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## Understanding Job Satisfaction and Its Influences in Nigerian Government Firms: A Systematic Literature Review



**Abstract:** - Job satisfaction is seen as a critical factor in employee performance. This article focuses on a thorough review of the literature to identify the numerous elements that influence job satisfaction and assess their relative importance in shaping employee performance in government-owned firms. The existing literature conceptualizations of job satisfaction are diverse, reflecting the broadness of critical perspectives on the subject. Job satisfaction is conceptualized in various ways in the existing literature, emphasizing the intricacy of key views on the subject. A systematic literature review entailed the following steps: (a) identifying databases and a set of publications; (b) selecting articles and creating a database; and (c) doing bibliometric analysis, content analysis, and verifying the relevance of results to future study. The review included publications from 2013 through 2023 and encompassed psychology, sociology, economics, and management science. Examining existing theoretical writings and practical tests reveals psychological and methodological flaws. Despite countless critical attempts to define exactly what constitutes job satisfaction, no clear and obvious definition has emerged. Similarly, there is a lack of crucial consensus among academics about what factors contribute to job satisfaction, resulting in diverse research methodologies. However, despite the growing popularity of job satisfaction studies, several of these characteristics have yet to be thoroughly investigated, and some research has produced inconsistent conclusions regarding the intensity of specific elements' influence on job satisfaction. Hence, this study meets that demand by doing a thorough review of the literature and showing the direction of recent research.

**Keywords:** Job satisfaction; Employee performance; Job performance; Government-owned firms

### I. INTRODUCTION

Scientists have been interested in job satisfaction since the 1930s, and it remains a prominent research topic in psychology, sociology, economics, and management science. According to [1], comprehending people's ties to their jobs can never be achieved just through the conceptual tools provided by sociological philosophy. Sociology must be supported by psychology theory in order to comprehend individuals' reactions to their jobs, and by economic theory in order to comprehend the structural aspects of the labour market that influence the matching process [2]. Moreover, the field recent expansion demonstrates its long-term relevance and significance [3-6].

Since the 1990s, there has been a resurgence of interest in job satisfaction research. Job satisfaction is becoming more popular as the labour market, nature of employment, and work habits change [7]. A new wave of research is currently emerging that advocates widening the scope of job satisfaction studies and exploring deeper into the subject [8]. Job satisfaction has evolved from being defined exclusively in terms of satisfying desires to emphasizing cognitive processes [9-10]. One distinct area of this research is the investigation of job satisfaction and its variables. Numerous significant methodologies have been used in these studies, indicating the complexity

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of the problem: concepts depicting the process of how employee satisfaction is shaped are determined by a number of organizational, workplace-environmental, and individual elements [11].

Furthermore, numerous studies have been conducted to date in order to determine the elements that have the greatest impact on job satisfaction levels at both the micro (individual enterprises and societies) and macro (government-owned firms) scales [12]. In recent years, many models for influencing job satisfaction have been discovered and remain in development. These often comprise “attribute models,” in which a number of unique factors acting simultaneously either trigger or improve the sensation of job satisfaction [13]. However, the composition of these element sets varies significantly, and there is still no agreement on their relative importance [14-15]. At the basis of this disparity is the fact that work is a system comprised of many different aspects, each of which is the source of a different aspect of job satisfaction [16].

In addition, let us emphasize that the concept of “labour” might be understood differently depending on the situation [17]. Work is something that a person sells on the labour market in the form of physical and intellectual talents with the goal of creating certain commodities and services that can be tangible or intangible [18]. However, labour can be defined as any deliberate or socially beneficial activity that entitles a person to a specific position in society from a sociological and psychological standpoint. While psychology focuses on the emotional aspects of a person, sociology investigates the relationship of satisfaction and fulfilment to a person’s past, present, and predicted future experiences as a member of a social group [19]. People have the potential to acquire acceptable living conditions, personal qualities, and a defined position in society as a result of their employment. Work also contributes to a sense of accomplishment, aids in goal definition, and develops the abilities required to overcome hurdles [20]. As a result, it can give fulfilment and satisfaction on a variety of levels. To summarize, both economic and socio-psychological components of employment must be included for a more complete understanding of job satisfaction, highlighting its multidimensionality [21].

The purpose of this article is to combine and systematize the various definitions of job satisfaction as well as to investigate the elements that influence it. We believed it was critical to present the factors influencing job satisfaction as well as their attributes. Although the article is conceptual, the ideas it contains are cognitive. Its purpose is to shed light on alternative ways to understanding job satisfaction, provide the findings of earlier research taken from the social sciences on the causes of employee satisfaction, and investigate techniques for evaluating it. To that goal, the following research questions were developed: a) to assess the number of job satisfaction studies conducted between 2013 and 2023; b) to investigate the level of job satisfaction elements in government-owned firms. Hence, to identify existing research directions and trends, a systematic review of the literature using bibliometric analytic features was used, which included the substance of the concept, the preconditions and factors of job satisfaction, and its influence on other elements.

## II. LITERATURE REVIEW

Job satisfaction is one of the fundamental mindsets that influence human behaviour in the workplace [23]. As a result, hierarchical behaviour researchers are focused on effectively evaluating job satisfaction and comprehending its implications for people at work [24]. Some job satisfaction definitions provide a realistic view of the subject and were useful for this systematic study. According to [25], emphasized how deeply people felt about their professions. It is a passionate reaction to one’s commitments as well as the physical and social working conditions. Job satisfaction, as a term, also shows how well a person’s psychological needs are met. People who recognize a change in commitment in their relationship with their job and the company may experience greater job satisfaction [26].

In addition, the level of delight or happiness associated with one’s job is referred to as “job satisfaction.” However, individuals may experience excessive job contentment if they have positive views regarding components of their employment, such as the labour itself, acknowledgment, and advancement opportunities [27]. According to [28], job satisfaction is the degree to which someone is excited or content with his or her employment. Significant research on job satisfaction reveals that a person’s ambitions and aspirations, as well as organizational and organizational components such as connections with colleagues, directors, the working environment, work patterns, and remuneration, determine the perspective [29]. Thus, job satisfaction is defined

as a person's general attitude toward his or her [30]. According to [31], someone who is happy with his or her employment has positive views about it; someone who is unhappy with his or her employment has negative attitudes toward it. Job satisfaction is a gorgeous or amazing, passionate condition because of one's job or specific methods [32].

Furthermore, job satisfaction has been identified as a key component that is closely linked to organizational productivity. Job satisfaction is a measure of how much employees appreciate their jobs and how much they do not. According to [33], when employees are content with their jobs, it produces pleasant pressure within the organization, motivates employees to do a good job, and the organization may get wonderful results from them. On the other hand, disgruntled employees deliberately attempt to avoid duty, resulting in a high percentage of absenteeism when they are present but attempt to sneak away from the job and not worry about organizational concerns, which has a negative impact on organizational productivity [34]. As a result, most organizations endeavour to understand their employees' feelings and opinions about their jobs [35]. For instance, IBM is one of the firms that conduct extensive field surveys to learn about employee attitudes toward their jobs [36]. According to [37], job satisfaction is a type of commitment factor that is associated with company effectiveness. Hence, high levels of job satisfaction contribute to low levels of employee turnover, which helps organizations become successful and gain an excellent reputation [38].

### III. RESEARCH METHODOLOGY

The study comprised a systematic review of the literature as well as a bibliometric analysis. Choosing a systematic review allowed for not only a formally objective synthesis and appraisal of previous research [39], but also the identification of both researched and unexplored fields of study [40]. In essence, this laid the groundwork for future research, and the findings of which might be generalized in the international literature [41]. A systematic review, as opposed to a typical review, is also helpful in that it offers research questions before conducting appropriate analysis, suggesting that it produces a complete list of relevant works as well as the criteria for inclusion or exclusion of relevant literature items [42].

#### A. Selection of papers

The procedure for conducting a systematic literature review was divided into three stages: the first stage involves defining research objectives and selecting primary literature; the second stage involves picking articles and creating a database of publications; and the third stage involves assessing the material and validating the relevance of the collected results to future study [43]. During the first step, three international research databases were chosen: Scopus, ScienceDirect, EBSCO, ProQuest, and Web of Science. The Scopus, Science Direct, EBSCO, and ProQuest databases feature articles and books from well-known worldwide publishers, as well as complex search engines that permit keyword searches with a variety of additional parameters. These are also the databases recommended for doing systematic reviews of social science publications [44]. For bibliometric analysis, the Web of Science database was chosen because it aggregates information on publications based on their impact factor, factual accuracy, and predictive ability for specific countries, ensuring not only scientific reliability but also rigorous evaluation of important vibrations in the scientific world [45].

A comprehensive evaluation of the publications included in the literature database was critical to the systematic review's credibility. It was necessary to read each article and provide a succinct analytical report. Thus, developing a publication database entailed three steps: (a) identifying the search criteria used to collect publications in the database; (b) identifying the inclusion criteria a priori limiting papers added sequentially to the database; and (c) searching for publications in the aforementioned research databases according to those criteria. The search criteria were chosen to start with those connected to the study model and the cognitive setting used, namely factors of job satisfaction. Researchers made judgments about the separation and application of the inclusion criteria for adding a publication to the database by considering not only assumptions but also the practice of conducting a systematic literature review in research activities [46].

In addition, the search parameters were presumed to be contained in the titles, abstracts, or keywords of the studied publications. To that purpose, researchers searched the research databases using the following phrases:

“job satisfaction”, “employees performance”, “factors of job satisfaction”, “measuring”, and “research” “government institutions”. This allowed researchers to automate the search procedure at the expense of eliminating the most common category of keyword occurrence anywhere in the main text. As a result of this assumption, attention was placed on publications in which the keyword mirrored the research category that was crucial to the investigation rather than being an afterthought.

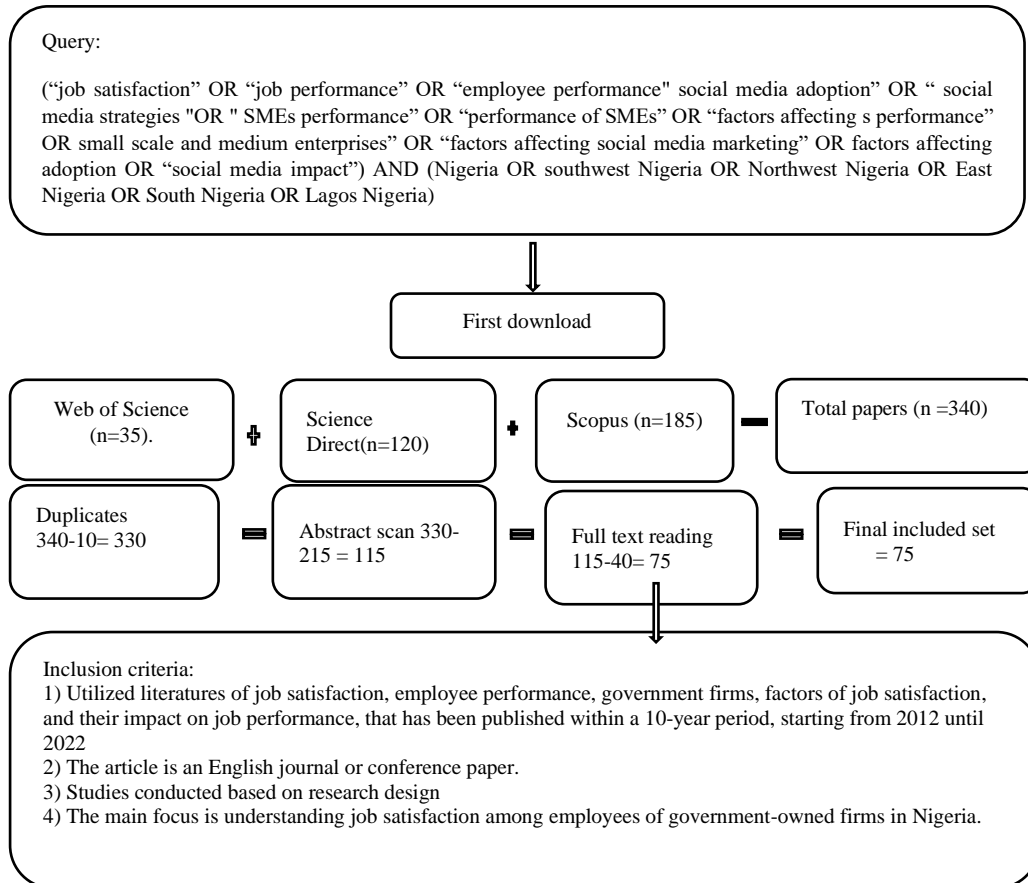
Furthermore, the search criteria were restricted to articles in the social sciences. Because knowledge disciplines frequently overlap and steal concepts from one another, we must eliminate from our database any domains where the concept of job satisfaction has been applied. As a result, the database only includes scientific publications published in journal articles, conference proceedings, and chapters in scientific monographs. Although each class of research has a distinct level of rigor, their participation in electronic databases served as a simplified quality criterion due to differences in the text processing technology and the function of the review process. The next inclusion criteria required articles to have been positively peer-reviewed in order to assure the necessary degree of quality.

For instance, This criterion, for example, limits the results by omitting publicly available scientific announcements or seminar presentations. Furthermore, our search was restricted to works that were comprehensive. Finally, a language criterion was implemented, with only English-language publications eligible. The English language limitation reflects the selection of just those works that have been subjected to international evaluation and can be located among international scientific papers. Only papers published between the years 2013 and 2023 were examined. The database search produced approximately 340 publications, which were then subjected to additional cleaning. After eliminating theoretical articles, duplicates, and those with limited access (i.e., paywalls), the total was reduced to almost a thousand items. This was still far too vast for a comprehensive assessment of the texts.

Considering the researchers' perceptual abilities and time constraints, we opted to limit the literature database to publications from Scopus, Web of Science, and ScienceDirect. Finally, a comprehensive literature review was conducted on 70 papers in a database. This publishing database was then subjected to additional scrutiny in later phases of the evaluation. The research also used the core processes of the bibliometric methodology. Bibliometric analysis, in particular, enabled a time series analysis of the number of publications in a selected research area, a citation analysis focused on publications with the highest impact factor, the identification of relevant researchers, and the classification of research sub-areas in a set of bibliometric data reflecting the selected research area. We also employed backward citation analysis, which was performed on the basis of bibliographic references obtained at the conclusion of each study, to execute the systematic review's selected assumptions. This enabled us to identify the authors and papers that had a particularly significant influence on developing the current state of knowledge about job satisfaction factors.

Finally, in terms of job satisfaction factors, we collected descriptive data on the articles. This stage involves doing a comprehensive content analysis of whole texts from our publication database. We presented the results using the storytelling approach, with the main goal of assessing current achievements in relation to job satisfaction and identifying the elements that influence it. The need to emphasize the intricacies of the highlighted difficulties led to the adoption of a systematic literature review. This strategy is ideal when the research field has been fully studied, allowing for a synthesis of the outcomes of literature investigations. However, this strategy has some drawbacks, which originate mostly from the shortcomings of the analytical methodologies utilized. These restrictions may have had an impact on the results produced during the development stage of the literature database, but during the publication review stage, they were more related to the faults of content analysis, such as the moral relativism of the content researcher. It should also be highlighted that the publishing query results are only a snapshot of the state of knowledge at a specific point in time, with knowledge itself never being constant, especially in such a research-productive subject. Therefore, the research opted to narrow the search to papers on job satisfaction, job performance, employee performance in government-owned enterprises, job satisfaction variables, and their impact as an indication of employee satisfaction. The initial search yielded 340 papers: 35 from Web of Science, 120 from ScienceDirect, and 185 from Scopus. This study used filtered papers published from 2012 until 2022 and categorized them into three groups. The articles included in the three databases are

classified into three categories: the first portion, where 10 articles were duplicated out of a total of 340; the second part, after reading the titles and abstracts, with 215 removed from a total of 330, the result is 115; and in the second part of the filtering process, 45 papers were excluded from the 115. The final number of papers included from the 115 was 70, as shown in Fig. 1 below:



**Figure 1.** Flowchart of selection of papers, including the search query and inclusion criteria

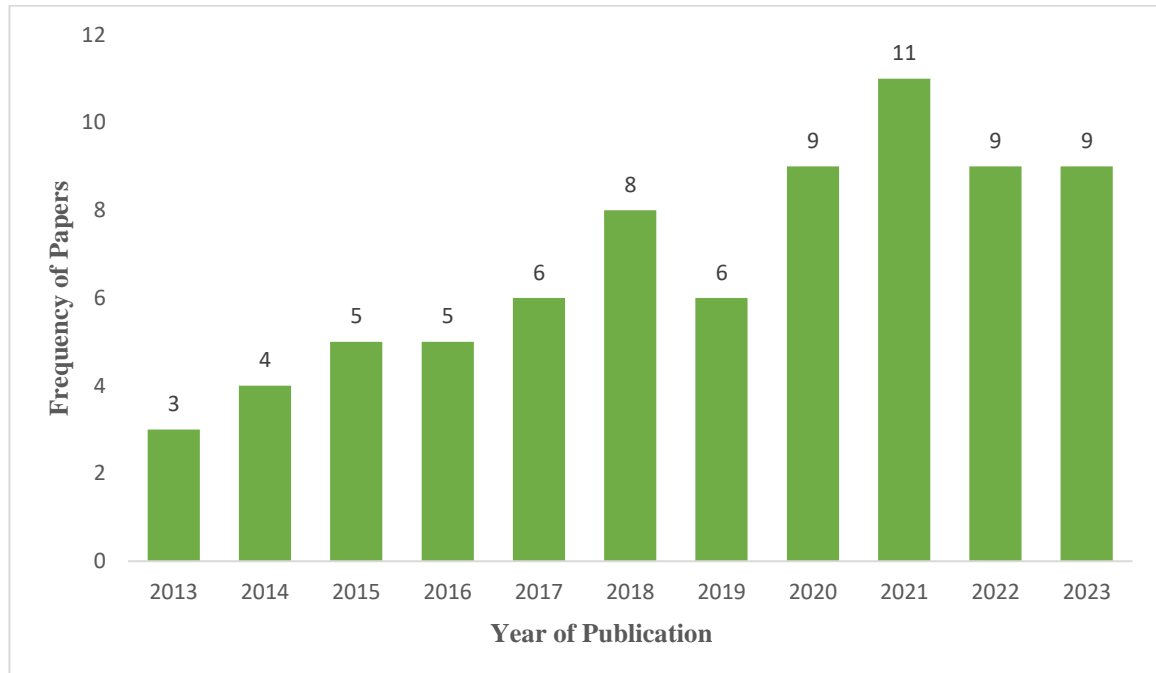
#### IV. RESULTS AND DISCUSSIONS

In this section, the SLR offers data collected based on i) an overview of job satisfaction, employee performance articles, and journal publications from 2013 to 2023; and ii) the variables that impact job satisfaction in government-owned enterprises and employee performance.

##### A. Overview of studies on job satisfaction and employee performance

According to Fig. 2, it is unsurprising that job satisfaction has piqued the interest of many researchers, with the number of studies increasing year after year. There was a significant increase from 2013 to 2018, but there was a significant decrease in 2019 with only 6 research papers. While the year 2021 had the most research (11 articles), the percentages for 2020, 2022, and 2023 remained consistent at 9 papers reviewed. This demonstrates that, with the exception of 2013 and 2019, which had low numbers, more researchers are becoming interested in job satisfaction in government-owned firms as the years pass. As a result, further research on job satisfaction in government-owned firms remains an important research agenda.

Reviewed studies on job satisfaction and employee performance in government-owned firms



**Figure 2.** Number of reviewed studied with respect to the publication year

**B. To investigate the factors that influence Job satisfaction in Government-owned firms**

Job satisfaction is essential for accelerating employee performance in government-owned businesses [47]. This indicates that job satisfaction initiatives are often focused on attempts to build commitments that draw attention and inspire people to work and perform successfully at their firms [48]. According to certain research, job satisfaction can help firms enhance employee performance [49]. Despite the fact that the Nigerian federal government has established a structure for job satisfaction among government employees, government establishments continue to pay little attention to job satisfaction, and the connection between universities, government research facilities, and firms is still not inspiring [50]. Only a few publications are quantitative-based research, as shown in Table 1, and this study identified nine unique types of job satisfaction in government-owned companies by studying and analysing the gathered literature on job satisfaction in government-owned firms.

**TABLE 1.** Summaries of previous studies on job satisfaction in government owned firms

Author	Year	Country	Research Findings	Job satisfaction elements	Result
Afolayan & Babalola	2020	Nigeria	According to the findings, information sharing behaviour, monitoring, and motivation all had an influence on employee job satisfaction in the selected new generation banks in Lagos, Nigeria.	Knowledge sharing Monitoring Motivation	Significant
Jimoh & Tinuola	2021	Nigeria	According to the study, organizational rewards, opportunities for career progression, working conditions, and promotional schemes all have substantial relationships with job satisfaction.	Organizational rewards, Working conditions, Promotions, Work environment	Impartial

			However, job satisfaction remained constant by the work environment.		
Osakwe	2014	Nigeria	The study discovered no significant differences in motivation and job satisfaction between male and female non-management academic personnel.	Motivation	Insignificant
Mougbo	2013	Nigeria	The study discovered a relationship between extrinsic motivation and job satisfaction in employees. They identified no relationship, however, between intrinsic motivation and employee job satisfaction.	Intrinsic and extrinsic factors	Impartial
Arifin & Putra	2020	Nigeria	According to the study's findings, job experience has a significant impact on employee performance. Employee performance has been shown to be significantly affected by compensation.	Compensation Work experience	Significant
Tunji-Olayeni et al	2018	Nigeria	According to the studies, public-sector employees in Nigeria are less satisfied with their jobs and less committed to their organizations than private-sector employees.	Organizational commitment	Significant
Ogunbanjo	2021	Nigeria	The outcomes of the study indicated that the independent variables (job satisfaction and job security) had a significant effect on the dependent variable (commitment of the library personnel).	Job commitment Job security	Significant
Akinwale & George	2020	Nigeria	This study revealed that, while all variables influenced nurses' work satisfaction, salary was the most important crucial predictor, followed by advancement and promotion.	Promotion Compensation Salary Climate Recognition Supervision Advancement	Significant
Emejulu	2020	Nigeria	In the South East Nigeria public sector, the study showed a significant relationship between employee recognition, staff development and employee satisfaction.	Staff development Recognition	Significant

Job satisfaction elements are used to gauge an employee's contentment with their work in an organization and how it influences the dissemination of knowledge by altering their perspectives and opinions [51]. They are among the most crucial organizational strategies for enhancing the workforce, fostering a stronger commitment, inducing changes in employee behaviour, or creating new opportunities for them [52]. This review of research underscores

the contextual breadth and ambiguity surrounding job satisfaction definitions. Currently, there is no universally accepted definition or operationalization of research. It is currently believed that job satisfaction should be perceived as the affective component of an individual's response to the interplay between desired and actual work outcomes. It is also considered a multidimensional construct based on employees' emotional reactions to comparisons between desirable and actual working conditions [53].

## V. CONCLUSION

This article presents a comprehensive examination of job satisfaction surveys and conceptual approaches between 2013 and 2023. Despite extensive research, a general definition of job satisfaction remains elusive, making future studies difficult to develop standards. In order to address this issue, the article analyses the cognitive and emotional components of job satisfaction, as well as their link to the individual's perceptions and feelings. Job satisfaction has been characterized as a short-term emotional response to meeting needs or a positive attitude toward work. Subsequent studies highlighted the cohabitation of emotional and cognitive characteristics while acknowledging that they may not necessarily coexist due to distinct mechanisms influencing them. However, there is consensus that job satisfaction is subjective and relies on individual perceptions and feelings, but study viewpoints disagree on the situational components to which job satisfaction relates, persistence, and the dynamics of reaction to work conditions.

The current accepted definition of "job satisfaction" is an attitude that defines the amount of favourability or unfavorability that employees feel toward their employment. This description, however, poses a dilemma for researchers, who must determine whether and how to analyse employees' cognitive evaluations and judgments about their work, as well as their emotional reactions and sentiments while on the job. Because these two assessments might result in different outcomes, they must be evaluated separately. Work should also be understood as a multidimensional system, with each element reflecting a distinct part of fulfilment. This allows researchers to distinguish between general and partial job satisfaction and uncover distinct causes of job satisfaction based on the definition of job satisfaction. A comparison of employee preferences revealed that employees may be pleased with one component of their employment while dissatisfied with another. These variables are classified into two categories: subjective (socio-demographic) and environmental. Employee job satisfaction is thus influenced by both individual personality traits (intrinsic wants and attitudes) and extrinsic motivators connected to the overall operation of the business.

According to the researchers, understanding the drivers of job satisfaction in varied organizational settings is critical for informing methodological considerations for measuring and changing job satisfaction. Although several elements influence satisfaction, it is critical to identify the most influential ones. While countless studies on work satisfaction have been conducted, there are still undiscovered or contradictory elements that deserve additional exploration. This research adds to existing knowledge and opens up new avenues for future investigation. Previous research has tended to focus on a few components, making it difficult to examine the linkages and correlations between different factors and their influence on overall job satisfaction. Given the complexities of the human and organizational elements that impact job satisfaction, multilevel studies that take into account the interrelationships between these components are required to fully appreciate the circumstances of job satisfaction. Further research into job satisfaction can give significant insights into employee behaviour and aid in the management of human resources.

The approach employed in this study has limitations that should be considered. First, the systematic literature review approach adopted in this study does not contain research method triangulation, which may limit the breadth of the investigation. Second, the sample for this study was selected from just a few databases, including Scopus, Web of Science, and ScienceDirect, which may not offer a full view of the body of knowledge on work satisfaction and its determinants. Although these databases are well-regarded, the study might be broadened in the future to include more databases. Furthermore, the databases employed are skewed toward articles written in English, which may lead to the omission of valuable publications in other languages. Third, abstract and full text analysis are subjective and may result in inaccuracies. When merging papers based on diverse ideas, conceptualization of the review may also be a challenge. Synthesizing highly differentiated research is very difficult.

Additionally, the researcher's association with a particular scientific field may have an impact on the specific study challenges, directions, and findings. Many social sciences' underlying paradigms differ from one another and may govern the technique of analysis, which is also worth noting. On the other hand, this research has both theoretical and practical implications. First, it emphasizes the crucial relevance of factors influencing job satisfaction. Second, the findings of the study not only give an overview of current knowledge and research on work satisfaction but also propose prospective future research directions. It is critical to conduct further study in this area, particularly in identifying the many components of job satisfaction. Researchers hope that this paper will spark additional discussion and debate about the present achievements of research on job satisfaction factors and how they might be more beneficial to both individuals and companies.

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