



The Role of Workplace Well-Being on Employee Work Satisfaction

Aulia Mutia Supardi¹(✉), Muthia Salehah¹, and Shanty Komalasari²

¹ Islamic Psychology Study Program, Antasari State Islamic University Banjarmasin, Banjarmasin, Indonesia
mutialia23@gmail.com

² Faculty of Ushuluddin and Humanities, Antasari State Islamic University Banjarmasin, Banjarmasin, Indonesia

Abstract. Employee behavior is very important for the organization. When employees are satisfied with their work, it will be easier for them to motivate their work so that the organization can get great results. Job satisfaction is some things that greatly affect employee performance and employee work results. Cancel (2020) states that well-being at work can be a feeling that employees get in meeting personal needs. Welfare obtained by employees will provide a way of satisfaction and happiness at work. The purpose of this study is to provide an overview of the literature on the factors that influence employee satisfaction. The results of this study have a very important role in well-being at work in giving employees a path to satisfaction. The search method uses a systematic literature search or literature search. Data obtained through a survey of the Internet Journal of Employee Satisfaction and Wellbeing at Work (published 2016–2022) shows the keywords “well-being at work, employee satisfaction at work, employees, and the role of happiness at work.

Keywords: Well-being at Work · Job Satisfaction · Employees · The Role of Happiness at Work

1 Introduction

Human resources are the primary driving force of an organization, and specific attention must be paid to stable companies. Retaining the company’s talent is an investment for the company. Recruitment is very important for a company because the bigger the company needs employees, the more pattern the human resources department needs to determine and categorize the right person for the company position. This is because improving talent quality impacts employee performance and reduces employee stress levels (Dewi & Putra, 2020). Managing human resources is challenging for organizational leaders, especially in the current COVID-19 situation. The pandemic situation creates a pattern of change, especially in work. Workers working from home (WFH) comply with government recommendations. People are a resource available to an organization with various needs that can be met to increase employee productivity and motivation. The challenge

of human resource management related to employee needs is a requirement and builds a work environment that meets employee needs (Handoko, 2001).

Another realization factor that can maintain and improve the quality of people outside the organization is employee self-efficacy. Self-efficacy is an individual's belief in the ability to maximize performance levels. Employees who are efficient themselves are easier than those who are less efficient because they believe that high self-efficacy can influence their behavior and achieve something with their skills and willingness to control it (Medina & S, 2022) easier to manage. Employees are social beings who play an important role in an organization or company. Employees are planners, executors, and controllers who play an active role in achieving company goals. Have goals, thoughts, feelings, and desires that can influence their attitude towards work. This attitude can be positive or negative. Employees need to consider the importance of their role in the organization and the factors influencing job satisfaction (Wiliandari, 2015).

Locke (1969) job satisfaction as a state of mental well-being or positive emotions resulting from evaluating one's job or experience. According to Locke, job satisfaction is also the result of employee perceptions of the extent to which job performance is considered meaningful. Job satisfaction is a positive feeling towards a job based on an assessment of the characteristics of the job. People who are highly satisfied with their jobs have positive feelings about them, and those who are dissatisfied with their jobs have negative feelings.

2 Methods

Literature and librarianship studies or literature studies are different, although they can be considered the same. *Library research* is defined as research conducted based on written works, including research results, both published and unpublished (Embun, 2012). According to (Zed, 2014), in library research, library research is not only the initial stage of compiling a research framework but also utilizing library resources to obtain research data information. In addition to data, several elements must be present in a study to be considered scientific and other elements such as problem formulation, theoretical basis, data analysis, and concluding. This requires optimal preparation and implementation. Literature study variables are not standardized. The data obtained were analyzed in detail by the author. The data obtained will be poured into sub-chapters to accommodate the research topic formulation (Melfianora, 2019; Setiawan & Mardalis, 2017).

3 Results and Discussion

3.1 Workplace Well-Being

According to Slemp, Kren, and Brodrick (2015), *workplace well-being* or happiness has positive or negative effects. According to Cooper and Quick (2017), workplace well-being involves physical, psychological, social, or psychological benefits in one or more workplace environments where an individual respects credible values in circumstances in which he or she can function optimally. This often makes the workplace a place where

welfare efforts grow (Damayanti & Budiani, 2021). Feeling happy for an employee leads to professional success by increasing the productivity of a happy employee.

According to Danna and Griffin (1999), occupational health and comfort is used to display employee comfort and well-being (workplace well-being). WBB or workplace well-being includes health, which includes physical and psychological symptoms related to health. WWB is a measure of well-being based on life experiences and work-related activities. Page and Brodrick (2009) explain that job well-being includes job satisfaction and work-related emotions. Job satisfaction is a means to assess awareness of work-related activities. Emotions include cognitive (emotional) judgments. Another opinion from Kardinah (2019) regarding workplace welfare is that awareness of employee welfare is related to work and the work environment because several factors play a role, such as an employee safety, comfort, and satisfaction (Hudin & Budiani, 2021).

Workplace well-being includes intrinsic and extrinsic aspects, which represent well-being at work. Important aspects of job well-being include job responsibilities, work goals, work independence and knowledge, and a sense of accomplishment (Mangundjaya, 2010), (Wulan & Putri, 2016). Extrinsic aspects include using time, working monitoring conditions, promotion opportunities, recognition for outstanding performance, personal compensation, wages, and job security (Yuniarti & Muchtar, 2019).

Harter (2002) states that well-being at work contributes to personal growth and development, relationships with people around them, goals in life, the ability to master and adapt to the environment, inclusion, and social practices. From this understanding, it can be concluded that workplace well-being is a state of well-being or well-being of employees at work related to emotions and intrinsic values or after work-related activities and experiences (Rizki et al., 2021). The policy aims to ensure that workplace well-being complements employee safety and that employees are safe, healthy, happy, and engaged at work. The concept of happiness at work is important for scholars and researchers and managers and leaders who provide work and life experiences to all members. Fields such as organizational behavior, psychology, and medicine contribute to understanding workplace well-being. Several interesting models are also presented from an interdisciplinary perspective (Fridayanti et al., 2019).

3.2 Factor Affecting

According to Bakker and Demerouti (Wulan & Putri, 2016), the factors that affect work well-being are:

Work Demands: Work Demands are related to physical, psychological, social, or organizational aspects, physical or mental aspects of business, or sustainable abilities or abilities.

Workforce Management: Employees can use their skills to manage their work and decisions, such as exercising their freedom to work according to their job description, deciding on length of vacations and making decisions.

Labor Resources: Work products are the physical, psychological, social, or organizational tasks that contribute to achieving work goals and personal growth.

Therefore, in (Kurniadewi, 2017) the concept of happiness at work is considered the same as the construction of subjective and psychological well-being. Both form the mental health model of workers (Imama et al., 2021).

3.3 Job Satisfaction

Job satisfaction is one of the basic attitudes that influence people's behavior at work Newstrom and Davis (1986). Therefore, hierarchical activists measure job satisfaction correctly and I am interested in understanding the relationship with people at work (Miah, 2018) satisfaction provides a clear and useful picture for research. The theory of job satisfaction was put forward by Mangkunegara "*Equity theory*", which was developed by Adams. Wexley and Yukl proposed the main components as follows. Input is the value that workers bring to the workplace. Score is the total value that employees bring from their work, comparison is employees inside and outside the organization, inside or before work, and *Equity-Inequity* is what employees think is fair or unfair.

The disapproval theory was first put forward by Porter, who stated that job satisfaction can be measured by calculating the difference between what employees feel and what needs to be done (Ilahi et al., 2017).

The Incompatibility Theory was First Put Forward by Porter (1961). He defines job satisfaction as the difference between the amount that should be there and the "now" amount. Everyone wants to be appreciated as long as the manager accepts the workload. The result is zero, and the work is satisfactory. The greater the scarcity and the smaller the gap, the greater the dissatisfaction with work. Conversely, suppose the percentage of jobs that are profitable and deviate from the desired amount is more profitable and acceptable. In that case, the jobs that deviate from the desired amount are also fulfilled.

Theory of Justice, Put Forward by Zaleznik (1958) and then Developed by Adams (1963). This theory states that a person is satisfied or dissatisfied with a situation of impartiality or injustice. Everyone feels what is fair and unfair in a situation by comparing himself with other people in different places and places at the same level and type of work. Justice is generally known as a person's appreciation for the treatment he receives for his actions in his work. People feel fair when the treatment they receive benefits them. On the other hand, it is unfair if the treatment they receive is considered detrimental to them. The injustice experienced by a person causes dissatisfaction and thus affects his ability to perform his duties. According to this theory, a person is for a fair judgment by comparing the ratio of inputs to outcomes of one or many others. Employees can draw comparisons between people inside and outside the organization and themselves with previous jobs.

The Factor Theory, Advanced by Herzberg (1959), job characteristics can be divided into two categories: those called "dissatisfaction" or "cleanliness factors" and those called "satisfaction" or "motivation". According to Herzberg, as is commonly believed, the opposite of satisfaction is not dissatisfaction. Removing the characteristics of job

dissatisfaction only sometimes leads to job satisfaction. Herzberg proposed dual continuity. The opposite of “satisfied” is “not satisfied,” and the opposite of “dissatisfied” is “not satisfied” (Pawesti & Wikansari, 2017).

Job satisfaction refers to the emotional response of employees and others to work situations. This is according to the nature of work, promotion, benefits, salary, physical work environment, supervision, and social relations with other workers in the same organization. Prior theory and research have detailed and demonstrated the predictive role of labor value in several job-related performance, such as job satisfaction and employee well-being at work. Job satisfaction is related to a person’s attitudes and feelings towards his work (Fute et al., 2022).

Jex (2002) explains that job satisfaction can be measured by how positively an employee influences the work situation. In general, job satisfaction is a person’s attitude towards work. Jex (2002) states that employees’ beliefs about work situations characterize job satisfaction. For example, employees may believe their jobs are interesting, useful, boring, and rewarding. Job satisfaction is expressed by employees’ willingness to always work well, work hard, and remain part of the organization.

Suwano (2014) found that employees who are happy with their jobs tend to be absent, less active, and want to stay longer with the company. Robbins (2015) concluded that job satisfaction or dissatisfaction has multiple implications for employees. In short, job satisfaction affects employee performance, organizational employee membership, customer satisfaction, employee engagement, employee turnover, and workplace regularity (Auliani & Wulanyani, 2018). The behavior of a person’s emotional state towards work, comparing the rewards received with the expected rewards. Satisfaction strongly influences work behavior, endurance, laziness, productivity, etc. Satisfaction with individual jobs varies greatly depending on the amount of work. This will increase everyone’s job satisfaction.

Each individual employee has different characteristics, as a result the level of job satisfaction is also different, and the level of job satisfaction can have an unequal impact. In addition to the factors that can affect employee job satisfaction, this is the work environment. The work environment is everything around the worker that can affect the worker in carrying out the assigned tasks. For example cleanliness, music, etc. The work environment in an organization significantly impacts the smooth operation of production in a synchronous environment to maintain satisfaction when employees carry out activities, but also affects employee performance and job satisfaction which can affect employees (Saputra, 2022).

Well-being at work measures individual well-being in the context of work, as a result of which employee functioning and growth can be identified in the context of work. Therefore well-being in the workplace includes both interpersonal and intrapersonal dimensions. The serious interpersonal dimension is how the individual’s perception of all aspects is based on the outside of the individual; for example self-acceptance, social acceptance, social integration and positive interactions with other people (positive relations with others). Meanwhile, the intrapersonal dimension is serious about individual perceptions of all aspects based on the individual’s self which is related to the individual’s self-definition of his work and the individual’s feelings internally towards his work; for example social coherence, social contribution, social actualization, purpose in life,

autonomy, environmental mastery, and personal growth.. Welfare at the workplace has a positive effect on improving employee performance & performance (Firmansyah & Riasnugrahani, 2022).

Job satisfaction is reflected in the positive behavior of employees towards work and everything that happens in the work environment. According to Mathis and Jackson (2011) job satisfaction is a positive emotional state and evaluates one's work experience. Job dissatisfaction occurs when this hope is not fulfilled. Job satisfaction has a pattern of aspects, generally self-job satisfaction, salary, recognition, supervisor-employee interaction and development opportunities (Nabawi, 2020).

3.4 Factor Affecting

Job satisfaction, which is related to work content and job satisfaction with work, is a major source of job satisfaction. Feedback on the work itself and autonomy are the two main motives related to work. Job characteristics and complexity are related to job satisfaction. In addition, meeting the needs of creative work will increase job satisfaction. Rewards and enjoyable work are also important for job satisfaction. Yanseen (2013) shows that the results of job content have a positive impact on employee job satisfaction.

Satisfaction with job content is characterized by job autonomy and role clarity. Belias et al. (2015), autonomy gives employees more control over work-related decision-making and flexibility in decision-making, enabling employees to solve problems and resolve conflicts more effectively and thus in all aspects. The work describes what makes it possible to have a positive impact. It is worth working on. Wheatley (2017) found that a high degree of autonomy regarding tasks and the time required to complete them increases satisfaction and well-being. Doris (2016) found that role clarity has a positive correlation with job satisfaction. Employees who know themselves well and are used to working tend to be satisfied with their jobs (Pitasari & Perdhana, 2018).

According to Sutrisno (2016), the factors that influence job satisfaction are (1) psychological factors, interests, workplace security, attitudes towards work, and other employee psychological factors. (2) Social factors, which relate to social interactions between employees and their employees and superiors. (3) physical factors are factors related to the physical condition of workers in the workplace, such as the nature of work, arrangements and work breaks, equipment and working conditions, as well as the physical conditions of the workplace. (4) economic factors related to worker safety and Welfare, such as wage and salary systems, social security and promotion opportunities (Lusri, 2017).

Ali & Baloch (2010) found that honor, social status, security, promotions, work energy supervision requirements, emotional involvement, and ongoing commitment to continuity influence job satisfaction. In the late 1950s, a group of psychologists at the University of Minnesota established a generic problem-solving research program on work adaptation. Spector (1997) suggests that this program developed a conceptual framework known as work coordination theory. There are 2 factors can affect job satisfaction, intrinsic and extrinsic (Pawesti & Wikansari, 2017).

Aspects of work are extrinsic factors, a. Compensation: rewards received. b. Progress: opportunities for progress. c. Colleagues: How good the interaction is between co-workers. Interpersonal supervision: Ability to disseminate interpersonal interactions

using supervisors. e. Technical supervision: The ability or authority of the supervisor in all matters relating to the work. f. Company policies & practices: How the company cares for its employees. h. Working conditions: Working conditions such as working hours, temperature, office equipment, and work place. i. Awareness: Compliments received for a job well done.

Employee job satisfaction can improve service quality and increase employee satisfaction. In this case, decision makers and managers carefully provide various tools to ensure employee satisfaction. (Parvin & Kabir, 2011). Welfare at work is one of the supports so that employees do not feel pressure in a new environment, because employee job satisfaction is very important for work results. Workplace well-being initiatives are inexpensive to develop and maintain, do not require trained facilitators, and require multi-person interventions to add value. One of the benefits of contact with nature is that it does not require a lengthy treatment plan to be effective (Souter-Brown et al., 2021). Identify the role of workplace well-being in employee job satisfaction.

The results of this study indicate that vocational Welfare can increase worker satisfaction at work. When employees perceive well-being at work as a virtue, they perform best in one or more workplace environments that provide physical, psychological, social, or spiritual benefits that are consistent with recognized values. In addition, the results of this study indicate that workplace well-being increases employee job satisfaction. Professionally balanced employees can achieve greater job satisfaction and further contribute to the company's success. This study also shows that workplace well-being can measure individual well-being in a work context and identify employee functioning and growth in a work context. Therefore, well-being at work includes both interpersonal and personal aspects. Job satisfaction with work is characterized by work autonomy and role clarity. Autonomy gives employees more flexibility in managing and carrying out work-related decisions, resolves conflicts more effectively, and has a positive impact on all aspects of job satisfaction, it is clear that it affects employees.

4 Conclusion

Based on a survey of the role of happiness at work on new employee satisfaction, it can be concluded that employee job satisfaction is generally fulfilled in an environment that promotes employee well-being. Employees are an important asset of the company and must be carefully managed by the company itself so that they can contribute optimally. Employees also function in the form of thinking, and physical and mental abilities. However, it does not rule out the need to provide good service to employees who work in a company or organization. Dissatisfaction with employees at work affects the results they do.

Job satisfaction is a feeling about oneself, one's work, work situations, and relationships between co-workers. Therefore, job satisfaction is an important aspect that employees must possess, and they interact with their work environment so that their work can be completed properly and by company goals. Job satisfaction felt by an employee is generally reflected in the positive attitude of employees towards work and everything they face or give.

Therefore, employee job satisfaction is very important to apply and apply to companies and organizations. This makes well-being in the workplace very important. One of

them is applying the concept of Welfare in the workplace. The concept of happiness at work is a model that explains happiness at work very well. Well-being at work is important to organizations because work well-being can prevent mental illness and promote well-being. The high Welfare of workers brings them positive emotions making them happier and more productive. On the other hand, employees need to be in an unhealthy and prosperous environment to be productive and make the right decisions.

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