

Determinants of Job Satisfaction of Public Sector Organizations' Employees in Six Continents: A Systematic Review

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Abstract

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This article aims to systematically review the empirical literature on the determinants of employees' job satisfaction in public sector organizations worldwide. This study conducted a systematic review following the protocol proposed by Lee and Cummings. Data sources utilize electronic databases, such as Scopus, PubMed, and Google Scholar, which were searched from 2008 to February 2022. The review method involves analyzing articles that examine the factors influencing employee job satisfaction in public sector organizations. Team members independently reviewed and determined each paper that met the inclusion criteria. Then we assessed the quality of the articles using a predetermined quality assessment instrument. Next, we perform data extraction. Finally, we conducted a comprehensive content analysis to categorize the factors related to employee job satisfaction. The results concluded that implementing appropriate leadership styles, prosocial behavior, rewards, organizational commitment, organizational justice, empowerment, emotional intelligence, and organizational communication can increase job satisfaction in public sector organizations. Toxic leadership style and job stress can reduce employee job satisfaction. Besides, we also revealed some inconsistencies in research results, which have provided research gaps for other researchers to follow up on in the future.

Kata kunci:

Kepuasan Kerja, Organisasi Sektor Publik, Reviu Sistematis

Abstrak

Artikel ini bertujuan untuk meninjau secara sistematis literatur empiris tentang faktor penentu kepuasan kerja pegawai di organisasi sektor publik di seluruh dunia. Studi ini melakukan tinjauan sistematis mengikuti protokol yang diusulkan oleh Lee dan Cummings (2008). Sumber data memanfaatkan database elektronik, seperti Scopus, PubMed, dan Google Scholar yang dicari sejak 2008 hingga Februari 2022. Metode reviu melibatkan analisis artikel yang meneliti faktor-faktor yang mempengaruhi kepuasan kerja pegawai pada organisasi sektor publik. Anggota tim secara independen meninjau dan menentukan setiap artikel yang memenuhi kriteria inklusi. Kemudian kami menilai kualitas artikel menggunakan instrumen penilaian kualitas yang telah ditentukan. Selanjutnya, kami melakukan ekstraksi data. Terakhir, kami melakukan analisis isi yang komprehensif untuk mengkategorikan faktor-faktor yang berhubungan dengan kepuasan kerja pegawai. Hasil penelitian menyimpulkan bahwa mengimplementasikan gaya kepemimpinan yang sesuai, perilaku prososial, penghargaan, komitmen organisasi, keadilan organisasi, pemberdayaan, kecerdasan emosional, dan komunikasi organisasi dapat meningkatkan kepuasan kerja pegawai pada organisasi sektor publik. Gaya kepemimpinan beracun dan stres kerja dapat menurunkan kepuasan kerja pegawai. Selain itu, kami juga mengungkapkan beberapa ketidakonsistenan hasil penelitian yang telah memberikan celah penelitian bagi peneliti lain untuk ditindaklanjuti di masa yang akan datang.

INTRODUCTION

Employees with high job satisfaction can achieve high productivity and demonstrate positive work behavior (Frampton, 2014). Meanwhile, Park (2020) revealed that increasing employee job satisfaction in public sector organizations is essential because it will impact positive organizational outcomes. This study focuses on determining employee job satisfaction in public sector organizations. Nordiawan (2006, pp. 1-2) defines a public sector organization as an entity that manages organizational resources, not for profit but preferring to serve the community. These entities are like local government organizations. Public sector organizations vary widely according to their operational fields, including education services, health services, medicine, administrative services, tourism, planning, finance, transportation, disaster management, etc.

Job satisfaction is a pleasurable emotional state resulting from an appraisal of one's job or work experience (Colquitt *et al.*, 2019, p. 94). Employees with high job satisfaction experience positive feelings about their duties or participating in task activities. In other words, job satisfaction represents how you feel about your job and what you think about your job. Employees with low job satisfaction have negative feelings about their jobs.

Leaders of public sector organizations must pay attention to the job satisfaction of their employees because they are the spearhead of service to the community. The community's need to be served is growing today (Mickson & Anlesinya, 2020). It is important to note that satisfied employees tend to be active at work, have higher performance levels, and stay with the organization (Robbins *et al.*, 2017, p. 290). Besides, employees who are satisfied with their work are more productive than their dissatisfied colleagues (Riketta, 2008). Therefore, experts in the organization field argue that only happy employees can realize organizational goals.

Various research results reveal many factors that can affect employee job satisfaction. However, the research results are still partial, so making it a policy strategy in public sector organizations is not easy. We argue that leaders of public entities need to understand the factors that influence employee job satisfaction. This study seeks to consolidate all the variables associated with increasing employee job satisfaction, especially in public sector organizations. The purpose of this study is to systematically review the empirical literature relating to the determinants of employee job satisfaction in public sector organizations in various organizations around the world.

RESEARCH METHODS

Study design used the review published by Lee and Cummings (2008) as the guiding protocol for this systematic review. Specchia *et al.* (2021) and Penconek *et al.* (2021) have also adopted the same guidelines in their study. *Search strategy and data sources* used the publish or perish software to make it easier to find articles, using the keywords job satisfaction and employee satisfaction. We identified papers through electronic databases, including Scopus Search, PubMed Search, and Google Scholar Search from 2008 to February 2022. We conducted a screening process to remove duplicate articles. We also assess the eligibility of all articles, where we take only eligible papers. Meanwhile, studies that do not meet our requirements are excluded. Finally, the team analyzed reports that met the criteria.

Inclusion and exclusion criteria included reviewed articles when they met the following inclusion criteria: 1) measuring job satisfaction on employees of public sector organizations, 2) measuring job satisfaction and predictors of job satisfaction, 3) focus on employees working in

public sector organizations, such as local government employees, education, health, or other public services, and 4) published in reputable international journals. We excluded studies that: 1) investigate the job satisfaction of employees working in non-public sector organizations, 2) investigate job satisfaction at the level of leaders of public sector organizations, and 3) use a qualitative design because we focus on measuring employee job satisfaction and its determinants.

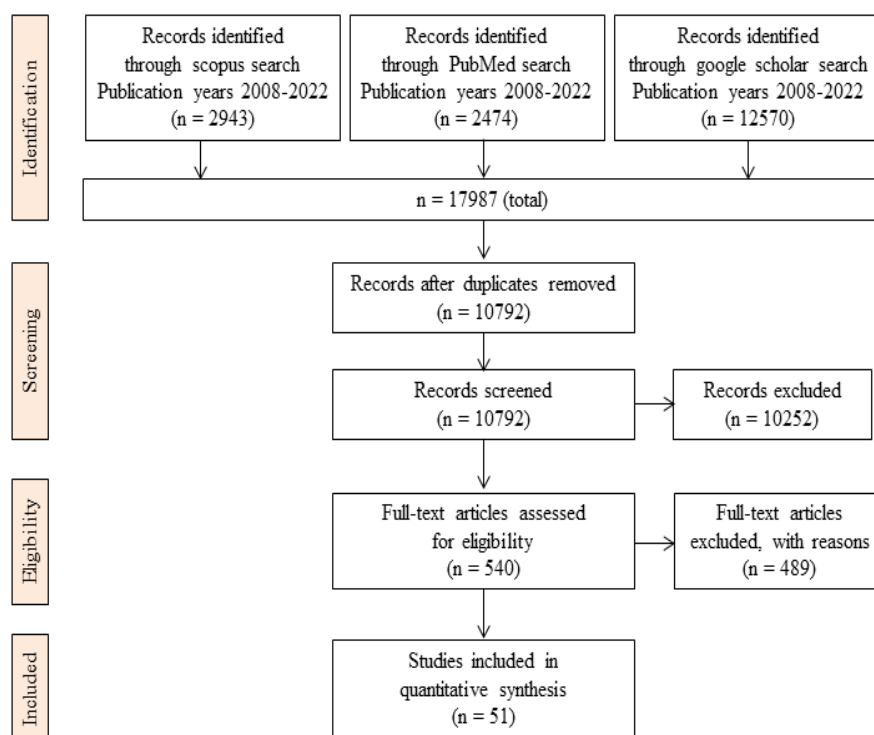
Screening decided on the articles drawn for this study, with the screening tool for inclusion and exclusion from Lee and Cummings (2008). We reviewed the titles and abstracts of the selected articles. After reading the full text of the article comprehensively, our team members then filtered those who met the criteria. *Quality review* assessed article quality independently, using predefined quality assessment tools, and used only articles using a quantitative design (Lee & Cummings, 2008; Specchia *et al.*, 2021; Penconek *et al.*, 2021). The assessment instrument consists of 12 items with a total score of 14 points. There are three categories of assessment results, namely quality: low (0-4), moderate (5-9), and high (10-14). Low-quality studies were excluded after assessment to focus results on well-designed studies.

Data extraction extracted several elements from the included articles: author(s), year of publication and data collection, journal, country, continent, design, theoretical framework, setting and sample information, instruments and measures used, and study results. Each article was extracted independently by one team member and validated by the team leader. The articles included are very diverse, so we must carefully synthesize the meta-analysis results compiled in an excel spreadsheet. Therefore, this study conducted a content analysis to determine the factors influencing employee job satisfaction in public sector organizations.

RESULTS AND DISCUSSION

Search results

A search through the electronic database identified 10792 articles (after removing duplicate studies). Then, we assessed 540 titles and abstracts in full text to find out whether they were eligible or not. In the end, only 51 articles were retrieved and comprehensively reviewed (see Figure 1).



Summary of Quality Review

We retrieved 51 articles based on the final assessment. We argue that all of these studies are prospective. Of these, only 26 articles used probability samples. A total of 50 papers reported sample size. In addition, 30 articles reported a response rate of > 60%. See Table 1 for details of the results of the literature search.

Table 1. Summary of Quality Assessment of Included Articles (51 Studies)

Criteria	No. of Studies	
	Yes	No
Design:		
Prospective studies	51	
Used probability sampling	26	25*
Sample:		
Appropriate/justified sample size	50	1*
The sample was drawn from more than one site	51	
Response rate > 60%	30	21*
Measurement:		
Reliable measure of determinant	51	
A valid measure of determinant	51	
A valid measure of job satisfaction	51	
Job satisfaction internal consistency ≥ 70	51	
Theoretical model/framework used	51	
Statistical Analyses:		
Correlations are analyzed when multiple effects studied	51	
Management of outliers addressed	51	

Note: *not reported

Characteristics of included studies

Fifty-one articles published from 2008 to February 2022 met the inclusion and exclusion criteria. Of these, 31 were conducted in Asia, six in Africa, six in Europe, two in Australia, four in North America, one in South America, and one across continents (see Table 2). Adding to that, all of the quantitative studies that investigated the relationship between various determinants of job satisfaction of public sector organizations' employees included: 19 educational, 14 public services, 13 health, four defenses, and one civil servant.

Table 2. Number of Article Reviews by Country and Continent

Continent	Country	Article(s)	Continent	Country	Article(s)
A. Asian	1. Indonesia	6	C. Europe	16. Ghana	1
	2. Malaysia	3		17. Nigeria	2
	3. Philippines	1		18. Rwanda	1
	4. Vietnam	1		19. Tanzania	1
	5. China	3		20. Denmark	1
	6. Taiwan	1		21. Italy	1
	7. South Korea	1		22. Lithuania	1
	8. India	1		23. Portugal	1
	9. Pakistan	3		24. Slovakia	1
	10. Iran	2		25. Slovenia	1
	11. Jordan	3		26. Australia	2
	12. Oman	1		27. USA	4
			D. Australia		
			E. North America		

	13. Palestine	2	F. South America	28. Brazil	1
	14. Turkey	3	Across continent	29. OECD Country	1
B. Africa	15. Egypt	1	Total		51

Measures of job satisfaction

We have identified 27 different instruments for measuring job satisfaction in public sector organizations in 37 studies. Five articles used job satisfaction surveys (Spector, 1985). Four papers used the Minnesota job satisfaction questionnaire (Weiss *et al.* 1967). In addition, each of the two articles uses the job satisfaction questionnaire (Luthans, 2011), the job satisfaction scale (Hackman & Oldham, 1975), and the job satisfaction scale (Cullen *et al.*, 1985). The remaining 14 articles did not report clearly on the use of job satisfaction measurement instruments. See Table 3 for details on measuring job satisfaction.

Table 3. Measurement of Job Satisfaction

No.	Measurement	Article(s)
1.	Job satisfaction survey (Spector, 1985)	5
2.	The Minnesota job satisfaction questionnaire (Weiss et al. 1967)	4
3.	Job satisfaction questionnaire (Luthans, 2011)	2
4.	Job satisfaction scale (Hackman & Oldham, 1975)	2
5.	Job satisfaction scale (Cullen et al., 1985)	2
6.	McCloskey/Muller satisfaction scale (Mueller & McCloskey, 1990)	1
7.	Job satisfaction scale (Warr, Cook & Wall, 1979)	1
8.	Federal employee viewpoint survey (OPM, 2016)	1
9.	Job satisfaction scale (Danish National Public, 1997)	1
10.	Job satisfaction index (Schriesheim & Tsui, 1980)	1
11.	Employee satisfaction inventory (Koustelios, 1997)	1
12.	Job satisfaction scale (OECD, 2014)	1
13.	Job satisfaction questionnaire (Smith, Kendall & Hulin, 1969)	1
14.	Job satisfaction scale (Weng et al., 2011)	1
15.	Job satisfaction scale (Cammann et al., 1983)	1
16.	Job satisfaction scale (Bucker et al., 2014)	1
17.	Job satisfaction scale (Cellucci & DeVries, 1978)	1
18.	Job satisfaction scale (Siqueira, 1995)	1
19.	Job satisfaction questionnaires (Guy, 2008)	1
20.	Job satisfaction questionnaire (Lester & Bishop, 2000)	1
21.	Job satisfaction scale (Warr et al., 1979)	1
22.	The Minnesota job satisfaction questionnaire (Weiss et al. 1967)	1
23.	Assessment questionnaire job satisfaction (Cammann et al., 1979)	1
24.	Job satisfaction scale (Zhi-yong & Zhi-hong's, 2012)	1
25.	Teacher job satisfaction questionnaire (Lester, 1987)	1
26.	Job satisfaction scale (Lima et al., 1994)	1
27.	Index of job satisfaction (Curry et al. 1986)	1
Total		37

Determinants of job satisfaction

We found 49 determinants of employee job satisfaction in public sector organizations (see Table 4), reported in the 51 included studies. We divide into 14 groups of job satisfaction determinants, namely: 1) leadership style, 2) prosocial, 3) human resources, 4) rewards, 5) working conditions, 6) organizational performance, 7) career, 8) work ethics, 9) organizational commitment, 10) job characteristics, 11) empowerment, 12) justice, 13) work attitude, and 14) emotional intelligence. For the results of the detailed review, see Table 5.

Table 4. Determination of Job Satisfaction of Public Sector Organization' Employees

No.	Affecting Variables	No.	Affecting Variables
1.	Transformational leadership	26.	Financial incentives
2.	Transactional leadership	27.	Non-financial incentives
3.	Servant leadership	28.	Pay satisfaction
4.	Ethical leadership	29.	Employee reward
5.	Charismatic leadership	30.	Verbal reward
6.	Spiritual leadership	31.	Intrinsic motivation
7.	Directive leadership	32.	Safety climate
8.	Supportive leadership	33.	Workplace violence
9.	Participative leadership	34.	Climate of informality
10.	Achievement-oriented leadership	35.	Role stress
11.	Instructional leadership	36.	Job stress
12.	Distributed leadership	37.	Performance management
13.	Toxic leadership	38.	Career advancement
14.	Prosocial behavior	39.	Islamic work ethics
15.	Social support	40.	Incivility in the workplace
16.	Collaboration	41.	Organizational commitment
17.	Communication skills	42.	Job characteristics
18.	Resource sufficiency	43.	Structural empowerment
19.	Employee competencies	44.	Psychological empowerment
20.	Employee communication	45.	Employee empowerment
21.	Outsourcing	46.	Organizational justice
22.	Emotional competencies	47.	Employee engagement
23.	Social competencies	48.	Emotional intelligence
24.	Intercultural competencies	49.	Organizational communication
25.	Human resource practices		

Table 5. List of Articles Review Results

	Author	Affecting Variables	Significant Findings with Job Satisfaction	Description	Country	Continent	Sector
1.	Jankelova and Joniakova (2021)	1. Transformational leadership	Significant	Positive	Slovakia	Europe	Health
2.	Maheshwari (2021)	2. Transformational leadership	Significant	Positive	Vietnam	Asian	Educational
3.		3. Transactional leadership	Significant	Negative			
3.	Dababneh et al. (2021)	4. Transformational leadership	Significant	Positive	Jordan	Asian	Educational
4.	Siswanto et al. (2020)	5. Transformational leadership	Significant	Positive	Indonesia	Asian	Defense
5.	Supriyanto et al. (2020)	6. Spiritual leadership	Significant	Positive	Indonesia	Asian	Public banking
6.		7. Directive leadership	Significant	Positive			
		8. Supportive leadership	Significant	Positive			
		9. Participative leadership	Significant	Positive			
		10. Achievement-oriented leadership	Significant	Positive			
7.	Mickson and Anlesinya (2020)	11. Transformational leadership	Significant	Positive	Ghana	Africa	Civil servant
		12. Transactional leadership	Significant	Positive			
8.	Liu et al. (2020)	13. Instructional leadership	Significant	Positive	OECD country	Cross continent	Educational
		14. Distributed leadership	Significant	Positive			
9.	Labrague et al. (2020)	15. Toxic leadership	Significant	Negative	Philippines	Asian	Health
		16. Transformational leadership	Significant	Positive			
10.	Asgari et al. (2020)	17. Transformational leadership	Significant	Positive	Iran	Asian	Educational
		18. Transactional leadership	Significant	Negative			
11.	An et al. (2020)	19. Transformational leadership	Significant	Positive	Denmark	Europe	Educational
12.	Qing et al. (2019)	20. Ethical leadership	Significant	Positive	China	Asian	Public service
13.	Eliyana et al. (2019)	21. Transformational leadership	Significant	Positive	Indonesia	Asian	Public service
14.	Singhry (2018)	22. Transformational leadership	Significant	Positive	Nigeria	Africa	Public service

15.	Choi <i>et al.</i> (2016)	23.	Transformational leadership	Significant	Positive	Malaysia	Asian	Health
16.	Asencio (2016)	24.	Transformational leadership	Significant	Positive	USA	America	Defense
17.	Alonderiene and Majauskaitė (2016)	25.	Transactional leadership	Significant	Positive	Lithuania	Europe	Educational
		26.	Servant leadership	Significant	Positive			
18.	Sayadi (2016)	27.	Transformational visionary leadership	Significant	Positive	Iran	Asian	Educational
		28.	Transactional exchange leadership	Significant	Positive			
		29.	Transformasional leadership	Significant	Positive			
19.	Arokiasamy <i>et al.</i> (2016)	30.	Transactional leadership	Significant	Positive	Malaysia	Asian	Educational
20.	Al-Mahdy <i>et al.</i> (2016)	31.	Charismatic leadership	Significant	Positive	Oman	Asian	Educational
21.	Gungor (2016)	32.	Transformasional leadership	Significant	Positive	Turkey	Asian	Educational
22.	Nyenyembe <i>et al.</i> (2016)	33.	Servant leadership	Significant	Negative	Tanzania	Africa	Educational
		34.	Servant leadership	Significant	Positive			
1.	Khatatbeh <i>et al.</i> (2021)	35.	Ethical leadership	Significant	Positive	Jordan	Asian	Health
2.	Sunbul and Gordesli (2021)	1.	Social support	Significant	Positive	Turkey	Asian	Educational
3.	Liu <i>et al.</i> (2020)	2.	Prosocial behavior	Significant	Positive	OECD country	Cross continent	Educational
3.	Liu <i>et al.</i> (2020)	3.	Collaboration	Significant	Positive	Palestine	Asian	Public service
4.	Safadi (2019)	4.	Social support	Significant	Positive	Malaysia	Asian	Educational
5.	Ali <i>et al.</i> (2019)	5.	Social support	Significant	Positive	Turkey	Asian	Health
6.	Oksuz <i>et al.</i> (2019)	6.	Social support	Significant	Positive	Italy	Europe	Health
7.	Biagioli <i>et al.</i> (2016)	7.	Prosocial behavior	Significant	Positive	Slovakia	Europe	Health
1.	Jankelova and Joniakova (2021)	1.	Communication skills	Significant	Positive	USA	America	Defense
2.	Lee and Kim (2020)	2.	Resource sufficiency	Significant	Positive	Indonesia	Asian	Logistic
3.	Sabuhari <i>et al.</i> (2020)	3.	Employee competencies	Significant	Positive	Jordan	Asian	Public service
4.	Al-Kurdi <i>et al.</i> (2020)	4.	Employee communication	Significant	Negative	USA	America	Defense
5.	Lee and Lee (2020)	5.	Outsourcing	Significant	Positive	Slovenia	Europe	Educational
6.	Perse <i>et al.</i> (2020)	6.	Emotional competencies	Significant	Positive	India	Asian	Public service
		7.	Social competencies	Significant	Positive			
		8.	Intercultural competencies	Significant	Positive			
7.	Pradhan <i>et al.</i> (2019)	9.	Human resource practices	Significant	Positive	Indonesia	Asian	Health
1.	Khairunnisa <i>et al.</i> (2020)	1.	Financial incentives	Significant	Positive	USA	America	Defense
2.	Lee and Kim (2020)	2.	Non-financial incentives	Significant	Positive	USA	America	Defense
3.	Al-Kurdi <i>et al.</i> (2020)	3.	Pay satisfaction	Significant	Positive	Jordan	Asian	Public service
4.	An <i>et al.</i> (2020)	4.	Employee reward	Significant	Positive	Denmark	Europe	Educational
1.	Lee and Kim (2020)	5.	Verbal reward	Significant	Positive	USA	America	Defense
1.	Lee and Kim (2020)	1.	Intrinsic motivation	Significant	Positive	China	Asian	Health
		2.	Safety climate	Significant	Positive			
2.	Li <i>et al.</i> (2020)	3.	Workplace violence	Significant	Negative	Pakistan	Asian	Health
3.	Samad <i>et al.</i> (2020)	4.	Climate of informality	Significant	Positive	Portugal	Europe	Health
4.	Orgambidez and Almeida (2020)	5.	Role stress	Significant	Negative	Palestine	Asian	Public service
5.	Safadi <i>et al.</i> (2019)	6.	Job stress	Significant	Negative	USA	America	Defense
1.	Lee and Kim (2020)	1.	Performance management	Significant	Positive	USA	America	Defense
1.	Lee and Kim (2020)	1.	Career advancement	Significant	Positive	Indonesia	Asian	Public banking
1.	Nasution and Rafiki (2019)	1.	Islamic work ethics	Significant	Positive	Pakistan	Asian	Health
2.	Samad <i>et al.</i> (2020)	2.	Incivility in the workplace	Significant	Negative	China	Asian	Health
1.	Li <i>et al.</i> (2020)	1.	Organizational commitment	Significant	Positive	South Korea	Asian	Civil servant
2.	Park (2020)	2.	Organizational commitment	Significant	Positive	Egypt	Africa	Health
3.	Hashish (2017)	3.	Organizational commitment	Significant	Positive	Brazil	America	Civil servant
4.	Lizote <i>et al.</i> (2017)	4.	Affective commitment	Significant	Positive	-	-	-
		5.	Normative commitment	Significant	Negative			
		6.	Instrumental commitment	No significant relationship	-			
1.	Park (2020)	1.	Job characteristics	Significant	Positive	South Korea	Asian	Civil servant
1.	Orgambidez and Almeida (2020)	1.	Structural empowerment	Significant	Positive	Portugal	Europe	Health
2.	Qing <i>et al.</i> (2019)	2.	Psychological empowerment	Significant	Positive	China	Asian	Public

								service
3.	Choi <i>et al.</i> (2016)	3.	Employee empowerment	Significant	Positive	Malaysia	Asian	Health
1.	Singhry (2018)	1.	Organizational justice	Significant	Positive	Nigeria	Africa	Public service
2.	Mashi (2018)	2.	Distributive justice	Significant	Positive	Nigeria	Africa	Public service
		3.	Procedural justice	Significant	Positive			
		4.	Interactional justice	Significant	Positive			
1.	Pradhan <i>et al.</i> (2019)	1.	Employee engagement	Significant	Positive	India	Asian	Public service
1.	Suleman <i>et al.</i> (2020)	1.	Emotional intelligence	Significant	Positive	Pakistan	Asian	Educational
2.	Li <i>et al.</i> (2018)	2.	Emotional intelligence	No significant relationship	-	China	Asian	Educational
3.	Lee (2018)	3.	Emotional self-awareness	Significant	Positive	USA	America	Public service
		4.	Emotional other-awareness	No significant relationship	-			
		5.	Emotional regulation	No significant relationship	-			
4.	Khan <i>et al.</i> (2017)	6.	Emotional intelligence	Significant	Positive	Pakistan	Asian	Educational
5.	Weng <i>et al.</i> (2011)	7.	Emotional intelligence	Significant	Positive	Taiwan	Asian	Health
1.	De Nobile (2017)	1.	Organizational communication	Significant	Positive	Australia	Australia	Educational
2.	De Nobile and McCormick (2008)	2.	Organizational communication	Significant	Positive	Australia	Australia	Educational

DISCUSSION

This systematic review investigates the determinants of employee job satisfaction in public sector organizations in 29 countries on six continents from 2008 to February 2022. The findings show that leadership style is a dominant determinant of job satisfaction. We identified 13 leadership styles that have a significant effect on job satisfaction. Some of the prevailing leadership styles are: 1) transformational leadership has a significant positive effect on job satisfaction found in 16 articles, 2) transactional leadership has a significant positive effect on job satisfaction found in four articles, 3) servant leadership has a significant positive effect on job satisfaction found in two articles, and 4) ethical leadership has a significant effect on job satisfaction found in two articles.

In addition, seven articles stated that prosocial behavior, including social support and collaboration, had a significant positive effect on job satisfaction. Four papers found that reward had a significant positive impact on job satisfaction. Four studies reveal that organizational commitment has a meaningful positive relationship with job satisfaction. Furthermore, two articles state that organizational justice has a significant positive effect on job satisfaction. Three studies found that empowerment has a significant positive impact on job satisfaction. Four studies found that emotional intelligence has a significant positive impact on job satisfaction. Meanwhile, two articles found that organizational communication had a significant positive impact on job satisfaction. This means that organization-employee relationship can lead to a stronger bond when an efficient communication system built, enabling improved job satisfaction at best.

These findings mean that several leadership styles, prosocial behavior, rewards, organizational commitment, organizational justice, empowerment, emotional intelligence, and organizational communication, can increase employee job satisfaction in public sector organizations. On the other hand, job stress can reduce employee job satisfaction owing to the loss of focus and mental health issues on the job specifications.

Although in general, the implementation of the appropriate leadership style can increase employee job satisfaction. However, toxic leadership style is negatively related to job satisfaction. This finding means that implementing the lousy leadership style can reduce employee job satisfaction in public sector organizations, reducing employee performance and potentially increasing turnover intention sourced from increased stress and anxiety level in employees, thereby forcing them to quit the job. In its simplest form, employees don't leave companies but the poor leaders that lead their way.

Other interesting findings, we have identified several inconsistent research results, as follows: 1) transactional leadership has a significant negative effect on job satisfaction (Maheshwari, 2021; Asgari *et al.*, 2020), 2) servant leadership has a significant negative impact on job satisfaction (Gungor, 2016), 3) normative commitment has a significant negative effect on job satisfaction, and instrumental commitment is not significantly related to job satisfaction (Lizote *et al.*, 2017), and 4) emotional intelligence is not significantly associated with job satisfaction (Li *et al.*, 2018; Lee, 2018). These inconsistent findings have provided research gaps that other researchers can follow up on in the future. In more detail, see Table 5 above.

Implications for the management of public sector organizations

Leaders in public sector organizations can increase employee job satisfaction by increasing understanding of job satisfaction determinants. Employees with a high level of satisfaction will produce high performance; they are loyal and stay in the organization for an extended period. The results of this study may be recommendations regarding strategies and policy considerations to increase employee job satisfaction.

CONCLUSION

Through a systematic review, we analyzed 51 quantitative studies that examined the determinants of employee job satisfaction in public sector organizations, including education, public service, health, defense, and civil servant. The studies we reviewed were published from 2008 to February 2022 from 29 countries on six continents. We have identified that implementing appropriate leadership styles, prosocial behavior, rewards, organizational commitment, organizational justice, empowerment, emotional intelligence, and organizational communication can increase job satisfaction in public sector organizations. Meanwhile, toxic leadership and job stress can reduce employee job satisfaction. We also reveal some inconsistent research results, which have provided research gaps for other researchers to follow up in the future. Various conceptualizations and measurements of job satisfaction may influence the research results. Most of the studies we examined did not report sampling technique and response rate. In addition, we find relatively limited studies that focus on the study of job satisfaction among local government employees.

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