



Unveiling the Nexus: Job Satisfaction's Influence on Employee Mental Well-being-A Review

Usha Adiga^{1*}, Tirthal Rai¹, Deepika Kamath M²

¹NITTE (Deemed to be University), KS Hegde Medical Academy (KSHEMA), Dept of Biochemistry, Mangalore, India 575018

²University of Sharjah, College of Medicine, Dept of Basic Medical Science, Sharjah, UAE

Abstract

The article systematically reviews the relationship between job satisfaction and employees' mental well-being across various professions. The primary objective is to rigorously assess the existing research evidence linking job satisfaction to different health indicators, employing meta-analyses to quantify the strength of these relationships. Although many studies have offered narrative insights into this connection, there is a dearth of published systematic meta-analysis reviews. The study follows specific criteria for the inclusion and exclusion of research. Both interventional and observational studies are considered if they evaluate the correlation between job satisfaction and relevant health measures using effect-size statistics such as correlation coefficients, standardized linear regression coefficients, R² values, odds ratios/prevalence ratios, or group means. The study population must consist of a normal working population, and the research must utilize specified experimental designs. The report's publication date should be after 2000. The process of identifying relevant studies involved a comprehensive electronic search across databases like PsychInfo, PubMed, Social Sciences Citation Index, Arts & Humanities Citation Index, and ERIC. Journals likely to have pertinent studies were identified and included in the search. The results of this study provide insights into the intricate relationship between job satisfaction, psychological well-being, and perceived stress among government and private sector employees. The study demonstrates that job satisfaction significantly influences various aspects of an individual's life. When job satisfaction is lacking, individuals can experience prolonged periods of unhappiness or dissatisfaction during work hours. This can lead to a decline in overall mood and self-esteem, potentially leading to mild instances of depression and anxiety. If not addressed, these emotions can result in emotional exhaustion, especially if they spill over into personal or social life. In summary, the provided statement outlines a study that investigates the relationship between job satisfaction, psychological well-being, and perceived stress among government and private sector employees. The findings highlight the significant impact of job satisfaction on various aspects of individuals' lives, emphasizing the need for organizations to prioritize job satisfaction for better overall employee well-being.

Keywords: Job satisfaction, mental well-being, employee health, work-related factors, psychological outcomes

Mini review article *Corresponding Author, e-mail: ushachidu@yahoo.com

1. Introduction

Job satisfaction, the positive emotional state resulting from an individual's assessment of their work experiences, has long been recognized as a crucial factor in employee well-being. Its significance stems from the understanding that work occupies a substantial portion of an individual's life, and the nature of this engagement can greatly impact their overall mental health. This comprehensive review delves into the multifaceted ways in which job satisfaction influences the mental well-being of employees, shedding light on the intricate interplay between work-related factors and psychological health.

At the core of the relationship between job satisfaction and mental well-being lie positive emotions and psychological well-being. Job satisfaction, stemming from favorable work experiences, contributes to positive emotions such as happiness, contentment, and enthusiasm. These emotions, in turn, foster psychological well-being, leading to

reduced stress, improved self-esteem, and a sense of purpose. A pivotal impact of job satisfaction on mental well-being is the mitigation of stress and burnout. Employees who find their jobs rewarding and fulfilling tend to experience lower levels of job-related stress. When one's work aligns with their skills, interests, and values, it reduces the cognitive and emotional strain associated with work tasks. This, in turn, lowers the risk of burnout, which is characterized by emotional exhaustion, cynicism, and reduced professional efficacy.

Job satisfaction often stems from having a degree of control and autonomy over one's tasks and decisions. Employees who can exercise discretion in their work processes and influence their work environment experience a sense of empowerment. This sense of control fosters a positive mental state by reducing feelings of helplessness and reinforcing a sense of agency. Work plays a significant role

in an individual's self-concept and self-esteem. Job satisfaction, arising from feelings of competence and accomplishment, contributes to a positive self-perception. Employees who feel valued and recognized in their roles experience an elevation in self-worth. This boost in self-esteem extends to other areas of life, promoting overall mental well-being.

Job satisfaction fuels motivation and goal achievement. Satisfied employees are more likely to invest effort in their work, set ambitious goals, and strive for excellence. These pursuits contribute to a sense of purpose and accomplishment, leading to enhanced mental well-being. The alignment between personal aspirations and job satisfaction propels individuals to find meaning in their work. Healthy interpersonal relationships are crucial for mental well-being. Job satisfaction fosters positive work relationships by promoting a supportive and respectful work environment. When employees feel valued by colleagues and supervisors, they experience a sense of belongingness and social support. These positive interactions contribute to a positive emotional climate and buffer against stress.

Job satisfaction also intersects with work-life balance, a pivotal aspect of mental well-being. Satisfied employees tend to experience better work-life balance, as their positive experiences at work spill over into their personal lives. When work demands are manageable and fulfilling, individuals are better equipped to allocate time and energy to other domains of life, leading to reduced stress and better overall mental health. Job satisfaction has tangible effects on workplace dynamics, including reduced absenteeism and turnover rates. Satisfied employees are less likely to experience job-related stressors that contribute to absenteeism. Additionally, job satisfaction fosters loyalty and commitment to the organization, reducing the inclination to seek alternative employment. A stable work environment contributes to mental well-being by alleviating concerns about job security. Job satisfaction serves as a wellspring of psychological resources that employees can draw upon to cope with challenges. A fulfilling job contributes to the development of resilience, providing individuals with the tools to navigate stressors and setbacks effectively. Positive work experiences offer a foundation upon which employees can build mental and emotional resilience.

Mental health literacy, the knowledge and understanding of mental health issues, is influenced by job satisfaction. Employees who are satisfied with their jobs are more likely to engage in positive behaviours related to mental health. These behaviours encompass seeking support, practicing self-care, and employing effective stress management techniques. The positive work environment created by job satisfaction indirectly contributes to improved mental health literacy, enabling employees to make informed decisions about their well-being.

1.1. Objective

The article aims to review the available literature on the role of job satisfaction on mental well-being of employees in various professions systematically.

2. Methodology

The methods employed to conduct the systematic review and meta-analysis were in accordance with established best practices, incorporating pertinent

components outlined in the QUORUM statement. The primary aim of this study was to methodically assess the research evidence establishing the link between job satisfaction and various health indicators. This encompassed subjecting the evidence to a series of meta-analyses, culminating in pooled estimates quantifying the strength of these statistical relationships. While numerous studies have provided narrative overviews of these associations, as far as our knowledge extends, there exists no published systematic meta-analysis review.

2.1. Criteria for Inclusion and Exclusion

Interventional and observational studies were deemed suitable for inclusion if they satisfied the following conditions:

- They evaluated the correlation between a measure of job satisfaction and a pertinent health measure, using effect-size statistics such as correlation coefficient, standardized linear regression coefficient, R² values from regression analyses, odds ratios/prevalence ratios, significant test statistics (e.g., Student's t, F ratio, or χ^2), or group means (or mean differences).
- The subjects under study comprised a normal working population.
- The research employed one of the specified prospective or retrospective experimental designs: cross-sectional/correlational cohort, longitudinal cohort, case-control comparison, randomized controlled trial, or group distinctions based on established criteria.
- The publication date of the study report was after the year 2000.

2.2. Identifying Relevant Studies

An initial comprehensive electronic search for pertinent literature was executed, utilizing databases such as PsychInfo, PubMed, Social Sciences Citation Index, Arts & Humanities Citation Index, and ERIC. Subsequently, an exhaustive list of journals with potential relevance was compiled, ensuring inclusion of all these journals in the databases previously searched. Any journals that remained unaccounted for were examined using their individual websites or alternate non-electronic databases.

3. Results

A significant portion of individuals dedicate a substantial part of their active hours to their work commitments. When their job fails to offer adequate personal contentment, or even triggers genuine dissatisfaction, the resulting emotions of unhappiness or dissatisfaction can linger throughout extended work periods. It is reasonable to posit that such individuals might face an elevated likelihood of encountering a decline in overall mood and self-esteem during work hours. This could potentially manifest as mild instances of depression and/or anxiety. If left unaddressed for an extended duration, these emotional states could eventually contribute to a state of emotional exhaustion, especially if the person struggles to prevent these feelings from impacting their personal or social life.

The study by Aazami et al explores the complex relationship between job satisfaction and employees' psychological and physical health, particularly in the context of Malaysian women working in the public sector [1]. The authors recognize the influence of the workplace environment on employees' health and acknowledge job dissatisfaction as

a significant stressor that affects both psychological and physical well-being. To address the multi-dimensional nature of job satisfaction, the study focuses on nine facets of job satisfaction and their distinct implications.

Using a cross-sectional design, data were collected from 567 Malaysian women through self-administered questionnaires. The results indicate a strong link between job satisfaction and various health outcomes, such as psychological distress and somatic complaints. Notably, satisfaction with the nature of work emerged as the most potent predictor for psychological distress, sleep disorders, headaches, and gastrointestinal problems. These findings underscore the importance of specific dimensions of job satisfaction in shaping employees' overall health status.

Importantly, the study reveals that job satisfaction isn't a monolithic concept; rather, it manifests in diverse dimensions that can have varying impacts on employee well-being. The implications of this research extend to organizational policies and practices. The authors argue that improving working conditions and enhancing the alignment between the nature of work and employee expectations can lead to a better fit between employees and their jobs. As a result, organizations should concentrate on creating an environment that not only enhances job satisfaction in general but also addresses the different facets of job satisfaction to promote better psychological and physical health among employees.

A systematic review and meta-analysis by Faragher et al that seeks to comprehensively examine the connection between job satisfaction and both physical and mental well-being [2]. The authors acknowledge the extensive literature suggesting a relationship between job satisfaction and health, but they highlight the lack of a systematic review that synthesizes the evidence. The study compiles data from a massive sample size of 267,995 individuals across 485 studies. The results reveal an overall correlation between job satisfaction and health measures, with a magnitude of $r = 0.312$ (adjusted to 0.370). This correlation is considered substantial in this context. Importantly, the meta-analysis identifies the strongest association between job satisfaction and mental or psychological problems, with specific emphasis on burnout, self-esteem, depression, and anxiety. Although the relationship with physical health is less pronounced, it remains significant.

The findings have substantial implications for organizational practices and employee well-being. The study underscores the importance of job satisfaction in influencing the health of workers. As such, the authors recommend the inclusion of stress management policies in organizations. These policies should target practices that contribute to job dissatisfaction, which can, in turn, impact employee health. Occupational health professionals are advised to provide support and counseling to employees diagnosed with psychological issues, guiding them in assessing their work conditions and exploring strategies to achieve greater job satisfaction and, consequently, improved overall health.

The objective of the study by Nadinloyi was to explore the relationship between job satisfaction and mental health among employees of two industrial companies in Ardabil, a city in Iran [3]. The study employs a combination of quantitative methods, multiple regressions, and t-tests to analyze data from a sample of 90 individuals. The findings

reveal a positive association between job dissatisfaction and various aspects of mental health, including the global index of mental health, social action, and depression. Additionally, the study identifies that employed women tend to be more satisfied with their jobs compared to employed men.

Furthermore, the research suggests that longer tenures in a job are associated with higher levels of job satisfaction. Overall, this study aligns with previous research indicating that job satisfaction plays a significant role in promoting mental health among workers. It highlights the potential of job satisfaction not only in enhancing mental well-being but also in improving social relationships and reducing depressive symptoms. The implications of these findings extend to the development of interventions and strategies within organizations to enhance job satisfaction among employees, thereby contributing to their mental health.

This study by Lee et al delves into the relationship between psychiatric morbidity, job satisfaction, and psychological distress among nonphysician employees of a laboratory medicine department in a university medical center [4]. The research aims to shed light on the prevalence of psychiatric issues, job satisfaction levels, and how psychological distress and job satisfaction are intertwined. Using a cross-sectional descriptive and correlational design, the study collects data from a sample of 145 individuals. The results reveal a prevalence of psychiatric morbidity, with insomnia ranking highest among various symptoms. Interestingly, job satisfaction is shown to be linked to psychological distress, with more severe distress associated with lower levels of job satisfaction across multiple dimensions.

Notably, organizational communication emerges as a significant factor affecting overall job satisfaction and the severity of psychological distress. The study's conclusions recommend early detection of psychiatric morbidity using self-administered screening questionnaires. Additionally, the study suggests the implementation of organizational mental health promotion programs to enhance employee mental health and job satisfaction. The study by Janyam *et al* centers on the mental health of factory workers and its relationship with job satisfaction. It involves a survey conducted with 173 factory workers, employing the General Mental Health Questionnaire and a job satisfaction component developed for the study [5]. Through various statistical analyses, the study assesses the prevalence of mental health issues, levels of job satisfaction, and the dimensions of job satisfaction influencing mental health.

The results indicate that a substantial portion of workers experience poor mental health, with symptoms such as anxiety, insomnia, somatic symptoms, social dysfunction, and severe depression. Correlation analysis reveals that overall job satisfaction is negatively related to these psychological symptoms. Interestingly, severe depression is only negatively related to work security, while work security shows the most significant negative relation with various symptoms. Multiple regression analysis corroborates the role of job satisfaction in mental health, with overall job satisfaction and work security showing negative correlations with the General Health Questionnaire scores. The study emphasizes the relationship between job satisfaction and mental health and proposes that organizations focus on

enhancing overall job satisfaction to positively influence employee mental health.

This Canadian study by Simard et al investigates the potential mediation of meaning in life in the relationship between job satisfaction and psychological distress among employed men [6]. The research involves a survey of 229 Canadian men, assessing depression and anxiety symptoms, anger severity, job satisfaction, and the presence of meaning in life. The study employs correlation and regression analyses, testing two models for anxiety/depression symptoms and anger as dependent variables.

The study's findings establish a significant mediation effect for job satisfaction on psychological distress symptoms, mediated through the presence of meaning in life. Even when controlling for confounding variables, this mediation remains significant. The research highlights the significance of job satisfaction in fostering a sense of meaning in life among men, thereby improving psychological well-being both inside and outside the workplace. The study by Al-Wotayan et al focuses on measuring the level of job satisfaction among primary healthcare physicians in Kuwait's Ministry of Health Primary Care Centers [7]. The study employs a cross-sectional design, collecting data from 417 physicians through questionnaires. The study evaluates various factors associated with job satisfaction, including socio-demographic characteristics, work-related factors, and mental health.

The results indicate a median overall job satisfaction level of 71.4%, with differences based on physician rank and governorate. General Practitioners (GPs) tend to report higher overall job satisfaction. The study highlights the importance of job satisfaction in the healthcare sector and recommends that attention be given to aspects such as work surroundings, recognition, salary, relationships with colleagues, and variety in job responsibilities to enhance job satisfaction among healthcare. The statement you've provided outlines a study that explores the relationship between job satisfaction, psychological well-being, and perceived stress among government and private employees. The study aims to understand how job satisfaction impacts various aspects of an individual's life, particularly their psychological well-being and perceived stress levels. Let's break down the details and implications of the study.

The well-being and overall health of individuals are closely intertwined with their job satisfaction. Job satisfaction can be defined as the mental gratification one derives from their job. When individuals are content and fulfilled in their work, it positively affects other domains of their life, including their psychological well-being and their perception of stress. This study aims to investigate the levels of job satisfaction and how they relate to psychological well-being and perceived stress among employees in both government and private sectors. The study Bansal et al employed a convenient sampling method, which involves selecting participants based on accessibility and ease of recruitment [8]. The sample size included 100 employees, with 48 from the government sector and 52 from the private sector in the Delhi/NCR region. This region is relevant due to its diverse economic and occupational landscape. The researchers used established behavioral tools such as job satisfaction scales, psychological well-being assessments, and perceived stress scales to gather data on participants' psycho-social health.

The data collected was managed and analyzed using SPSS-18 software.

The findings of the study revealed significant insights into the relationship between job satisfaction, psychological well-being, and perceived stress. The results showed a significant negative correlation ($r = -0.21$) between job satisfaction and the "Purpose in Life" dimension. This suggests that individuals who reported higher job satisfaction were more likely to perceive a stronger sense of purpose in their lives. This connection underscores the influence of job satisfaction on broader aspects of an individual's sense of meaning and fulfillment. The study found that perceived stress had a negative correlation with both the "Autonomy" dimension ($r = -0.23$) and "Positive Relation with Others" ($r = -0.20$). This indicates that individuals who experienced lower levels of perceived stress were more likely to report having a sense of autonomy in their work and positive relationships with others.

These findings highlight the potential role of job satisfaction in reducing perceived stress and promoting healthy workplace interactions. The study also identified significant differences between the government and private sectors. In the private sector, there was a significant association between job satisfaction and "Positive Relations with Others" ($p = 0.003$) as well as perceived stress ($p = 0.000$). These differences suggest that job satisfaction may impact workplace relationships and stress perception differently in these sectors.

The study's implications are noteworthy in understanding the intricate connections between job satisfaction, psychological well-being, and perceived stress:

- Job satisfaction appears to contribute to an individual's sense of purpose and fulfillment beyond the workplace.
- Lower perceived stress is associated with a greater sense of autonomy and positive relations with others in the workplace.
- The study underscores the relevance of job satisfaction in fostering healthy workplace environments and reducing stress.

In conclusion, this study delves into the multifaceted relationship between job satisfaction, psychological well-being, and perceived stress. The results highlight the potential far-reaching impact of job satisfaction on various aspects of an individual's life, underscoring the importance of promoting job satisfaction for the holistic well-being of employees. The literature review by Demerouti, Schaufeli, and Bakker examines the link between job satisfaction and mental health. It discusses various theories and empirical studies that explore this relationship [9]. The authors highlight that while job satisfaction can have a positive impact on mental health, the direction of causality is complex and bidirectional. They emphasize the role of work-related factors and suggest that job characteristics, such as autonomy and social support, influence both job satisfaction and mental health outcomes.

Leiter and Maslach conduct a meta-analysis to investigate the impact of job satisfaction on employee health [10]. They find that low job satisfaction is associated with poor mental and physical health outcomes. The authors highlight the importance of addressing job dissatisfaction as a preventive measure for employee health issues. Their meta-analysis supports the notion that job satisfaction plays a significant role in shaping employees' well-being. Iwasaki,

Takahashi, and Suzuki conduct a longitudinal study to explore the relationship between job satisfaction and mental health among Japanese workers [11]. They find that higher job satisfaction is associated with better mental health outcomes over time. The study underscores the importance of maintaining job satisfaction as a means to promote long-term mental well-being among employees.

Kim and Nam investigate the mediating role of job satisfaction in the relationship between work-family conflict and mental health [12]. Their study suggests that job satisfaction partially mediates the impact of work-family conflict on mental health. They highlight the interconnectedness of work-family dynamics and job satisfaction, emphasizing the need for organizations to address both aspects to promote employees' mental well-being.

Chen, Chang, and Wang conduct a meta-analysis to assess the relationship between job satisfaction and psychological well-being [13]. They find a moderate positive correlation between these two constructs. The study highlights that employees with higher job satisfaction tend to experience better psychological well-being. The authors emphasize the relevance of job satisfaction as a predictor of employees' overall mental health. These articles collectively contribute to the understanding of how job satisfaction and mental well-being are interconnected. They underscore the importance of job satisfaction as a significant predictor of mental health outcomes and highlight the bidirectional relationship between these constructs. Additionally, the studies emphasize the role of various contextual factors and mediating variables in shaping this relationship, providing valuable insights for organizations aiming to enhance employee well-being.

4. Conclusion

We conclude that the nexus between job satisfaction and mental well-being is intricate and profound. Job satisfaction, arising from fulfilling work experiences, contributes to a cascade of positive outcomes for employees' mental health. These outcomes encompass positive emotions, reduced stress and burnout, enhanced self-esteem, motivation, positive relationships, work-life balance, and resilience. Organizations that prioritize job satisfaction cultivate an environment conducive to employees' mental well-being, recognizing the reciprocal relationship between job satisfaction and psychological health. In this symbiotic interplay, job satisfaction emerges not only as a critical factor in employee engagement but also as a potent catalyst for fostering healthier and happier individuals within the workforce.

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