

## Is there an Influence of Work Engagement on Job Satisfaction? A Literature Review

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### ABSTRACT

This paper aims to identify research trends on Job Engagement and Job Satisfaction globally. The Method used in this study is qualitative research with a literature study approach. As for the data found, 229 documents were obtained and analyzed 2014-2023. This dataset was converted to CSV format and for Bibliometrix in the analysis using VOSviewer. This study's findings show that the research trend from 2014 to 2023 indexed by Scopus has increased. The United States is the country that most influences scientific journals with a focus on the role of leadership that helps increase Job Engagement and Satisfaction. Taris, T.W. is the most prolific author with 4 Work Engagement and Job Satisfaction documents. His work focuses on the relationship between interpersonal forgiveness and workplace outcomes. Furthermore, topics such as Employee well-being, Happiness at Work, Workaholism, Job Resources, and Organizational Identification are still open for further research. Ongoing research trends show how effective it is to address real issues and needs in the workplace. This shows that academics and practitioners continue to explore and understand the dynamics of Work Engagement and Job Satisfaction. The main limitation of this study should be considered - the use of data derived only from the Scopus database. This paper reveals the research trends and research areas of Job Engagement and Job Satisfaction. The results help scholars quickly understand leadership performance research on job satisfaction. The paper also provides an alternative approach to conducting a literature review with a computer-aided analysis program

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## INTRODUCTION

Human resource capability is one of the determining factors in the success of management in an organization (Pelit & Katircioglu, 2022). The role of Human Resources (HR) in the organization is very dominant because it is the main driving force in an organization (Sypniewska et al., 2023). Thus, serious attention to HR management is necessary as one of the determinants of organizational success (Viseu et al., 2022). Resources that are mobilized effectively require organizational and technical skills to have a high level of use (Nimon et al., 2023). This means that the results obtained are balanced with the input processed through various work methods improvements, reducing waste of time and energy and various other inputs (Saks et al., 2022). Employees are the most valuable asset for the organization (Nguyen & Uong, 2022). Employees are the main wealth of an organization because, with their participation, organizational activities would occur (Sasmita et al., 2023). Employees are the source of energy, power, and strength needed to create activities, activities, and actions (Singh & Banerji, 2022). The success or failure of an organization in achieving its previously set goals depends mainly on the ability of employees to carry out their assigned tasks (Orgambidez-Ramos et al., 2014). Employees provide energy, time, talent, effort, and creativity to the company (Sirola et al., 2023). Therefore, employees must have good thinking and analysis skills and be creative in their respective fields to achieve the organization's goals (Cao et al., 2021).

Work engagement is the degree to which employees unite themselves with work, devote time and energy, and view work as an essential part of their lives (Moreno et al., 2022). This means that by working, he can express himself and consider that work is an activity that is the center of his life (Borst et al., 2020). Employees with a high level of work engagement are very favorable and care about their field of work (Rizzotti & DePalma, 2021). Work engagement is one of the internal factors that need to be improved for the progress of the organization so that it can produce maximum work (Thokoa et al., 2021). Work engagement is a participatory process that uses all employee capacities and is designed to encourage increased job satisfaction for the success of an organization (Ali et al., 2018). Individuals with high levels of engagement will place work interests at the center of their lives (Tjahjono, 2023). Therefore, by getting more involved in their work, employees are expected to produce better performance because individuals with a high level of involvement will view their work as an essential part of their lives (Wirawan et al., 2020).

Job satisfaction must be considered in organizational activities (Ozturk et al., 2021). Job satisfaction is a pleasant or unpleasant emotional state toward work; job satisfaction reflects a person's feelings toward his job (Fatoki, 2023). Employee satisfaction is paramount, especially in companies (Tjahjono, 2019). The key to organizational success is to increase employee satisfaction so that companies can see what employees want, and the desired work environment will be able to increase employee devotion (Shi et al., 2022). Employees who get job satisfaction will be more enthusiastic about their work (Lee et al., 2022). Job satisfaction felt by employees at work makes employees make every effort with all their abilities to complete their work so that employee productivity and work

results will increase optimally; on the other hand, if employee job satisfaction is not fulfilled, there will be a decline in employee work such as often daydreaming, getting bored and tired quickly, unstable emotions, frequent absences and doing activities that have nothing to do with work (Nemțeanu et al., 2022). The existence of job satisfaction obtained by employees impacts their enthusiasm in carrying out their work over a long period. It can create maximum performance and achieve organizational goals (Rai & Maheshwari, 2021).

Some research on Job Involvement in Job Satisfaction has been conducted by (Tavárez de Henríquez & Domínguez Valerio, 2023) which discusses Satisfaction with the Work Done by University Employees: A Study from a Developing Country. Employee job satisfaction is the most significant factor affecting employee engagement. This shows that when employees are satisfied with their work, they will be more involved with their organization and show higher dedication and effort. Research from (Sypniewska et al., 2023b) discusses Work engagement and employee satisfaction in sustainable human resource management - based on the study of Polish employees. Employee engagement affects many essential aspects of organizational life, such as work well-being, employee development, employee retention, and employee satisfaction. SHRM practitioners can create better strategies to increase work engagement and employee satisfaction, positively impacting organizational performance.

Based on this explanation, it can be understood that job satisfaction is directly related to work engagement. Because employees engaged in their work tend to be more satisfied with their jobs and have a more positive perception of their workplace, high work engagement is often associated with higher levels of job satisfaction. This research uses bibliometric analysis with VOSviewer software. VOSviewer software is one of the research analysis techniques used to assess the performance of a researcher, research group, institution, country, or journal.

This study aims to analyze the trend portrait of the development of studies on Job Engagement and Satisfaction using bibliometrics as a data analysis technique.

## **LITERATURE REVIEW**

### **Work Engagement**

Work engagement is a positive and self-aware mental state a person feels related to his work (Moreno et al., 2022). Work engagement consists of three dimensions, namely (1) vigor, characterized by the presence of high levels of energy during work, willingness to devote effort to work, and perseverance in the face of difficulties; (2) dedication, characterized by solid work involvement and a sense of enthusiasm, significance, confidence and courage in facing challenges; and (3) absorption, characterized by total concentration on work, a state in which time passes quickly and detaching from work becomes difficult, to the extent that external affairs are unlikely to affect job performance (Anshori et al., 2023).

Work engagement has three dimensions, including vigor (the level of energy and mental endurance at work and the willingness and ability to invest effort in one's work), dedication (the level of significance, enthusiasm, inspiration, pride, and challenge), and absorption (being entirely focused and engrossed in one's work) (Mascarenhas et al., 2022). Engaged employees are energetic and resilient, tend to accept challenging tasks, and show the strength of will to perform well (Döbler et al., 2022).

### **Job Satisfaction**

Job satisfaction is another factor that can drive work engagement (Jnaneswar, 2019). Positive feelings about a job indicate job satisfaction, while negative feelings about a job indicate dissatisfaction (Priyadarshi & Premchandran, 2018). Another effect of job dissatisfaction is a response to negligence, including absenteeism, procrastination, or increased errors (Aboramadan et al., 2020). Meanwhile, job satisfaction will show attachment to work (Ali et al., 2018). Attached employees will be motivated to work, including a willingness to accept the challenges of a meaningful job (Park et al., 2020). Employees' satisfaction and attachment to their jobs will affect their desire to stay with the company (Mainardes et al., 2019). Job satisfaction and employee attachment to the company play an essential role; job satisfaction can reduce staff turnover and improve company performance (Tjahjono, 2020). Job satisfaction will lessen the desire to stay because employees who are not satisfied will have the desire to move, while employees who have a high attachment to work will be reluctant to leave and have the desire to leave (Yalabik et al., 2017).

## **METHODHOLOGY**

This research uses a bibliometric analysis approach to provide in-depth insights into Job Engagement and Job Satisfaction. Bibliometric analysis is an approach to highlight critical insights generated from the scientific literature supplied annually by researchers from different countries around the world (Martinho, 2021). Bibliometric analysis can visually map research trends, discover new patterns, and track the evolution of individual themes (Suardi et al., 2023; Sanga & Aziakpono, 2023). Bibliometric analysis offers several additional advantages, such as identifying foci of knowledge that require further investigation and showing the most popular research topics within a particular field (Prastya et al., 2021). In conducting the research analysis, the author used the Vosviewer application to assist in analyzing and visualizing the research data. This study refers to a literature review conducted on the Scopus database (Kulsum et al., 2022). Articles retrieved from Scopus in this literature review came from 229 journals downloaded from Scopus with the format ( TITLE-ABS-KEY ("Work engagement") AND TITLE-ABS-KEY ("Job satisfaction")) AND PUBYEAR > 2013 AND PUBYEAR < 2024 AND (LIMIT-TO (LANGUAGE, "English") AND (LIMIT-TO (SRCTYPE, "j") AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (SUBJAREA, "BUSI"))). The journals from Scopus are then saved as RIS files.

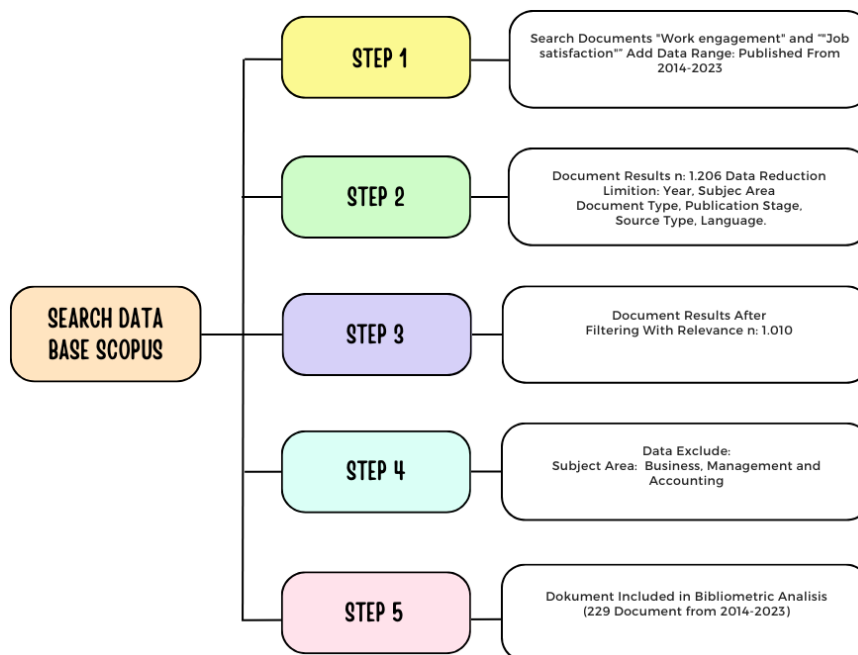


Figure 1. The PRISMA Flow Diagram is Used to Identify, Screen and Include Papers for Our Bibliometric Review  
Source Figure: Processed by Author 2024

## RESULT AND DISCUSSION

### General Information and Annual Publication Output

Data search results through the Scopus database with the keywords "Work engagement" and "Job satisfaction" resulted in 1,206 scientific articles. After selection based on the level of relevance to the research area under study, 229 articles were selected for inclusion in further analysis. This selection process was undertaken to ensure that the chosen articles contributed significantly to the understanding of trends in work engagement and job satisfaction. The selected articles are likely to provide a rich and in-depth look at critical issues in work engagement and job satisfaction, and this research will focus on the bibliometric analysis of these articles. Based on the data reduction results, trends in research-related publications with relevant keywords "Work engagement" and "Job satisfaction" can be identified, as shown in Figure 2.

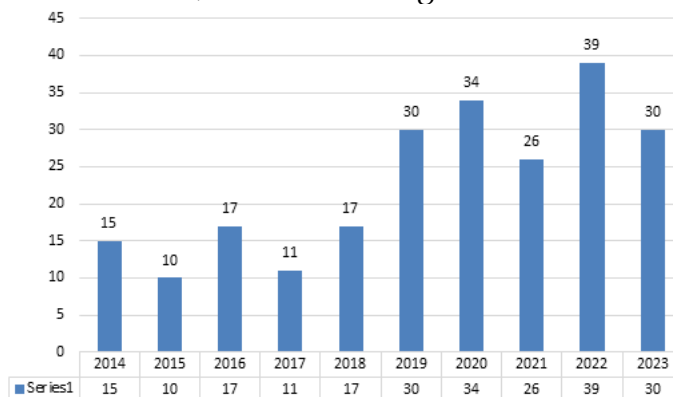


Figure 2. The Global Trend of Work Engagement Publications on Job Satisfaction from 2014 to 2023

Based on figure 2 above shows research publications on the theme of Work Engagement and Job Satisfaction from 2014 to 2023. The number of documents generally changes based on the quantity of publications. The highest peak is seen in 2022, when the number of publications relevant to this research reaches its peak. This significant increase shows the high research interest in Job Engagement and Satisfaction. This study is mainly seen from the perspective of organizational behavior and human resource management (HRM). This shows how important it is to understand the internal dynamics of companies and the factors that influence employee wellbeing. Therefore, the increasing number of publications shows that work engagement and job satisfaction are becoming increasingly important and relevant research subjects in organizational behavior and human resource management. This shows how important it is to understand the internal dynamics of the company and the factors that influence employee wellbeing to achieve organizational goals.

### Publication by Country

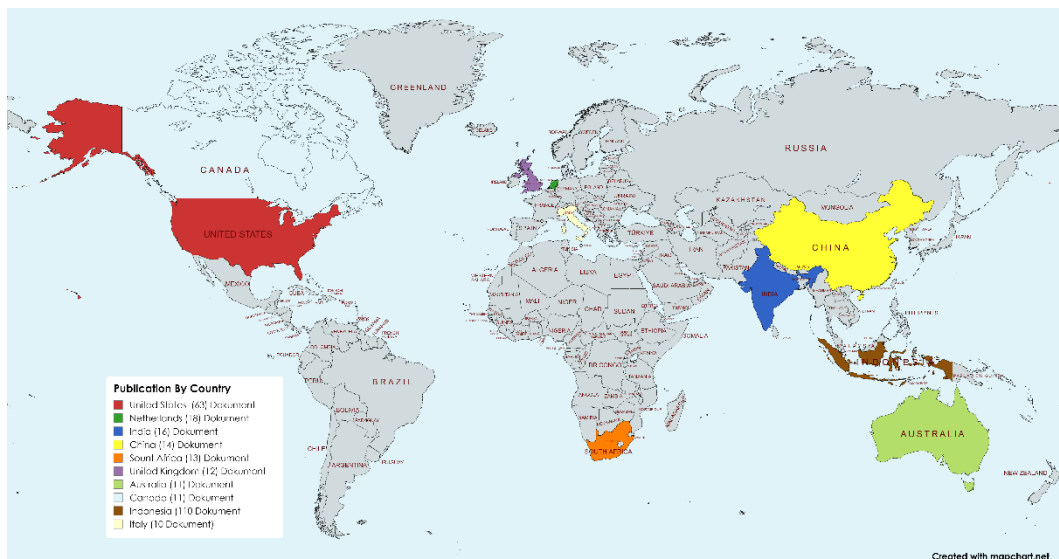


Figure 3. Academic Production by Country, from 2014–2023  
Source: (Software Mapchart) <https://www.mapchart.net/world.html>,  
Accessed on 19 March 2024

The figure above shows the distribution of publications on Work Engagement and Job Satisfaction that are widely studied in the United States. The United States, with 63 documents, has been a leader in improving public understanding of work engagement and job satisfaction with significant contributions. Studies conducted in the United States have expanded our knowledge of the relationship between work engagement and job satisfaction and the factors that influence them. By helping develop our understanding of work engagement and job satisfaction, the United States has provided a solid foundation for advancing theory and practice worldwide, impacting corporate policies and management practices in different countries. The study focuses on the role of helpful leadership in increasing Work Engagement and Job Satisfaction. The research will investigate how supportive leadership influences

employees' perceptions of their work, their attachment to the organization, and their level of satisfaction with their jobs. This requires understanding how supportive leadership styles, such as providing support, providing feedback, and facilitating employee development, can influence employee motivation and engagement at work. Therefore, this study focuses on how supportive leadership, employee engagement, and job satisfaction correlate with each other and how these impact organizational performance.

#### Publication by Author

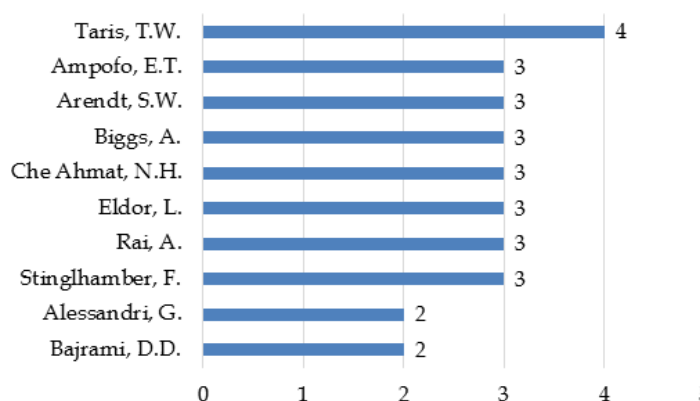


Figure 4. Most Contributing Authors in Work Engagement to Job Satisfaction from 2014 to 2023

The figure above shows that Taris, T.W. is the author who contributed the most to research publications on the theme of Work Engagement and Job Satisfaction. Taris, T.W.'s expertise and interest in this field have the potential to make a significant contribution to the research conducted. Her study focuses on the relationship between interpersonal forgiveness and workplace outcomes. The study seeks to find out how individual and group performance is affected by the ability to forgive and repair interpersonal relationships in the workplace. This includes looking at how interpersonal forgiveness impacts various aspects of work outcomes, such as productivity, work quality, cooperation between employees, and the state of the organization.

## Linkage and Clustering of Themes Work Engagement on Job Satisfaction

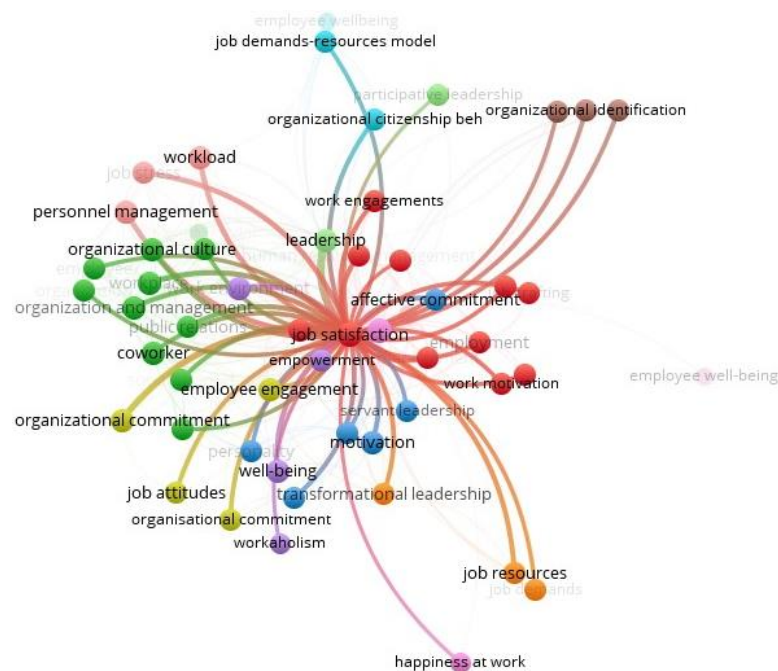


Figure 5. Themes in Work Engagement on Job Satisfaction

Figure 5 shows a very complex network diagram or mind map, reflecting the interrelated relationships between Job Engagement and Job Satisfaction concepts. The diagram features a sizeable central node, which is the main topic explored in this study (Arroyave-Cabrera & Gonzalez-Pardo, 2022; Labafi et al., 2022). Each node in the diagram is labeled with a keyword closely related to Job Engagement and Satisfaction. Some keywords that can be seen include job satisfaction, work engagement, work motivation, job attitudes, organizational commitment, leadership, and workload. Each keyword provides an outline of concepts relevant to the research and shows how important it is to understand how these variables relate to achieving organizational goals and employee well-being. Job satisfaction refers to how employees rate their jobs, including interactions with co-workers, organizational policies, and work environment. In contrast, work engagement includes the level of attachment, commitment, and emotional involvement a worker has with their job and the company they work for. Work motivation is the internal or external drive that influences employees' behavior and performance at their workplace. Attitude toward work involves how employees view their jobs, which can affect their motivation and performance. Organizational commitment is the level of loyalty and closeness of a worker towards the company where they work. Leadership shapes organizational culture and directs employees toward a common goal. Finally, workload encompasses the number and complexity of workers' tasks, which can affect their health and performance. By looking at the relationship and interaction of these various factors, the research aims to find helpful management approaches and practices to improve work engagement, job satisfaction, and overall organizational performance by understanding how these elements relate.

## Linkages and Groupings in the Developmental Portrait of Work Engagement on Job Satisfaction

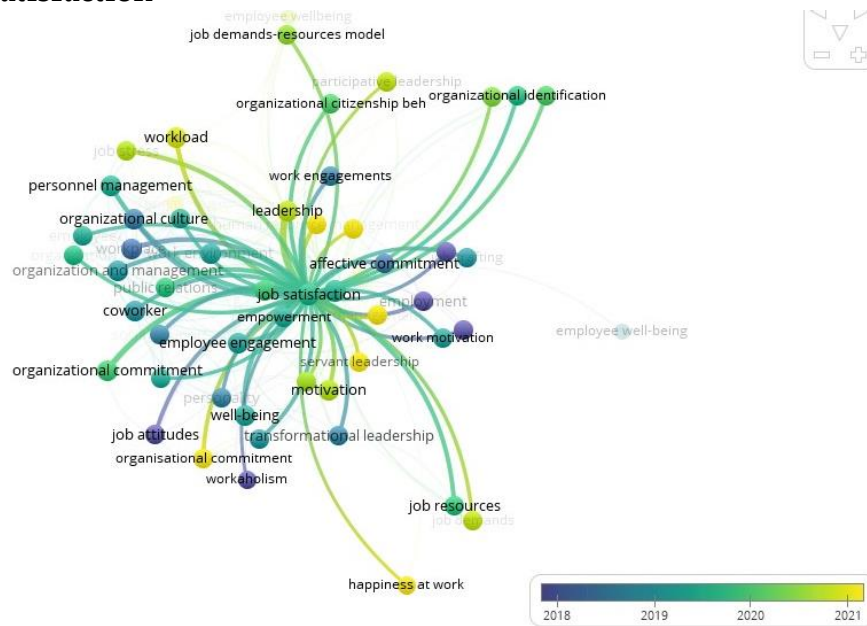


Figure 6. Developmental Portrait of Job Engagement on Job Satisfaction

Figure 6 above shows that from 2014 to 2023, research on Work Engagement and Job Satisfaction has increased significantly. This research focuses on Workload, Leadership, Motivation, Happiness at Work, Organisational Commitment, Job Demands, Resources Model, and Organizational Citizenship Beh. These themes are key 2021 research and concept trends related to Work Engagement and Job Satisfaction in the workplace. These themes enhance our understanding of the variables influencing Work Engagement and Employee Satisfaction. These include workload, leader role, personal motivation, happiness at work, organizational commitment, balance between job demands and available resources, and organizational citizenship behavior. By recognizing these key themes, future research is expected to understand better the intricate interactions between these elements and how they impact organizational performance and employee well-being by identifying these key themes. Additionally, the conceptual trends on Work Engagement and Job Satisfaction seen in 2021 point the way for future research in understanding the evolution of these topics and their practical implications in the work environment.

## Linkage and Clustering Future Research Studies Work Engagement on Job Satisfaction

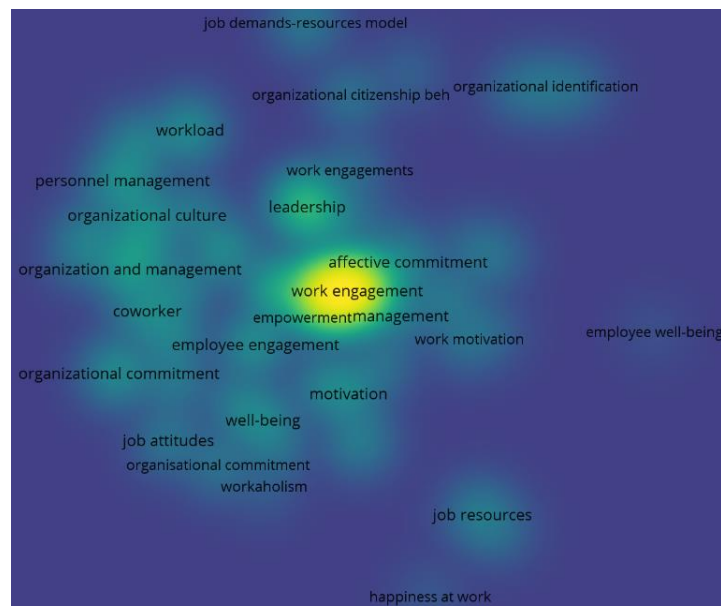


Figure 7. Research Agenda and Future Research in Work Engagement on Job Satisfaction

In the visual representation of density, terms related to Work Engagement and Job Satisfaction are presented in detail. The more used terms are displayed in lighter areas. This indicates that the terms present there appear more frequently or are closer to each other (Akerlof et al., 2022). Terms such as Work Engagement, Job Satisfaction, Leadership, Affective Commitment, and Empowerment Management occupy a place close to each other and have a high density, indicating that these terms are often connected or discussed in the literature under analysis. Meanwhile, terms such as Employee well-being, Happiness at Work, Workaholism, Job Resources, and Organizational Identification tend to be lower, indicating that these terms are less frequently used or less directly related to the main terms. This suggests that these terms may be less dominant in the academic literature on Work Engagement and Job Satisfaction. Instead, they may more often be considered as different concepts or additional variables in research. However, it is worth remembering that these terms are still essential for understanding employee well-being and productivity and the relationship between individuals and organizations. Therefore, further research needs to learn more about the relationship between these terms and work engagement and job satisfaction to understand their influence on the work environment better.

This research explains the complex relationship between work engagement and job satisfaction, two essential components in understanding the work environment dynamics. Work engagement refers to employees feeling involved, committed, and engaged in their job and organization. It encompasses an employee's emotional, cognitive, and behavioral attachment to their job, coworkers, and the company. At the same time, Job Satisfaction includes employees' perceptions of various aspects of their work environment and job, such as whether they are satisfied with their pay, working conditions, working

relationships, growth opportunities, and whether their values match those of the organization. It is an evaluation made by individuals of how their jobs meet their needs, expectations, and values. Therefore, work engagement emphasizes an individual's relationship and attachment to their job and the organization, whereas job satisfaction emphasizes an individual's subjective assessment of their workplace environment. This research looks at things like the level of workload, good leadership, strong motivation, commitment to the organization, and psychological factors such as happiness and identification with the organization. Conversely, it also looks at how levels of job satisfaction can affect work engagement, showing a reciprocal relationship between the two. This research provides a better understanding of the relationship between work engagement and job satisfaction, which helps organizations develop methods to improve employee motivation, performance, and well-being. This research also provides a solid foundation for creating more efficient and sustainable human resource management policies and practices by analyzing the factors influencing Job Engagement and Job Satisfaction.

## **CONCLUSION AND RECOMENDATION**

Research on Work Engagement and Job Satisfaction has increased significantly in the last decade. From 2014 to 2023, 229 scientific publications addressed this issue, indicating a growing interest and positive response to the importance of this issue in the work environment. The United States made the most significant contribution with 63 documents addressing Work Engagement and Job Satisfaction, demonstrating its essential role in this research. Author Taris, T.W., in this field, made a significant contribution with 4 documents. His study focuses on the relationship between interpersonal forgiveness and workplace outcomes. The visualization mapping shows Workload, Leadership, Motivation, Happiness at Work, Organisational Commitment, and Job Demands Resources Model. Organizational Citizenship Beh is the main focus of Work Engagement and Job Satisfaction research. However, some topics, such as Employee well-being, Happiness at Work, Workaholism, Job Resources, and Organizational Identification, are still open for further research. Ongoing research trends show how effective it is to address real problems and needs in the workplace. Many aspects have been covered in depth, but there is still room for further research on topics that must be thoroughly researched. This shows that academics and practitioners continue to explore and understand the dynamics of Work Engagement and Job Satisfaction.

## **FURHTER STUDY**

This research still has related limitations so it is necessary to carry out further research on the topic What is the Effect of Job Engagement on Job Satisfaction in order to perfect this research and increase insight for readers.

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