

## Psychological Factors Influencing Job Satisfaction: A Comprehensive Review

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**Abstract:** Purpose: The research paper "Psychological Factors Influencing Job Satisfaction: A Comprehensive Review" aims to provide an in-depth exploration of the multifaceted relationship between psychological factors and job satisfaction. The purpose of the review is to synthesize existing literature, identify key psychological variables, and enhance our understanding of their impact on employees' overall job satisfaction.

Theoretical Framework: The study is grounded in a comprehensive theoretical framework that draws from various psychological theories, including Maslow's hierarchy of needs, Herzberg's two-factor theory, and the Job Demands-Resources model. This rich theoretical foundation guides the analysis and interpretation of the reviewed literature.

Design/Methodology/Approach: Utilizing a systematic and rigorous approach, the authors conducted an extensive literature review, encompassing a wide range of empirical studies, meta-analyses, and theoretical articles. A systematic search and analysis of various databases were employed to ensure the inclusion of diverse perspectives and methodologies.

Findings: The review highlights a myriad of psychological factors that significantly influence job satisfaction. These factors encompass both intrinsic elements such as autonomy, task significance, and work engagement, as well as extrinsic factors like leadership styles, organizational culture, and work-life balance. The authors identify the complex interplay between these psychological variables and their cumulative impact on employees' overall satisfaction within the workplace.

Research, Practical & Social Implications: The synthesized findings offer valuable insights for researchers, practitioners, and policymakers alike. In a research context, this review provides a comprehensive foundation for future studies to explore nuanced relationships and potentially untapped psychological dimensions of job satisfaction. For practitioners, the identification of key psychological factors underscores the importance of tailored interventions to enhance employee well-being and organizational performance. Furthermore, the societal implications emphasize the need for organizations to prioritize the psychological aspects of job satisfaction in order to foster healthier work environments and improve overall job quality.

Originality/Value: The originality of this research lies in its comprehensive approach to exploring the multitude of psychological factors contributing to job satisfaction. By integrating diverse theories and empirical studies, the authors provide a holistic understanding of this complex phenomenon. This review extends beyond existing literature by shedding light on lesser-explored psychological dimensions and their interconnections, thus adding significant value to the field of organizational psychology.

**Keywords:** Job satisfaction, psychological factors, organizational psychology, employee well-being, workplace, theoretical framework, literature review.

### INTRODUCTION

In today's dynamic and competitive work environment, job satisfaction has emerged as a pivotal factor influencing individual well-being,

organizational productivity, and overall societal progress. As organizations strive to optimize their human resources and enhance performance, understanding the multifaceted interplay between

psychological factors and job satisfaction becomes imperative. This comprehensive review paper delves into the intricate web of psychological determinants that shape job satisfaction, offering a panoramic analysis of their effects and implications.

Job satisfaction, a multifarious construct, reflects an individual's emotional and cognitive assessment of their job experiences. Its significance is underscored by its capacity to impact not only an employee's attitude, motivation, and commitment but also organizational outcomes such as turnover rates, absenteeism, and productivity. Within this context, an in-depth exploration of the psychological elements influencing job satisfaction is instrumental in fostering a more insightful comprehension of employee behavior and workplace dynamics.

The synthesis of existing research on this topic is a timely endeavor, given the evolving nature of work arrangements, employee expectations, and the increasing recognition of mental health's role in professional contexts. By delving into a diverse array of psychological factors—ranging from intrinsic motivation, personality traits, and work values to emotional intelligence, stress coping mechanisms, and work-life balance—this paper aims to provide a comprehensive framework for analyzing the intricate relationship between psychological dynamics and job satisfaction.

Moreover, this review paper not only elucidates the individual-level impact of psychological factors on job satisfaction but also considers the broader organizational and societal ramifications. By examining how organizations can leverage these insights to design interventions, policies, and practices that enhance both employee well-being and organizational effectiveness, this research contributes to the broader discourse on creating healthier and more fulfilling work environments.

As the global workforce continues to evolve, with technology shaping new paradigms of work and collaboration, the insights gleaned from this comprehensive review hold the potential to guide future research endeavors, inform managerial decision-making, and foster a holistic understanding of the complex interplay between

psychological factors and job satisfaction. In the subsequent sections, we embark on an enlightening journey through the landscape of psychological determinants, unraveling their nuanced effects on job satisfaction and illuminating pathways for organizational advancement.

## **BACKGROUND**

Job satisfaction is a complex and multidimensional construct that plays a crucial role in the overall well-being and productivity of employees within an organization. Over the years, research in the field of organizational psychology has extensively investigated the various factors that contribute to employees' job satisfaction. Among these factors, psychological factors have emerged as key determinants that significantly influence how individuals perceive and experience their work environment.

Understanding the interplay between psychological factors and job satisfaction is of paramount importance for both researchers and practitioners, as it not only sheds light on the mechanisms underlying employee motivation, commitment, and performance but also guides organizations in fostering a conducive workplace atmosphere. A comprehensive review of the literature on psychological factors influencing job satisfaction can provide valuable insights into the intricate dynamics that shape employees' attitudes and behaviors in the workplace.

The modern workplace is characterized by rapid changes in technology, organizational structures, and work processes. This dynamic environment calls for a nuanced understanding of how psychological factors interact with these changes to impact job satisfaction. Factors such as employee engagement, perception of autonomy, work-life balance, emotional well-being, and self-efficacy have been identified as crucial psychological determinants that influence job satisfaction. However, the relationships between these factors are intricate and can vary across different industries, cultures, and generations.

This research paper aims to present a comprehensive review of the existing literature on psychological factors influencing job satisfaction.

By synthesizing the findings from a wide range of studies, this review intends to identify the key psychological variables that consistently emerge as predictors of job satisfaction. Additionally, the paper will delve into the mechanisms through which these psychological factors exert their influence, shedding light on the underlying cognitive, emotional, and behavioral processes.

In conducting this review, an integrative approach will be adopted, encompassing studies from various fields including psychology, organizational behavior, and human resource management. This interdisciplinary perspective is essential to capture the full spectrum of psychological factors that impact job satisfaction and to provide a holistic understanding of the topic.

Ultimately, the insights derived from this comprehensive review will have implications for both researchers and practitioners. For researchers, it will highlight gaps in current knowledge and suggest avenues for future research, such as investigating the moderating role of cultural differences or exploring the impact of emerging digital work environments on psychological factors. For practitioners, the review will offer evidence-based recommendations for designing interventions and policies that foster employee well-being and satisfaction, thereby contributing to enhanced organizational performance and employee retention.

## **JUSTIFICATION**

**Introduction:** The research paper titled "Psychological Factors Influencing Job Satisfaction: A Comprehensive Review" addresses a critical and timely topic that holds significant relevance in the contemporary workplace environment. Job satisfaction is a complex and multifaceted construct that profoundly impacts both employees and organizations. As work dynamics continue to evolve, understanding the psychological factors that influence job satisfaction becomes imperative for fostering a productive, engaged, and motivated workforce. This justification outlines the importance of this research paper and its potential contributions to academia, organizations, and the broader society.

**Relevance of Job Satisfaction:** Job satisfaction plays a pivotal role in an individual's overall well-being and quality of life. Satisfied employees are more likely to be productive, committed, and resilient, contributing positively to organizational success. Conversely, low job satisfaction can lead to absenteeism, turnover, and reduced organizational performance. In an era where businesses are striving to attract and retain top talent, enhancing job satisfaction has become a strategic priority. This review paper delves into the intricate interplay of psychological factors that influence job satisfaction, shedding light on both the positive and negative contributors.

**Comprehensive Understanding:** The proposed research paper aims to provide a comprehensive overview of the psychological factors that impact job satisfaction. By synthesizing existing research, the paper aims to offer a holistic understanding of how individual perceptions, attitudes, and emotions intersect with job satisfaction. This holistic approach recognizes that job satisfaction is not solely determined by extrinsic factors such as salary and benefits but is equally shaped by intrinsic psychological aspects, including motivation, work-life balance, and meaningfulness. By delving into this nuanced perspective, the paper is poised to contribute to a deeper comprehension of the subject matter.

**Identifying Interventions:** One of the central implications of this research paper is its potential to identify actionable interventions that can be employed by organizations to enhance job satisfaction. By critically examining the psychological underpinnings, the paper may uncover novel strategies for cultivating a positive work environment. For instance, the paper could highlight the significance of recognizing employees' achievements, fostering a sense of autonomy, and promoting positive interpersonal relationships. Such insights could empower organizations to implement targeted interventions that promote job satisfaction and consequently drive employee well-being and productivity.

**Theoretical Advancements:** This review paper also offers the opportunity for theoretical advancements in the field of organizational

psychology. By consolidating existing theories and empirical findings, the paper may contribute to the development of new conceptual frameworks that elucidate the complex interactions between psychological factors and job satisfaction. The paper's comprehensive approach could potentially bridge gaps in current understanding, fostering new avenues of inquiry and inspiring future research endeavors.

#### **OBJECTIVES OF THE STUDY**

1. To critically analyze and synthesize existing literature on various psychological factors that contribute to job satisfaction among employees across diverse industries.
2. To identify and assess the impact of individual psychological attributes, such as personality traits and emotional intelligence, on overall job satisfaction and its subsequent effects on employee performance and well-being.
3. To explore the role of workplace relationships, including supervisor-subordinate interactions and coworker dynamics, in shaping employees' psychological well-being and job satisfaction levels.
4. To examine the influence of intrinsic motivational factors, such as task autonomy and opportunities for skill development, on the psychological aspects of job satisfaction and its connection to long-term career engagement.
5. To provide insights into practical implications and recommendations for organizations to design effective strategies that enhance job satisfaction by addressing key psychological factors, ultimately contributing to improved employee morale, retention, and organizational success.

#### **LITERATURE REVIEW**

Job satisfaction is a critical aspect of organizational behavior and employee well-being. It is an essential factor in determining an individual's overall quality of work life, motivation, productivity, and commitment to the organization. A multitude of psychological factors play a pivotal role in shaping

job satisfaction levels among employees. This literature review aims to comprehensively examine and analyze the psychological factors that influence job satisfaction, drawing insights from previous research studies.

1. **Work Engagement and Intrinsic Motivation:** Work engagement and intrinsic motivation have consistently emerged as significant psychological factors impacting job satisfaction. According to Deci and Ryan's Self-Determination Theory, individuals who experience a sense of autonomy, competence, and relatedness in their work are more likely to exhibit higher levels of job satisfaction. Research by Bakker and Demerouti (2017) underscores that engaged employees, who find their work intrinsically rewarding and fulfilling, tend to report greater job satisfaction and reduced turnover intentions.
2. **Job Characteristics and Role Clarity:** Job characteristics, including task variety, autonomy, skill utilization, and feedback, have been extensively studied in relation to job satisfaction. Hackman and Oldham's Job Characteristics Theory highlights the influence of these factors on an employee's psychological state and overall job satisfaction. A study by Fried and Ferris (1987) found a positive relationship between clear role expectations and job satisfaction, suggesting that well-defined roles enhance employees' sense of purpose and reduce ambiguity, positively impacting their job satisfaction.
3. **Perceived Organizational Support and Psychological Contracts:** The perception of organizational support and fulfillment of psychological contracts significantly impact job satisfaction. Eisenberger and Stinglhamber (2011) propose that employees who perceive fair treatment, support, and reciprocity from their organization tend to experience higher levels of job satisfaction. Psychological contract breaches, on the other hand, can lead to dissatisfaction and reduced commitment. Robinson and Rousseau (1994)

argue that a misalignment between employee expectations and organizational practices can result in diminished job satisfaction and trust.

4. **Leadership Style and Support:** Leadership styles, ranging from transformational and transactional to servant leadership, have been linked to job satisfaction. Transformational leaders, characterized by their inspirational and supportive behaviors, have been associated with heightened job satisfaction and organizational commitment (Bass & Riggio, 2006). A study by Avolio et al. (2009) demonstrated that supportive leadership behaviors, such as providing guidance and recognition, positively affect employees' psychological well-being and, consequently, job satisfaction.
5. **Work-Life Balance and Psychological Well-being:** The interplay between work-life balance and psychological well-being significantly influences job satisfaction. Greenhaus and Powell (2006) emphasize the importance of managing work and personal life demands to enhance job satisfaction. Research by Carlson et al. (2010) reveals that individuals who experience less conflict between work and family roles tend to report greater job satisfaction due to reduced stress and enhanced overall well-being.
6. **Emotional Intelligence and Social Support:** Emotional intelligence, characterized by the ability to perceive, understand, and manage emotions, is gaining recognition for its impact on job satisfaction. Employees who possess higher emotional intelligence often exhibit enhanced interpersonal skills and cope better with workplace stressors, leading to improved job satisfaction. Furthermore, the presence of a robust social support network within the workplace, as highlighted by House (1981), fosters positive psychological experiences and contributes to heightened job satisfaction levels.
7. **Cognitive Appraisal and Coping Strategies:** Individuals' cognitive appraisals of their work environment and their subsequent coping strategies significantly influence job satisfaction outcomes. Lazarus and Folkman's Transactional Model of Stress and Coping elucidates how employees' perceptions of their job demands and their appraisal of coping resources contribute to their job satisfaction. Adaptive coping strategies, such as problem-solving and seeking social support, tend to be associated with greater job satisfaction, as demonstrated by research conducted by Carver et al. (1989).
8. **Job Crafting and Autonomy:** The concept of job crafting, wherein employees proactively modify their tasks and roles to align with their strengths and preferences, has emerged as a dynamic psychological factor shaping job satisfaction. Tims et al. (2013) argue that job crafting empowers employees, enhancing their sense of ownership and control over their work, which in turn positively impacts job satisfaction. Autonomy, a central component of job crafting, has also been consistently linked to higher levels of job satisfaction, reflecting the significance of self-determination in the workplace (Hackman & Oldham, 1980).
9. **Person-Environment Fit and Values Alignment:** Person-environment fit, encompassing both person-job fit and person-organization fit, plays a pivotal role in influencing job satisfaction. Employees whose skills, values, and personality traits align with their job and organizational culture tend to experience a higher degree of congruence and satisfaction (Edwards, 1991). Research by Kristof-Brown et al. (2005) emphasizes the influence of values alignment between employees and organizations, demonstrating that a harmonious value match positively correlates with job satisfaction.
10. **Psychological Empowerment and Self-Efficacy:** Psychological empowerment, defined as employees' belief in their ability to influence their work environment, intertwines with job satisfaction. Empowered employees, as emphasized by Spreitzer (1995), exhibit higher levels of motivation, autonomy, and

self-determination, which contribute to enhanced job satisfaction. Additionally, Bandura's self-efficacy theory suggests that employees with higher self-efficacy beliefs perceive challenges as attainable goals, leading to increased job satisfaction (Bandura, 1977).

## **MATERIAL AND METHODOLOGY**

**Research Design:** The research design for this review paper titled "Psychological Factors Influencing Job Satisfaction: A Comprehensive Review" is a systematic literature review. This approach involves a comprehensive and structured analysis of existing research articles, studies, and literature related to the psychological factors influencing job satisfaction. The aim is to synthesize and present a holistic understanding of the various psychological variables that contribute to job satisfaction among individuals in different work settings and across diverse industries.

**Data Collection Methods:** The data collection for this review paper involves a rigorous and systematic search of relevant literature from various academic databases such as Scopus PsycINFO, Google Scholar, and other reputable sources. The primary focus is on peer-reviewed articles, research studies, and scholarly publications that explore the psychological aspects of job satisfaction. Keywords and search terms related to psychological factors and job satisfaction are used to ensure the inclusion of relevant studies.

**Inclusion and Exclusion Criteria:** Inclusion Criteria:

- Research articles and studies published in peer-reviewed journals.
- Studies focusing on the influence of psychological factors on job satisfaction.
- Research conducted across diverse industries and job roles.
- Studies involving a quantitative, qualitative, or mixed-methods approach.

Exclusion Criteria:

- Non-peer-reviewed articles, conference abstracts, and opinion pieces.
- Studies not directly related to psychological factors and job satisfaction.
- Literature that primarily focuses on non-psychological aspects of job satisfaction (e.g., salary, work environment).
- Studies with insufficient data or methodological flaws.

**Ethical Considerations:** Ethical considerations are paramount in conducting this review paper. All included studies have been subjected to a thorough assessment of research ethics, ensuring that the data collection methods, participant recruitment, and study procedures align with established ethical guidelines. The review paper acknowledges the contributions of the original researchers in upholding ethical standards and protecting the rights and well-being of study participants. The authors of this review paper have respected copyright and intellectual property rights by appropriately citing and referencing the original sources.

## **RESULTS AND DISCUSSION**

This review research paper aims to comprehensively analyze the influence of psychological factors on job satisfaction among employees across diverse industries. The synthesis of existing literature sheds light on the multifaceted interplay between various psychological attributes and their impact on employee well-being, performance, and organizational success. The following sections discuss the outcomes and implications of each objective in detail.

### **1. Critical Analysis of Psychological Factors:**

The review of literature reveals a rich tapestry of psychological factors contributing to job satisfaction. Key findings underscore the significance of factors such as work-life balance, job role clarity, and intrinsic motivation in fostering positive job satisfaction outcomes. Additionally, studies emphasize the role of employee engagement and psychological ownership in cultivating a sense of commitment and satisfaction

towards one's job. The synthesis of diverse perspectives underscores the complexity of job satisfaction and highlights the need for a holistic approach to address these psychological drivers.

#### 2. Impact of Individual Psychological Attributes:

Personality traits and emotional intelligence emerge as pivotal individual psychological attributes influencing job satisfaction. Research indicates that individuals with higher emotional intelligence are more likely to exhibit positive emotional experiences, leading to greater job satisfaction. Furthermore, certain personality traits, such as extraversion and conscientiousness, are positively associated with job satisfaction. This aligns with the broader understanding that an individual's emotional and personality attributes play a crucial role in shaping their job satisfaction levels, which in turn affect their overall performance and well-being.

#### 3. Role of Workplace Relationships:

Workplace relationships, including supervisor-subordinate interactions and coworker dynamics, significantly impact employees' psychological well-being and job satisfaction. Studies highlight that positive relationships with supervisors foster a sense of support, autonomy, and trust, thereby enhancing job satisfaction. Furthermore, coworker relationships contribute to social integration, reducing feelings of isolation and stress. The findings underscore the importance of cultivating healthy interpersonal connections within the workplace to promote a positive psychological environment.

#### 4. Influence of Intrinsic Motivational Factors:

Intrinsic motivational factors, such as task autonomy and opportunities for skill development, are integral to enhancing job satisfaction and long-term career engagement. Research indicates that employees who have greater autonomy in their tasks experience higher levels of job satisfaction, as it empowers them to make meaningful contributions and take ownership of their work. Similarly, access to skill development opportunities aligns with self-determination theory, promoting a sense of competence and mastery, thereby

positively influencing job satisfaction and career engagement.

#### 5. Practical Implications and Recommendations:

The synthesis of research underscores several practical implications for organizations seeking to enhance job satisfaction through psychological interventions. Firstly, organizations can prioritize the implementation of strategies that foster work-life balance, clear job role delineation, and opportunities for intrinsic motivation. Secondly, promoting emotional intelligence development among employees can lead to improved interpersonal interactions, positively impacting job satisfaction. Thirdly, organizations should invest in training programs that enhance supervisor-subordinate relationships and nurture a supportive work environment. Fourthly, offering autonomy in task execution and avenues for skill enhancement can contribute to long-term job satisfaction and career engagement.

#### 6. Cross-Cultural Perspectives:

An interesting dimension emerging from the literature is the role of culture in shaping the impact of psychological factors on job satisfaction. Cross-cultural studies reveal that cultural norms and values influence how individuals perceive and respond to various psychological drivers of job satisfaction. For instance, the emphasis on individual achievement versus collective harmony may affect how employees value autonomy or interpersonal relationships. Organizations operating in diverse cultural contexts must tailor their strategies to align with local cultural nuances, ensuring that psychological interventions resonate effectively with employees from different backgrounds.

#### 7. Technological Advancements and Remote Work:

Recent shifts in work dynamics, accelerated by technological advancements and the rise of remote work, have introduced new considerations for understanding the psychological factors influencing job satisfaction. The ability to work remotely has implications for autonomy, work-life balance, and coworker relationships. While remote work can offer flexibility, it may also lead to feelings of

isolation and blurred boundaries between work and personal life. Organizations need to adapt their approaches to accommodate these changes, finding innovative ways to promote job satisfaction and psychological well-being in a digitally connected but physically distant work environment.

#### 8. Intersectionality and Diversity:

An emerging area of research pertains to the intersectionality of psychological factors with other dimensions of diversity, such as gender, ethnicity, and socio-economic background. Studies suggest that certain groups may experience unique challenges that intersect with psychological factors, influencing their job satisfaction differently. For example, women may face gender-related biases that impact their opportunities for skill development and workplace relationships. Organizations committed to equity and inclusion must recognize and address these intersecting factors to create a truly inclusive work environment that enhances job satisfaction for all employees.

#### 9. Long-Term Organizational Impact:

The research underscores that addressing psychological factors influencing job satisfaction is not merely a short-term strategy but has long-term implications for organizational success. Employees who experience high job satisfaction are more likely to be motivated, engaged, and committed to their organizations. This, in turn, leads to higher productivity, lower turnover rates, and a positive impact on the organization's overall performance. Therefore, investments in promoting psychological well-being and job satisfaction among employees can be seen as investments in the organization's future sustainability and growth.

#### 10. Future Research Directions:

While this review provides a comprehensive analysis of the current state of research on psychological factors and job satisfaction, it also highlights avenues for future exploration. Further research could delve into the impact of emerging psychological concepts, such as mindfulness and work-related identity, on job satisfaction. Additionally, longitudinal studies tracking the

dynamic interplay of psychological factors and job satisfaction over time could provide deeper insights into the causal relationships and potential moderating factors. Furthermore, qualitative studies could capture rich narratives that reveal the lived experiences of employees in different industries and cultural contexts, adding depth to our understanding of the subject.

### CONCLUSION

In conclusion, this comprehensive review paper delved into the intricate web of psychological factors that exert a profound influence on job satisfaction. Through a meticulous analysis of a wide array of studies, it has become evident that the realm of job satisfaction is a multifaceted construct, intricately interwoven with various psychological dimensions. This review underscores the significance of understanding and addressing these factors, as they play a pivotal role in shaping the overall well-being, productivity, and engagement of employees within organizational settings.

The findings highlighted in this paper underscore the intrinsic relationship between psychological variables such as intrinsic motivation, self-efficacy, organizational commitment, and the overall perception of one's job. Notably, it has been elucidated that an individual's perception of their work environment, the level of autonomy they experience, and their sense of belonging within the organization significantly impact their job satisfaction levels. Furthermore, the interplay of factors like stress, work-life balance, and emotional intelligence cannot be underestimated, as they contribute profoundly to the overall job satisfaction equation.

This review not only sheds light on the individual elements influencing job satisfaction but also underscores the need for a holistic approach towards employee well-being. Organizations that recognize and proactively address these psychological factors are better poised to cultivate a positive work culture, foster employee engagement, and enhance overall job satisfaction. As businesses strive to optimize productivity and retain talent in an increasingly competitive

landscape, the insights gleaned from this research paper serve as a valuable compass for designing interventions, policies, and practices that nurture a contented and motivated workforce.

In essence, this comprehensive review advances our comprehension of the intricate interplay between psychological factors and job satisfaction. It underscores the vital importance of a comprehensive understanding of these variables for organizations aiming to create an environment where employees thrive and flourish. Moving forward, continued exploration of these dynamics promises to unveil novel insights that can inform the development of strategies aimed at enhancing job satisfaction, ultimately benefiting both individuals and the organizations they serve.

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