

Factors Influencing Employee Job Satisfaction: Literature Review

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Abstract

Previous research has the function of strengthening the theory and facts regarding the relationship or influence between the variables studied. This article examines the factors that influence employee job satisfaction, namely: work-life balance, organizational culture and leadership style, a study of Human Resource Management literature. Discussion of this theme is considered important considering the many parties who have studied the same or relevant discussion, because they believe in the importance of understanding how to create job satisfaction for employees and what factors influence it. The results of this literature review article are: 1) Work-life balance influences job satisfaction; 2) Organizational culture influences job satisfaction; and 3) Leadership style influences job satisfaction

Keywords: *job satisfaction, work-life balance, organizational culture, leadership style*

1. Introduction

In every organization or company, the element that plays the most important role is human resources (HR) or employees (Rondonuwu, 2018). Amidst the demands of companies to always be alert to challenges and achieve their goals effectively, HR conditions deserve greater attention. Because employees receive great pressure to ensure that the company succeeds in exceeding the targets set. In addition to third party satisfaction, namely consumers and other stakeholders, companies should pay attention to employee job satisfaction. Job satisfaction is believed to be one of the factors that influences employee motivation and productivity which ultimately also influences how companies successfully achieve organizational goals.

Employee job satisfaction can be obtained from several factors. Work-life balance, organizational culture and leadership style are considered to be some of the causes of employee job satisfaction. Companies that strive to create and maintain employee job satisfaction will bring positive implications for the company itself, namely increasing efficiency and productivity (Kanwar, 2009). In order to achieve individual satisfaction, steps are needed that aim to balance work life with personal and family life or what is called work-life balance (Ramadhani, 2013). Singh and Khanna (2011) wrote that the concept of work-life balance leads its practitioners to determine more appropriate priorities between primary work and personal life. Implementation of work-life balance does not need to defeat one part, it only needs to rearrange and balance it. Organizational culture is intended to form human resources who have organizational discipline, high integrity, are responsible and meet the quality that is in line with the organization's vision and mission (Pratiwi, 2021). So even though there is a need to achieve individual life balance, employees must still implement organizational culture as part of their commitment when joining the company.

In a company, all individuals involved have a hierarchy of positions and authorities as well as different roles and responsibilities. There are leadership roles from the highest level to the lowest level with the title of director, head, chairman, coordinator, and so on.

When the work-life balance policy supported by organizational culture is implemented to support the realization of employee job satisfaction so that it is expected to encourage positive performance, there is still one other factor that also supports this. Namely how the

leadership style colors the company. This is the main point in applying the science or theory of human resource management. This article will discuss the influence of Work-life Balance, Organizational Culture and Leadership Style on Employee Job Satisfaction, a study of Human Resource Management literature.

Formulation of the problem.

Based on the background of the problem described above, the formulation of the problem that will be discussed in this article is obtained and becomes the basis for compiling a literature review and writing a discussion. The formulation of the problem in this literature study is:

1. Does Work-life Balance affect Job Satisfaction?
2. Does Organizational Culture Influence Job Satisfaction?
3. Does Leadership Style Influence Job Satisfaction?

THEORITICAL REVIEW

Work-Life Balance

According to Kastner (2014), Work-life Balance or also called work-life balance originates from the words 'work' and 'life', so work-life balance is the art of how to balance these two aspects of life. Armstrong in Nanzushi (2015) argues that implementing work-life balance means giving employees the opportunity to align their main activities in the company with activities outside of work that suit their personal interests or responsibilities. The concept of work-life balance was first known around 1986. At that time, the need for individuals to achieve achievements or accomplishments in work began to grow, while needs and commitments outside the world of work could still be met properly. In the period 1986-1996, the phrase work-life balance was known to be used in only 35 articles, but since the following year, articles discussing this theme have increased rapidly. This condition shows how the concept of work-life balance is considered essential (Badrianto, 2021).

Dundas further defines work-life balance as an effective effort to manage work and other activities that are equally considered important to an employee, such as family, community, or other voluntary activities (Junaidin, 2019).

Work-life balance According to Hudson (Batu Bara, 2020), it has several indicators:

- a. Time balance
- b. Balance of involvement
- c. Balance of satisfaction

The concept of Work-life Balance has been widely studied by previous researchers, including (Badrianto, 2021), (Batu Bara, 2020), (Ganapathi, 2016), (Junaidin, 2019), (Pratiwi, 2021), (Rondonuwu, 2018).

Organizational culture

Rivai (Batu Bara, 2020) explains that the culture in a company or often referred to as organizational culture is a characteristic of a company that distinguishes the company from other companies. Organizational culture is considered to be able to influence employee behavior because culture is an element that provides positive or negative nuances to employee attitudes and behavior. A positive organizational culture will support increased employee motivation to work better, while a negative organizational culture tends to be

counterproductive to the company's efforts to achieve its goals.

According to Barney, organizational culture is a product of beliefs, assumptions, values and symbols that a company implements in determining how it does business (Satyawati, 2014).

Robbin (2006) describes organizational culture as a shared perception that is embraced and implemented by all members of the organization (Krisnaldy, 2019).

Meanwhile, according to Soedjono (2005), organizational culture can be a competitive and primary advantage instrument if organizational culture is able to support the organization's business strategy. In addition, organizational culture is expected to be able to answer and overcome environmental challenges ideally (Satyawati, 2014).

Organizational Culture Indicators according to Robbins & Judges (Pratiwi, 2021) are 4:

- a. Professional
- b. Integrity
- c. Teamwork
- d. Innovation
- e. Customer Oriented

Organizational Culture has been widely studied by previous researchers, including (Batu Bara, 2020), (Pratiwi, 2021), (Satyawati, 2014), (Krisnaldy, 2019).

Leadership Style

Ardana, et al. (2012) describe leadership style as a pattern of attitudes and behaviors shown by leaders in influencing others in the company, especially their employees. Meanwhile, according to Che Ngah et al., (2013) in his research, leadership style is the attitude and behavior shown by leaders in influencing others. (Prayatna, 2016).

According to Astuti (2008), indicators of a positive leadership style include encouraging subordinates to participate in decision making, being sympathetic towards subordinates, paying attention to the needs of subordinates, having a friendly attitude and creating an atmosphere of mutual trust (Satyawati, 2014).

According to Sopiah (2012), there are several types of leadership:

1. Transactional leadership. This type of leadership focuses on interpersonal transactions, between management and employees.
2. Charismatic leadership. This model emphasizes the symbolic behavior of the leader.
3. Visionary leadership. This leadership seeks to create an attractive, realistic, and credible vision for the company's growing future.
4. Team leadership. Effective leaders must learn skills such as sharing information, having trust in others, managing authority and knowing when to intervene.

Leadership style indicators according to Kartono (Niken Herawati, 2020):

- a. Decision making ability
- b. Ability to motivate
- c. Communication skills
- d. Ability to control subordinates
- e. Responsibility
- f. Ability to control emotions

Leadership style has been widely studied by previous researchers, including (Yanoto, 2018), (Satyawati, 2014), (Sinurat, 2017), (Prayatna, 2016).

Job satisfaction

Job satisfaction is considered personal, because everyone has different expectations and perceptions in assessing their level of satisfaction. However, this issue of job satisfaction deserves more attention from the leadership and company elements, because it is believed that employees who achieve high job satisfaction will create a pleasant company atmosphere and can motivate employees to excel (Rondonuwu, 2018).

Job satisfaction is an expression of attitude that shows the emotional side of a person who likes and enjoys his work (Hasibuan, 2010). This attitude is reflected in the form of work morale, discipline and superior performance. Employee job satisfaction is determined by the following factors:

- a) Fair and appropriate compensation
- b) Proper placement according to expertise
- c) The weight of the work
- d) Work atmosphere and environment
- e) Equipment that supports the implementation of work
- f) The attitude of the leader in his leadership
- g) The nature of the work is monotonous or not

Job satisfaction has been widely studied by previous researchers, including (Ganapathi, 2016), (Yanoto, 2018), (Junaidin, 2019), (Rondonuwu, 2018), (Satyawati, 2014), (Sinurat, 2017), (Chaidir, 2019).

Table 1: Relevant previous research

No	Author (year)	Previous Research Results	Similarities with This Article	Differences with This Article
1	(Rondonuwu, 2018)	<i>Work life balance</i> Have influence on job satisfaction	<i>Work-life balance</i> influence on Employee Job Satisfaction	Did not examine the variables of leadership style and organizational culture
2	(Badrianto, 2021)	<i>Work-life balance</i> have an influence on employee performance and organizational commitment	Examining the influence of work-life balance on employees	Badrianto researched the influence of work life balance on performance, not job satisfaction.
3	(Pratiwi, 2021)	There is a significant influence of work-life balance and company culture on job satisfaction	<i>Work-life balance</i> and corporate culture has a significant influence on job satisfaction	The variables studied are the same
4	(Yanoto, 2018)	There is a significant cause and effect between leadership style and job satisfaction	Leadership style is considered to have a strong influence on job satisfaction.	Yanoto researched the influence of leadership style on motivation and performance. employee
5	(Satyawati, 2014)	Leadership style and organizational culture have a positive influence on employee job satisfaction.	Job satisfaction is influenced by leadership style and organizational culture factors.	Satyawati's research focuses on the influence of leadership style, culture organization and job satisfaction towards financial performance
6	(Krisnaldy, 2019)	Organizational culture has a significant effect on employee job satisfaction	There is a significant influence of organizational culture on employee job satisfaction	Examining how much influence the work environment has and organizational climate on job satisfaction
7	(Prayatna, 2016)	Style leadership significantly affect job satisfaction.	Leadership style influence employee job satisfaction	Examining the impact of style leadership towards stress experienced by employees

8	(Chaidir, 2019)	Researching the influence of salary, environment Work as well as opportunity to advance towards job satisfaction	The variables studied are different	The variables used are salary, work environment and opportunities for advancement.
9	(Candrawasi, 2019)	Analyzing the influence of work culture, job descriptions and work-life balance on job satisfaction	Using work culture and work-life balance variables	Enterjob description variable

Method

This scientific article is written using qualitative methods and literature studies. Another term is Library Research. This method attempts to examine literature that is relevant to the theory and discussion written. In addition, this article also analyzes scientific journals published on reputable sites and from sites that do not yet have an equal reputation. All scientific journals cited in this article are sourced from Mendeley and Google Scholar (Ali, 2021)

Discussion

This article discusses the variables that influence employee job satisfaction. Based on existing book references and previous research, it is known that many factors have a positive influence on employee job satisfaction. Some of these factors include work-life balance, organizational culture and leadership style.

The Effect of Work-Life Balance on Job Satisfaction

Every company is required to produce products or services to the maximum in order to achieve the desired goals. However, it should be noted that in carrying out company activities, it must still pay attention to the interests of human resources which are elements main organization. Namely maintaining the work-life balance conditions of employees so that it does not occur. *burnout* and continue to realize the job satisfaction of human resources in the company. In an effort to increase job satisfaction, currently many companies consider the need to implement work-life balance conditions. This concept is considered important because companies have begun to realize the conditions of their employees who not only have to fulfill their roles and face pressure at work, but also outside of work (Junaidin, 2019). This study was conducted on PLN employees in the South Makassar area.

From the results of research conducted by Rondonuwu, FA et al. (2018) at the Sintesa Peninsula Hotel, Manado, it can be seen that work-life balance has a positive relationship with job satisfaction. Based on another analysis conducted at PT YAUP, Cikarang, it shows that there is a positive relationship between work-life balance and employee performance. In other words, the better the work-life balance conditions, the better the performance will be (Badrianto, 2021).

Another study on employees of PT. Bio Farma (Persero) also showed the influence of work-life balance on job satisfaction, which means that the better the work-life balance conditions of employees, the higher the employee job satisfaction (Ganapathi, 2016).

The influence of work-life balance on job satisfaction has been widely studied by previous researchers, including (Badrianto, 2021), (Batu Bara, 2020), (Ganapathi, 2016), (Junaidin, 2019), (Pratiwi, 2021), (Rondonuwu, 2018).

The Influence of Organizational Culture on Job Satisfaction

The test results of Krisnaldy et al. (2019) on a case study of PT Bluebird Pool Tanah Kusir, South Jakarta showed that organizational culture variables had a significant effect on employee job satisfaction.

Organizational culture is known to have a positive effect on job satisfaction in a study conducted on employees of the Village Credit Institution in Badung Regency, Bali. The better the implementation of organizational culture in LPD, the higher the level of employee job satisfaction (Satyawati, 2014).

Batu Bara, AF et al (2020) studied that organizational culture in the millennial generation at PT Gunung Sawit Mas, Rokan Hulu Regency, simultaneously has a significant influence on the employee engagement variable. Company employees who have high employee engagement are likely to be more productive, committed in their dedication, and responsible for their own achievements. The corporate culture of PT Tirta Investama Bandung employees is included in the very good category and is concluded to have a significant influence on employee job satisfaction at PT Tirta Investama (Pratiwi, 2021). The influence of organizational culture on job satisfaction has been widely studied by previous researchers, including (Batu Bara, 2020), (Pratiwi, 2021), (Satyawati, 2014), (Krisnaldy, 2019).

The Influence of Leadership Style on Job Satisfaction

Leadership style is known to have a positive and significant effect on job satisfaction in a study at Fave Hotel Seminyak, Bali. Company leaders should interact and behave well with employees, and also be fair so that employees get comfort at work and can reduce their stress levels (Prayatna, 2016). The results of empirical data testing conducted by Yanoto, A. (2018) prove that the hypothesis in the form of leadership style does have a high influence on job satisfaction at PT. Nutrifood Indonesia in Surabaya.

Leadership style influences the financial performance of Village Credit Institutions (LPD) in Badung Regency, which means that the better the leadership style of a leader, the more it will influence employees to work optimally so that the company's financial performance is positive (Satyawati, 2014). According to Sinurat, EJ's research (2017), the leadership style variable has a significant influence on job satisfaction in employees at PT. Himawan Putra Medan. The influence of leadership style on job satisfaction has been widely studied by previous researchers, including (Yanoto, 2018), (Satyawati, 2014), (Sinurat, 2017), (Prayatna, 2016).

CONCLUSION

Based on the formulation of the article and discussion, a hypothesis can be formulated for further research:

1. *Work-life Balance* influence on Job Satisfaction. The implementation of a good work-life balance in an organization will have a positive influence on job satisfaction for the organization's employees.
2. Organizational Culture Influences Job Satisfaction. The right and conducive organizational culture will positively influence the job satisfaction of employees.
3. Leadership Style Influences Job Satisfaction. Implementation of a good leadership style that is in accordance with employee conditions will positively influence the job satisfaction of company employees.

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