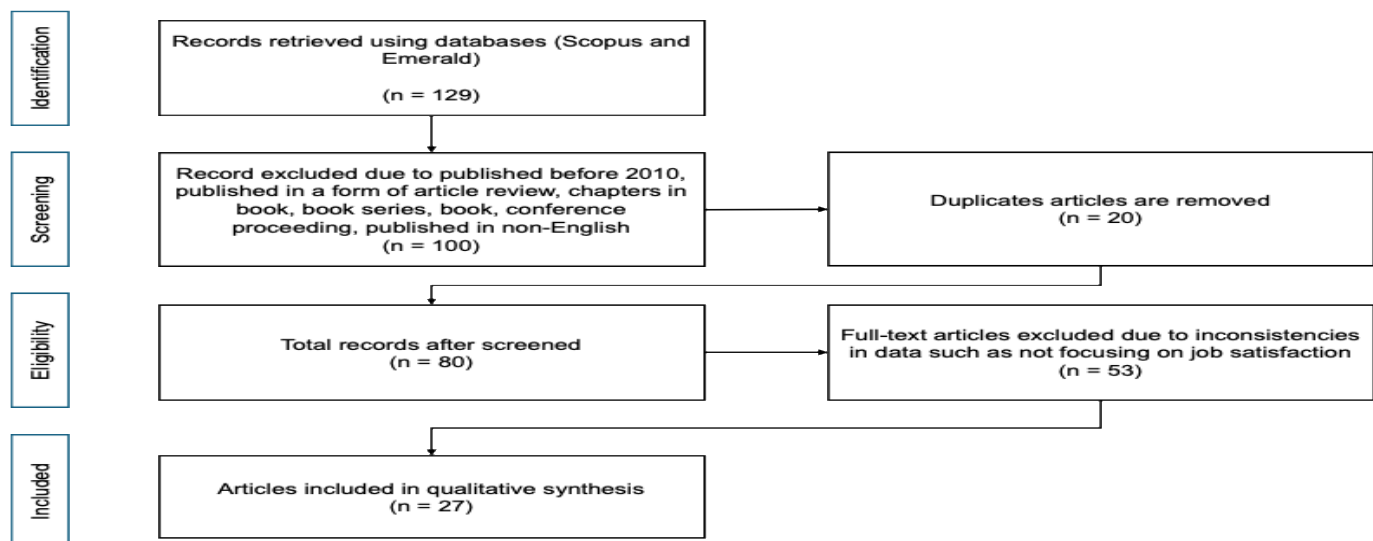


Figure 2: Systematic Searching Process

The screening and exclusion process was as follows:

a) 100 articles were excluded due to:

- Publication before 2010
- Inappropriate document type (e.g., book chapters, reviews)
- Non-English language

- b) 20 articles were duplicates
- c) 53 articles were excluded after detailed review due to irrelevance or insufficient focus on job satisfaction

Only studies that directly addressed determinants of job satisfaction, used empirical methods, and were contextually relevant were retained for full-text analysis.

Summary of Selected Studies

The final set of 27 articles spans a variety of countries and industries, offering diverse methodological approaches and analytical frameworks. These studies provided rich insights into variables such as salary, leadership, organizational culture, and work-life balance. The analysis of these articles enabled a comprehensive synthesis of the common factors influencing job satisfaction across sectors. A detailed summary is presented in Table 2.

Table 2 : Summary of Findings on Job Satisfaction

Author, Year	Theory	Factors	Research Sample	Finding
Daud (2016)	Internal consistency and factor analysis	Determinants of Job Satisfaction among Gen Y.	The research sample is not explicitly mentioned.	Internal consistency and factor analysis were conducted in the study.
Sypniewska (2014)	Two-factor theory by Herzberg.	Atmosphere at work, satisfaction includes stability, communication, and promotion opportunities.	215 respondents from various organizations.	Factors impacting job satisfaction: recognition, job stability, and independence. The relationship between clusters and employment period was statistically significant.
Hee et al. (2019)	Herzberg's Two-Factor Theory of job satisfaction is significant.	Job satisfaction is influenced by motivators and hygiene factors.	Malaysian faculty members analysed job satisfaction factors.	Herzberg's Two-factor Theory influences job satisfaction through motivator and hygiene factors. Job satisfaction is linked to factors like company policy, supervision, salary, growth opportunities and achievement recognition and the nature of work.
Franco (2018)	Not specified	Employee development, rewards, and work-life balance influence job satisfaction significantly.	136 millennial employees from Malaysian Multinational Companies	Employee development, rewards, and work-life balance significantly impact job satisfaction. Organizational culture moderates the correlation between independent and dependent variables.
Dalkrani, Dimitriadis	Job satisfaction and organizational	Internal factors: Personality, beliefs,	439 enterprises surveyed,	Job characteristics, work conditions, and social

and History (2018)	commitment theories	values, locus of control, negative affectivity. External factors: Pay, working conditions, nature of work, role theory.	including various business sectors.	aspects are crucial for satisfaction. Dissatisfaction with payments and promotions due to the economic crisis.
Saxena, Tomar and Tomar (2019)	Not specified	Good Working Conditions, Opportunity for Career Advancement, Financial Rewards, and Workload.	400 manufacturing and service sector employees from Gwalior.	Positive relationship between job satisfaction and organizational citizenship behaviour. No significant gender differences in job satisfaction and organizational citizenship behaviour.
Mubarok et al. (2020)	Two-factor theory by Herzberg.	Job satisfaction affects performance significantly. Financial compensation and internal communication influence job satisfaction and performance.	160 respondents selected using a random sampling method.	Motivation affects job satisfaction but not employee performance significantly. Organizational commitment, financial compensation affects employee performance but not job satisfaction. Job satisfaction significantly affects employee performance.
Omar, Abdul Aziz and Mohd Salleh (2020)	Not specified	Job security, salary, and working conditions influence job satisfaction.	130 respondents participated in the study.	Job security, salary, and working conditions positively influence job satisfaction.
Lee et al. (2022)	Two-factor theory by Herzberg.	Motivation and hygiene factors affect job satisfaction in various industries.	355,199 data points collected from current and former employees over nine industries.	Factors affecting job satisfaction: motivation, hygiene factors, industry-specific moderating effects. Job satisfaction factors: relationships, professional development, inconsistent with the two-factor theory
Guoba, Žygaitienė and Kepalienė (2022)	Adams' equity theory and Herzberg's two-factor theory	Extrinsic factors: pay, promotion opportunities, contingent rewards, and communication at work. Intrinsic factors: personal	Lithuanian teachers were surveyed for job satisfaction research.	Factors affecting job satisfaction: nature of work, communication at work. Teachers are least satisfied with pay and promotion opportunities. Rural schoolteachers express higher job

		characteristics, work environment, job peculiarities, and culture.		satisfaction
Dzulkalnine and Idras (2022)	Not specified	Salary, benefits, surroundings, and team dynamics are key factors contributing to job satisfaction.	Thirteen employees from various departments in the Kuala Lumpur organization.	Salary and benefits are top factors for job satisfaction. Job security and training contribute to employee satisfaction. Management's role is crucial in improving compensation and benefits.
Simonetti and Sáez (2023)	Not specified	Personal characteristics, organizational aspects, and structural factors influence job satisfaction.	1,632 clinical nurses from medical-surgical units in Chilean hospitals.	Training opportunities and professional growth areas of dissatisfaction.
Tria (2023)	Herzberg's two-factor theory, Bandura's social cognitive theory, McClelland's three needs theory, Maslow's hierarchy of needs theory, and ERG theory by Alderfer	Job motivation, job performance, competence, organizational culture, leaders' decision-making styles	Educators in basic and higher education from various regions. Excluded other professions, focused on job satisfaction among educators.	Positive affect is linked to enthusiasm, self-efficacy, and job satisfaction. Leadership styles impact educators' job satisfaction and effectiveness. Supervision by school leaders positively correlates with teacher job satisfaction.
Boon Hwei and Anuar (2024)	Not specified	Job satisfaction is influenced by working conditions and the nature of work.	Banking sector employees in Malaysia.	Compensation, training, and development positively influence job satisfaction. Performance appraisal is positively correlated with job satisfaction.
Ali and Anwar (2021)	Motivation theories	Intrinsic and extrinsic motivation.	Case-based survey was used for analysis in the research study.	Compensation and incentives significantly influence job satisfaction in the banking sector.
Bakhtawar (2016)	Equity Theory by Adams.	Motivational factors include pay, work environment, job enrichment, and growth.	100 respondents, 35 females, 65 males, aged 25-35.	Motivational factors impact work fulfilment among NGO employees. A good workplace and salary are crucial for job satisfaction.
Dziuba, Ingaldi and	Not specified	Factors contributing to job satisfaction	Employees of a chosen	Job satisfaction impacts work performance and

Zhuravskaya (2020)		are work performance, employee safety, and training.	metallurgical enterprise participated in the survey. The survey included 20 statements to assess job satisfaction.	safety. A Survey assessed employee satisfaction and performance in a metallurgical enterprise. Job satisfaction is linked to working conditions, relations with superiors, and salary.
Rodrigo, Kuruppu and Pathirana (2022)	Deductive approach	Job satisfaction, pay, benefits, training, and working conditions influence employee performance.	Sample size: 66 employees.	Job satisfaction positively impacts employee performance. Pay, benefits, and the nature of the job influence employee performance significantly.
Ratnasari, Sutjahjo and Adam (2020)	Not specified	Organizational culture, leadership style, and job satisfaction impact employee performance. Job satisfaction is influenced by work elements, wages, colleagues, and more.	108 permanent employees of PT. Epsom.	Organizational culture influences job satisfaction significantly. Leadership style has a significant impact on job satisfaction. Job satisfaction significantly affects employee performance.
Utari et al. (2021)	Not specified	Competence, job training, and job satisfaction influence work productivity. The coefficient of determination shows the impact of job-related factors.	Employees of the Hotel 88 Jakarta branch, totaling 50 people.	Job training and satisfaction affect work productivity at Hotel 88 Jakarta. Reliability test shows that the variables for job performance assessment are valid.
Yang et al. (2021)	Not specified	Individual and organizational factors influence job stress and satisfaction.	60 valid questionnaires from traditional and high-tech industries.	Job performance increases with seniority in job roles. Job stress negatively correlates with job performance.
Boine and Byoung-Goo (2020)	Social exchange theory	HRD participation enhances job satisfaction and organizational commitment.	Used 7th HCCP data from KRIVET with 10,005 employees.	Job satisfaction is influenced by education & training, HRD system participation. Job satisfaction partially mediates between HRD and organizational commitment.
Shubhra	Herzberg's	Job insecurity,	Female clerical	Job satisfaction impacts

Mishra and Chaurasiya (2021)	Motivation Theory and Maslow's Hierarchy of Needs	workload, abilities, manager relationship, pay, and communication.	workers in 300 catalogue order offices.	overall performance and productivity of an organization. Employee turnover rate can be reduced with increased job satisfaction. Dissatisfied employees negatively affect the organization's image and performance.
Yanchovska (2021)	Not specified	Job satisfaction, performance, gender, age, education, years in position.	126 international respondents from 25 different IT companies.	Moderate correlation between job satisfaction and personal performance. Statistically significant variation in job satisfaction levels based on demographics.
Nathwani (2021)	Social identity theory	Individual factors, task characteristics, economic factors, and organizational context.	200 employees from middle and lower management.	Positive correlation between job satisfaction and employee performance in organizations. Work environment and compensation influence job satisfaction and employee performance.
Montuori et al. (2022)	Not specified	Attitudes, knowledge, and behaviours are key factors in job satisfaction.	General population in Naples, Italy. The respondents were over 18 years old, various employment categories.	Knowledge negatively correlated to practices; attitudes mediate. Attitudes greatly affect satisfaction; target intervention towards mindfulness.
Frutos-Bencze et al. (2022)	Not specified	Achievement, recognition, advancement, growth, company policies, administration, supervision, compensation	University distance learning students collaborated for survey data collection. 1,334 surveys processed, with 1,343 completed surveys.	Overall job satisfaction increased during COVID-19 for both genders. Women were slightly more satisfied than men. Job satisfaction is slightly higher in small firms with up to 50 employees.

Prevailing Factors Influencing Job Satisfaction

Intrinsic variables are widely recognized as fundamental determinants of job happiness. Factors such as accomplishment, acknowledgment, prospects for advancement, and the characteristics of the work often emerge in the research. Hee et al. (2019) and Guoba, Žygaitienė and Kepalienė (2022) highlight the substantial

role of intrinsic rewards in enhancing employee happiness. Personal qualities, such as attitudes and self-efficacy, are crucial, as demonstrated by Tria (2023) and Simonetti and Sáez (2023).

Extrinsic variables, including compensation and benefits, are universally essential across industries. Research by Franco (2018), Dziuba, Ingaldi and Zhuravskaya (2020), and Nathwani (2021) substantiates the significance of financial incentives in promoting employee satisfaction. Working circumstances and job security are equally important, as emphasized by Omar, Abdul Aziz and Mohd Salleh (2020), regarding their impact on satisfaction.

The work environment, encompassing interactions with colleagues and management, is a persistent determinant. Effective communication, supportive leadership, and favorable team dynamics are fundamental to satisfaction, as demonstrated by Dzulkalnine and Idras (2022) and Lee et al. (2022). Organizational policies and culture serve as significant moderating elements that affect satisfaction levels via leadership style, corporate policies, and total employee commitment Ratnasari, Sutjahjo and Adam (2020).

Opportunities for professional growth, including training, career progression, and skill enhancement, are often identified as critical elements. Research conducted by Franco (2018) and Boon Hwei and Anuar (2024) highlights the significance of ongoing development in improving job satisfaction.

Variations Specific to the Industry

Notwithstanding these similarities, significant disparities exist in satisfaction determinants among industries. Opportunities for professional development and leadership support are especially vital in education and healthcare. Simonetti and Sáez (2023) and Tria (2023) indicate that educators and healthcare workers prioritize these factors over financial compensation, which frequently leads to discontent.

In the banking and financial sectors, remuneration and performance evaluations are crucial factors influencing job satisfaction. Research conducted by Ali and Anwar (2021) and Boon Hwei and Anuar (2024) underscores the significance of financial incentives and transparent evaluation methods in these domains. In contrast, in the industrial and service industries, elements including manageable workloads, favorable working conditions, and financial incentives are prioritized, as evidenced by Saxena, Tomar and Tomar (2019).

In the IT and high-tech sectors, demographic factors including gender, age, and educational attainment influence disparities in job satisfaction. Yanchovska (2021) emphasizes that these elements affect satisfaction levels, with the work environment being a crucial one.

Divergent Results

Although financial compensation is a broadly acknowledged aspect, its significance varies. Certain research, including Ali and Anwar (2021), identify it as a principal driver, whilst others, such as Mubarak et al. (2020), It is argued that intrinsic motivators like recognition may surpass financial incentives in specific settings. Likewise, the significance of corporate culture, though universally recognized, varies in its perceived influence. Franco (2018) categorizes it as a moderating factor, while Nathwani (2021) designates it as a key determinant.

A further area of variance pertains to the implementation of Herzberg's Two-Factor Theory. Although numerous studies affirm its significance, some, including (Kong *et al.*, 2018) Challenge its universality, referencing industry-specific impacts that diverge from the theory's premises.

DISCUSSION

This combined systematic literature review synthesizes the insights from research on job satisfaction and employment law, exploring their intersections and individual contributions to the broader understanding of workplace dynamics. The analysis is organized around key themes that emerge from both fields, including theoretical foundations, determinants of job satisfaction, outcomes, sectoral and demographic variations, and moderating and mediating factors impacting job satisfaction.

The literature study identifies similarities and differences in factors affecting job satisfaction across different industries. While some motifs regularly emerge, others reveal distinct variations based on the sector. This analysis consolidates information to pinpoint both general and industry-specific factors influencing job satisfaction.

This systematic literature review examines the factors influencing employees' job satisfaction in the private sector, integrating results from various research across different industries. The research examined is supported by many theoretical frameworks, with Herzberg's Two-Factor Theory being the most utilized (Hee et al., 2019; Lee et al., 2022). This approach differentiates between motivators, like recognition and growth, and hygienic considerations, such as compensation and working environment. Additional theories, such as Adams' Equity Theory (Guoba et al., 2022), Maslow's Hierarchy of Needs, and Social Exchange Theory (Boine & Byoung-Goo, 2020), offer perspectives on the interaction between intrinsic and extrinsic factors affecting job satisfaction.

The results indicate that intrinsic elements such as personal development, leadership effectiveness, and job characteristics substantially influence job satisfaction (Franco, 2018; Tria, 2023). Employees find satisfaction in possibilities for growth, managerial assistance, and responsibilities that offer independence and diversity (Simonetti & Sáez, 2023). Extrinsic factors, including remuneration, financial incentives, advancement prospects, conducive working conditions, and job security, are significant drivers (Dziuba et al., 2020; Rodrigo et al., 2022; Omar et al., 2020). A conducive physical work environment and reasonable workloads improve happiness, whereas job security is essential for employees in diverse sectors (Saxena et al., 2019; Ali & Anwar, 2021).

The research emphasizes variability in job satisfaction variables, particularly across different industries. In the manufacturing and service industries, career progression and workload equilibrium are crucial (Saxena et al., 2019), whereas in the education sector, professional development and leadership excellence are more prominent (Tria, 2023). In the banking sector, performance appraisal, training, and development are crucial (Boon Hwei & Anuar, 2024), but in the health sector, discontent frequently arises from restricted professional growth and high task intensity (Simonetti & Sáez, 2023).

Job satisfaction significantly influences organizational outcomes. Contented employees exhibit enhanced performance, diminished attrition rates, and increased organizational commitment (Rodrigo et al., 2022; Yanchovska, 2021; Boiné & Byoung-Goo, 2020). Job happiness positively influences productivity, especially when employees are content with training opportunities and skill development (Utari et al., 2021). Various moderating variables affect these correlations, including demographics like age, gender, and tenure (Yanchovska, 2021; Frutos-Bencze et al., 2022), in addition to organizational culture, which enhances the impact of both intrinsic and extrinsic factors (Franco, 2018).

This review emphasizes the complex character of job satisfaction, illustrating the interaction between inner motivators, extrinsic hygiene aspects, and environmental modifiers. Although prevalent themes like remuneration, workplace atmosphere, and leadership caliber are uniform across sectors, the results underscore the necessity of customizing methods to organizational and demographic circumstances to effectively improve employee satisfaction and performance.

CONCLUSION

The main factors that influence job satisfaction across various industries include compensation and benefits, the workplace atmosphere, opportunities for professional development, job security, and recognition. These elements highlight the complex relationship between internal and external motivators. The differences observed within industries suggest that job satisfaction is context-dependent, requiring tailored strategies to address the specific needs of each sector. This analysis provides a foundation for developing a comprehensive framework to understand and enhance job satisfaction, which will be valuable for dissertation.

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