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PROCEEDING

The 2nd International Conference On Business And Economics

"Acceleration of Innovation Reconfiguration and Digital Economy Development in an Archipelagic Country Post Covid-19 Pandemic"

UNIVERSITAS PATTIMURA

FAKULTAS EKONOMI & BISNIS

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THE 2ND INTERNATIONAL CONFERENCE ON BUSINESS AND ECONOMICS

"Acceleration of Innovation Reconfiguration and Digital Economy Development in an Archipelagic Country Post Covid-19 Pandemic"
Ambon, October 15th 2022

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Description of Cover Background Image:
Photo "Faculty of Economics and Business Building, B Building, Pattimura University." — A building that was inaugurated in 2020 will provide space intended for 4000 students who are included in the UNPATTI plan. This was made a priority by the Ministry of Research, Technology, and Higher Education and the Minister of Finance of the Republic of Indonesia, and was followed up by Bappenas and 2019 SBSN funding. The building shape that looks like a ship is taken from the Principal Scientific Pattern of Pattimura University, namely Bina Mulia Maritime Affairs. This indicates that the Faculty of Economics and Business is ready to oversee economic development in Maluku based on islands. The Faculty of Economics at Pattimura University itself has three main buildings supporting lectures with two floors, all located within the Poka Campus of Pattimura University. In general, lecture buildings are equipped with various lecture support facilities. These facilities include air-conditioned lecture halls supported by multimedia equipment, computer laboratories, libraries, auditoriums, student canteens, gazebos, internet hotspots, and motorized vehicle parking lots.

Preface

This proceeding was prepared based on the outcomes of the international seminar on the 2nd ICON-BE activity by theme "**Acceleration of Innovation Reconfiguration and Digital Economy Development in an Archipelagic Country Post COVID-19 Pandemic**", held on October 15, 2022, at the Swiss Bell Hotel in Ambon. The seminar is being held in order to provide constructive scientific thinking to the government and other stakeholders in order to ensure the establishment of the Post-COVID-19 Pandemic Digital Economy, as the subject has been suggested. This seminar's scientific concepts were gathered from researchers, professors, and practitioners.

This international seminar activity was attended by participants consisting of experts, researchers, academics, representatives of the Ministry of Tourism and Creative Economy, as well as practitioners in the fields of business and tourism.

We appreciate the Minister of Tourism and Creative Economy for sharing his thoughts on the need to build a post-pandemic digital economy, particularly in island nations. With the issue raised, gratitude and appreciation are also expressed to the invited speakers, including Mrs. Prof. Dr. Sri Adiningsih, M.Sc., from Gadjah Mada University by Topic "**Digital Economy Transformation in Indonesia**". To Mrs Jeongyoon Lee, Ph.D., from the University of Kentucky with the topic raised "**Policy and Regulatory Network in encouraging Digital Economy Development and Virtual Interaction**"*.* To Mrs. Dr. Vanessa Ratten from La Trobe University with the topic raised "**Impact of Economic Digitalization on Ecotourism in Archipelagic Country**"*.* To Mr. Arif Perdana, Ph.D., CA from Monash University with the topic raised "**Digital Finance and Innovation to Support Financial Inclusion**"*.*

Furthermore, the authors, editors, and organizers of this international seminar acknowledged their appreciation and gratitude for the study findings and seminar perspectives. Everything went off without a hitch, from preparation to execution.

As a result, we anticipate that this process will be especially beneficial to the growth of digital economics in post-pandemic archipelagic countries. If there any flaws in this document, please realize and let us know that it will be addressed in the next event.

Ambon, May 2023

Head of Executive Committee The 2nd ICON-BE

Dr. Conchita V. Latupapua, SE. M.M.

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13.	Ribka S.F. Bonara, SE., M.Ak NIP198902222022032007	Tenaga Pendidik Jurusan Akuntansi	Koordinator Dokumentasi

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THE OUTCOMES OF JOB SATISFACTION ON PUBLIC SECTOR ORGANIZATIONS' EMPLOYEES ACROSS COUNTRIES: A SYSTEMATIC REVIEW

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ABSTRACT

Background: Organizational leaders in public sector organizations must pay serious attention to employee job satisfaction because they provide community services. Ensuring employee job satisfaction in public entities is the key to improving service quality and maintaining their consistency in serving the community. Employees who are satisfied with their work will be willing to work hard to achieve organizational goals. **Objectives:** We aim to systematically review the empirical literature on employee job satisfaction outcomes in public sector organizations across countries. **Design:** We conducted a systematic review based on previous researchers' protocols. **Data sources:** We use electronic databases, including Scopus Search, PubMed Search, Sciencedirect.com Search, and Google Scholar Search from 2010 to February 2022. **Review methods:** We include articles that examine the outcomes of employee job satisfaction in public sector organizations. The team independently reviewed and determined each study that met the inclusion criteria. Next, the rest of the team assessed the quality of the papers using a predetermined quality assessment instrument. Then to the included studies, data extraction was carried out. Finally, we conducted an in-depth content analysis to identify the outcomes of employee job satisfaction. **Results:** We have identified 33 outcomes of job satisfaction. We divided these outcomes into six categories: job attitude, performance, happiness, prosocial behavior, work motivation, and customer satisfaction. The team also found inconsistent research results, providing research gaps for other researchers to follow up.

Keywords*: job satisfaction, outcome, public sector organization
JEL Classification: D73, H11, J45

INTRODUCTION

Job satisfaction has received attention from researchers and managers worldwide (Ngabonzima *et al*., 2020; Park, 2020; Robbins *et al*., 2017, p. 290) because to achieve competitive advantage and sustainability in organizations, spearheads are employees of the organization itself. Organizational leaders should not only exploit employees for the benefit of the organization, but their satisfaction at work should be a significant concern. According to Lussier (2019, p. 925), job satisfaction is a person's attitude towards his work. Meanwhile, Mickson & Anlesinya (2020) emphasized that any organizational leader must consider employee job satisfaction. Therefore, job satisfaction is still in great demand to be studied among practitioners and members of the research community today (Park, 2020; Cantarelli *et al*., 2015).

This study focuses on analyzing articles that discuss the outcomes of employee job satisfaction in public sector organizations. Therefore, it is necessary first to understand the definition of a public sector organization. Based on the regulation of the Republic of Indonesia number 14 of 2008 regarding Public Information Access, public institutions are administrator, legislature, judicial councils, and other institutions whose primary responsibilities and functions pertain to government administration, some or whose financial support comes in part or in full from regional or national governments, or non-governmental institutions, provided that some or all of their funding comes from the central/regional government budget, community donations, or foreign funds. Meanwhile, Law No. 25 of 2009 of the Republic of Indonesia regarding Public Services defines a public service provider organization as a work unit for public service providers that are within the state's environment administration institutions of state government, businesses, and independent organizations created by statute for the provision of public services, and other legal entities formed solely for public service activities.

In this study, we define a public sector organization as an entity whose main task is to provide public services, the funds of which are partly or wholly sourced from the government budget, public donations, or foreign funds. Based on the field of operation, public sector organizations include education services, health services, medicine, administrative services, tourism, planning, finance, transportation, disaster management, etc.

Many research results have reported various impacts of employee job satisfaction, especially in public sector organizations. However, as far as we know, the results of previous studies are still partial. In addition, researchers still rarely summarize the outcomes of employee job satisfaction, especially in the context of public sector organizations, into a document or report to be guided by leaders in public sector organizations. Through this study, we seek to consolidate all outcomes of employee job satisfaction in public sector organizations. This study aims to conduct a systematic review of the empirical literature relating to various employee job satisfaction outcomes in public sector organizations in multiple organizations worldwide.

LITERATURE REVIEW

1. Public Sector Organizations

Public sector organizations are defined as an economic entity that has its own uniqueness (Nordiawan 2006, pp 1-2). It is said to be unique because the economic resources of public sector organizations are managed not for the purpose of making a profit. Public sector organizations appear in various forms in society. Most are government organizations, both central and local governments. However, this research is limited to local government organizations. Within local governments, public sector organizations vary widely according to their operational fields, such as education services, health and medicine services, administrative services, tourism, planning, finance, transportation, disaster management, and others.

In the Indonesian context, the definition of a public sector organization may be more appropriate when referring to Law Number 14 of 2008 concerning Public Information Disclosure. Referring to these regulations, Public Agencies (*Badan Publik*) are executive, legislative, judicial, and other bodies whose main functions and duties are related to the administration of the state, which some or all of the funds are sourced from the state budget (*APBN*) and/or the regional government budget (*APBD*), or non-governmental organizations as long as part or all of the funds are sourced from the state budget and/or the regional government budget, donations from the public, and/or from abroad.

Kasimati (2011) provides an overview of the types of public sector organizations in Albania, some of which include the Ministry of Interior, Ministry of Finance, Ministry of Labor and Social Affairs, Ministry of Education and Sciences, Regional Education Directorate of Tirana, University of Shkoder, University of Shkoder, University of Durres, Financial Supervision Authority, Bank 01 Albania, University Hospital Centre, Central Elections Commission, Albanian Electricity Power Corporation, Parliament of Albania, Tirana Library, and Albanian Army.

Meanwhile, Wang *et al*. (2012) revealed that in Taiwan there are four main types of public organizations, namely: (a) administrative organizations, (b) hygiene and medical services, (c) public schools, and (d) public enterprises. Administrative organizations, health services and public schools provide free services to citizens. Meanwhile, public companies (such as rail transportation and postal services) provide services for basic needs to citizens at an affordable cost. The purpose of these public companies is not to make a profit, but to provide a service. State-owned banks are also included in the group of public companies.

Taiwan's public companies are subsidized when they lose money, and the resulting profits go to the government. Public company employees are governed by a personnel management system similar to public employees in other organizations.

Whether an organization is public or private can be determined by its ownership structure. Public organizations are collectively owned by members of the public community, funded with taxpayer money, and controlled by political forces. Meanwhile, private organizations are owned by entrepreneurs or shareholders and are controlled by market forces (Rainey *et al*., 1976; Boyne, 2002).

2. Job Satisfaction

Another term for job satisfaction is *employee satisfaction* or *job well-being* (Fernandez-Macias & Llorente, 2014, p. 3451). There is no universally accepted definition of job satisfaction. Therefore, there is no general agreement on the definition of each of these terms. In this study, these three terms are considered synonyms and we use them interchangeably. Of these three terms, the term that appears most frequently in the literature is job satisfaction. The three terms (job satisfaction, employee satisfaction, and well-being at work) can generally be used to describe how employees feel about their jobs and whether they are happy, satisfied and have their wants and needs fulfilled at work. However, our definition of job satisfaction refers to (Dubrin, 2019, p. 70) that of pleasure or satisfaction associated with work.

The theory that can explain job satisfaction is Herzberg's two-factor theory (Hughes *et al*., 2019, pp. 401-403). Herzberg developed the two-factor theory from a series of interviews he conducted with accountants and engineers. Specifically, he asked what made them satisfied with their work. Besides that, he also asked about things that made people dissatisfied with their jobs. Herzberg named the factors that generate satisfaction as motivators, including achievement, recognition, the work itself, responsibility, advancement and growth. While the factors that produce dissatisfaction are named hygiene factors, including supervision, working conditions, co-workers, pay, policies/procedures, and job security. According to Herzberg's two factor theory, the key to increasing follower satisfaction is to fulfill hygiene factors and maximize motivators. Meanwhile, according to Kinicki & Fugate (2018, p. 63) there are five factors driving job satisfaction, called the five models of job satisfaction, namely need fulfillment, met expectations, value attainment, equity, and dispositional/genetic components.

METHOD, DATA, AND ANALYSIS

1. Study Design

We referred to guidelines published by previous investigators (such as Cummings & Estabrook, 2003; Estabrooks *et al*., 2003; Lee & Cummings, 2008) as guiding protocols for this systematic review. Specchia *et al*. (2021) and Penconek *et al*. (2021) have adopted these guidelines in their study. On the other hand, The Joanna Briggs Institute has also published the same procedures for the systematic review of articles (JBI, 2014, 2015).

2. Search Strategy and Data Sources

We identified articles through electronic databases, including *Scopus Search*, *PubMed Search*, *Sciencedirect.com Search*, and *Google Scholar Search* from 2010 to February 2022 (see Table 1). Then, the team 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.

Table 1. Literature Search of Electronic Databases.

Database 2010 – February 2022	Search Terms	Number
Scopus search	Job satisfaction impact; job satisfaction effect; job satisfaction outcome; employee satisfaction impact; employee satisfaction effect; employee satisfaction outcome	2015
PubMed search	Job satisfaction impact; job satisfaction effect; job satisfaction outcome; employee satisfaction impact; employee satisfaction effect; employee satisfaction outcome	208
Sciencedirect.com search	Job satisfaction impact; job satisfaction effect; job satisfaction outcome; employee satisfaction impact; employee satisfaction effect; employee satisfaction outcome	10476

Google Scholar search	Job satisfaction impact; job satisfaction effect; job satisfaction outcome; employee satisfaction impact; employee satisfaction effect; employee satisfaction outcome	7980
	Total	20679

3. Inclusion and Exclusion Criteria

We included the reviewed articles if they met the following inclusion criteria: (a) published from 2010 – February 2022, (b) articles written in English, (c) analyzing the impact of employee job satisfaction, (d) focusing on employees working in sector organizations public organizations, such as government organizations, education, health, or other public services, (e) published in reputable international journals, and (f) using quantitative research designs. Meanwhile, we excluded studies that: (a) investigated the impact on job satisfaction of employees in non-public sector organizations, (b) investigated job satisfaction at the level of leaders of public sector organizations, and (c) used a qualitative research design.

4. Screening

We discuss and decide on the articles drawn for this study, with the screening tool for inclusion and exclusion from Lee & Cummings (2008). We reviewed the titles and abstracts of the selected articles. After comprehensively reading the full text of the article, team members then screened those who met the criteria.

5. Quality review

We assessed article quality independently using predefined quality assessment tools, and we only evaluated articles that used 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, i.e. quality: low (0-4), medium (5-9) and high (10-14). Poor quality studies were excluded after review in order to focus on the results of well designed studies.

6. Data Extraction

We extracted several elements from the included articles: author(s), year of publication, data gathering, journal, state, continent, design, theoretical framework, sample setting and information, tools, job satisfaction measurement, data analysis, and study results. Each article was extracted independently by one team member and validated by the team leader, see Figure 1.
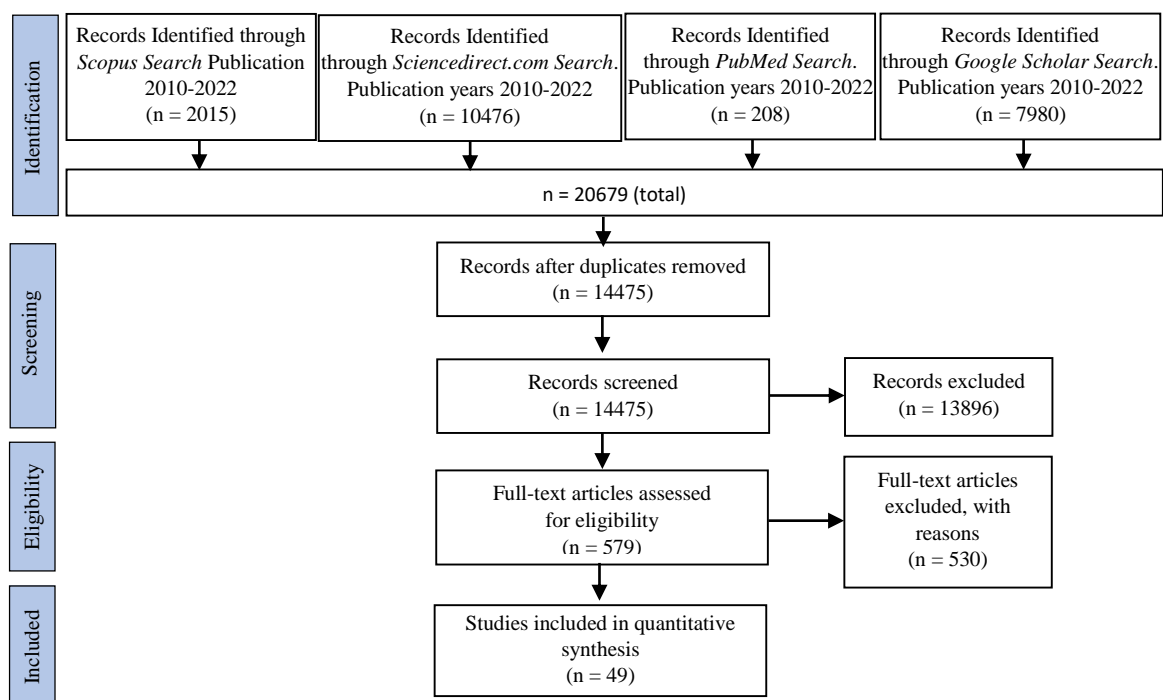

Figure 1. Systematic Framework of the study.

7. Summary of Quality Review

We evaluated 49 articles based on the final assessment. The team believes that all of these studies are prospective. Of these, only 35 articles used probability samples. A total of 48 articles reported a sample size. In addition, 34 articles reported a response rate of > 60%. A total of 36 articles reported the results of the validity test, and 43 articles reported the reliability test results. Only 39 articles describe the use of the framework. Forty-eight papers used inferential statistical analysis (see Table 2).

Table 2. Summarization of Quality Assessment of Included Articles (49 Studies).

Criteria	No. of Studies	
	Yes	No
Design:		
Prospective studies	49	-
Used probability sampling	35	14
Sample:		
Appropriate/justified sample size	48	1
The sample was drawn from more than one site	45	4
Response rate > 60%	34	15
Measurement:		
A valid measure of job satisfaction	36	13
A valid measure of outcomes	36	13
A reliable measure of job satisfaction	43	6
A reliable measure of outcomes	43	6
Theoretical model/framework used	39	10
Statistical Analyses:		
Using inferential statistics	48	1
Correlations are analyzed when multiple effects studied	48	1

Note: -: not reported

8. Characteristics of Included Studies

All quantitative studies investigate employee job satisfaction outcomes in public sector organizations, including 28 public services, 14 health, six educational, and one defense. Forty-nine articles published from 2010 to February 2022 met the inclusion and exclusion criteria. Thirty-five were studied in Asia, two in Africa, seven in Europe, and five in North America (see Table 3). All articles were published in reputable international journals, namely 15 Scopus Q1, 14 Scopus Q2, 11 Scopus Q3, and nine Scopus Q4.

Table 3. Number of Articles by Country and Continent.

Continent		Country	Article(s)	Continent		Country	Article(s)
A. Asian	1.	Indonesia	9		13.	Turkey	2
	2.	Malaysia	3	B. Africa	14.	Nigeria	1
	3.	Brunei Darussalam	1		15.	South Africa	1
	4.	Vietnam	1	C. Europe	16.	Spain	1
	5.	China	8		17.	Greece	3
	6.	Taiwan	2		18.	Italy	1
	7.	Korea	1		19.	Poland	1
	8.	India	2		20.	Bosnia & Herzegovina	1
	9.	Saudi Arabia	1	D. North America	21.	USA	4
	10.	Jordan	3		22.	Bahama	1
	11.	Palestine	1				
	12.	Iran	1			Total	49

9. Measures of Job Satisfaction

We have identified 32 different instruments for measuring job satisfaction in public sector organizations in 40 articles. Each of the three articles uses a job satisfaction survey (Spector, 1985), a Minnesota satisfaction questionnaire (Weiss *et al.*, 1967), and a Mueller-McCloskey satisfaction scale (Mueller & McCloskey 1990). Each of the two articles uses a job satisfaction scale (Cellucci & DeVries, 1978) and a job satisfaction scale (Fred Luthans, 2011). Meanwhile, 27 articles used various instruments. The remaining nine articles did not report clearly regarding job satisfaction measurement instruments, detailed in Table 4.

Table 4. Measurement of Job Satisfaction.

No.	Measurement	Article(s)
1.	Job satisfaction survey (Spector, 1985)	3
2.	Minnesota satisfaction questionnaire (Weiss *et al.*, 1967)	3
3.	Mueller-McCloskey satisfaction scale (Mueller & McCloskey 1990)	3
4.	Job satisfaction scale (Cellucci & DeVries, 1978)	2
5.	Job satisfaction scale (Fred Luthans, 2011)	2
6.	Job satisfaction scale -teacher's form (Anaya & Suarez, 2007)	1
7.	Job satisfaction scale (Lee, Yang & Li, 2017)	1
8.	Job satisfaction scale for clinical nurses (Lee, Eo & Lee, 2018)	1
9.	Job satisfaction scale (Jenkins, Nadler, Lawler & Cammann, 1975)	1
10.	Global satisfaction index (Agho, Price & Mueller, 1992)	1
11.	Job satisfaction scale (Herzberg *et al.*, 1959; Nathan *et al.*, 1991)	1
12.	A single-item measurement of job satisfaction (Bellou & Dimou, 2021)	1
13.	Job satisfaction scale (Munir & Rahman, 2016)	1
14.	Job satisfaction scale (Wood, Chonko & Hunt, 1986)	1
15.	Workplace well-being questionnaire (Hyett & Parker, 2014)	1
16.	Job satisfaction scale (Chi *et al.*, 2008; Delcourt *et al.*, 2013)	1
17.	The Chinese version of the Medical Staff Job Descriptive Index (Zhang, Bian, Bai, Kong, Liu, Chen & Li, 2020)	1
18.	Job satisfaction scale (Wang, Jin, Wang, Zhao, Sang & Yuan, 2020)	1
19.	Employee satisfaction inventory (Koustelios, 1997)	1
20.	Islamic job satisfaction scale (Saad & Mohamad, 2014)	1
21.	Job satisfaction index (Brayfield & Rother, 1951)	1
22.	Employees satisfaction scale (Kianto *et al.*, 2016; Razmerita *et al.*, 2016)	1
23.	Job satisfaction scale (Cullen, Link, Wolfe & Frank, 1985)	1
24.	Satisfaction with work-related achievements scale (Lawrence Mundia, 2019)	1
25.	The Guy-Newman-Mastracci emotional labor scale (Guy, Newman & Mastracci, 2008)	1
26.	A single-item measurement of job satisfaction (Rashmi Chordiya, Meghna Sabharwal & Doug Goodman, 2017)	1
27.	Job satisfaction scale (Lee, Yang & Li, 2017)	1
28.	Job satisfaction scale (Kim & Park, 2014)	1
29.	The Chinese version of the Minnesota satisfaction questionnaire (Liao, 1978)	1
30.	Job satisfaction scale (Turkyilmaz, Akman, Ozkan & Pastuszak, 2011)	1
31.	Chinese physicians' job satisfaction questionnaire (Yin & Li, 2007)	1
32.	Job satisfaction scale (Homburg & Stock, 2004)	1
	Total	40

10. The Outcomes of job satisfaction

The team found 33 impacts of employee job satisfaction on public sector organizations in the 49 articles we investigated (see Table 5). Then we divided the outcomes into six groups of job satisfaction: work attitude, performance, prosocial behavior, happiness, motivation, and customer satisfaction. Further review results see Table 6.

Table 5. The Outcome of Job Satisfaction.

No.	Outcomes	Description	No.	Outcomes	Description
1.	Employee performance	Positive	18.	Organizational commitment	Positive
2.	Job performance	Positive	19.	Organizational citizenship behavior	Positive
3.	Organizational performance	Positive	20.	Retention	Positive
4.	Organizational innovation	Positive	21.	Resilience	Positive
5.	Task performance	Positive	22.	Turnover intention	Negative
6.	Work performance	Positive	23.	Work commitment	Positive
7.	Affective organizational commitment	Positive	24.	Work engagement	Positive
8.	Attitudinal commitment	Positive	25.	Employee happiness	Positive
9.	Behavioral commitment	Positive	26.	Employee well-being	Positive
10.	Burnout	Negative	27.	Life satisfaction	Positive
11.	Developmental turnover intention	Negative	28.	Subjective well-being	Positive
12.	Deviance behavior	Negative	29.	Explicit knowledge donation	Positive

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13.	Employee loyalty	Positive	30.	Explicit knowledge collection	Positive
14.	Employee commitment	Positive	31.	Knowledge sharing	Positive
15.	Employee retention	Positive	32.	Customer satisfaction	Positive
16.	Intent to stay	Positive	33.	Work motivation	Positive
17.	Intention to leave	Negative			

Table 6. List of Articles Review Results.

No.	Author(s)	Outcome(s)	Significant Findings of Job Satisfaction with Outcomes	Description	Country	Continent	Sector
1.	Luque-Reca *et al.* (2022)	Life satisfaction	Significant	Positive	Spain	Europe	Public service
2.	Chavadi *et al.* (2022)	Turnover intentions	Significant	Negative	India	Asian	Public service
3.	Newton *et al.* (2022)	Retention	Significant	Positive	Bahama	North America	Educational
4.	Cho & Kim (2022)	Job performance	Significant	Positive	Korea	Asian	Health
5.	Kumar (2022)	Job performance Subjective well-being	Significant Significant	Positive Positive	India	Asian	Educational
6.	Chatzopoulou *et al.* (2021)	Attitudinal commitment Behavioral commitment	Significant Significant	Positive Positive	Greece	Europe	Public service
7.	Asutay *et al.* (2021)	Organizational commitment	Significant	Positive	Indonesia	Asian	Public service
8.	Arham *et al.* (2021)	Job performance	Significant	Positive	Indonesia	Asian	Public service
9.	Bellou & Dimou (2021)	Employee performance	Significant	Positive	Greece	Europe	Public service
10.	Al-Maaitah & Al-Maaitah (2021)	Turnover intention	Significant	Negative	Saudi Arabia	Asian	Educational
11.	Gun *et al.* (2021)	Job performance Turnover intention	Significant Significant	Positive Negative	Turkey	Asian	Health
12.	Maheshwari (2021)	Employee performance	Significant	Positive	Vietnam	Asian	Educational
13.	Aflah *et al.* (2021)	Employee performance	Significant	Positive	Indonesia	Asian	Public service
14.	Diana *et al.* (2021)	Employe performance Work motivation Work commitment	Significant Significant Significant	Positive Positive Positive	Indonesia	Asian	Health
15.	Otoum *et al.* (2021)	Job performance	Significant	Positive	Malaysia	Asian	Health
16.	Casu *et al.* (2021)	Organizational citizenship behavior Task performance	Significant Significant	Positive Positive	Italy	Europe	Public service
17.	Supriyanto *et al.* (2020)	Employee performance	Significant	Positive	Indonesia	Asian	Public service
18.	Sabuhari *et al.* (2020)	Employee performance	Significant	Positive	Indonesia	Asian	Public service
19.	Al-Kurdi *et al.* (2020)	Employee loyalty Employee retention Employee commitment Customer satisfaction	Significant Significant Significant Significant	Positive Positive Positive Positive	Jordan	Asian	Public service
20.	Zhang *et al.* (2020)	Turnover intention Resilience Work engagement	Significant Significant Significant	Negative Positive Positive	China	Asian	Health
21.	Li *et al.* (2020)	Turnover intention	Significant	Negative	China	Asian	Health
22.	Wang *et al.* (2020)	Burnout Turnover intention	Significant Significant	Negative Negative	China	Asian	Health
23.	Asgari *et al.* (2020)	Organizational citizenship behavior	Significant	Positive	Iran	Asian	Educational

No.	Author(s)	Outcome(s)	Significant Findings of Job Satisfaction with Outcomes	Description	Country	Continent	Sector
24.	Alnuaimi *et al.* (2020)	Intent to stay	Significant	Positive	Jordan	Asian	Health
25.	Soleman *et al.* (2020)	Intention to leave	Significant	Negative	Indonesia	Asian	Public service
		Organizational commitment	Significant	Positive			
26.	Supramaniam & Singaravelloo (2020)	Organizational performance	Significant	Positive	Malaysia	Asian	Public service
27.	Li *et al.* (2020)	Intent to stay	Significant	Positive	USA	North America	Public service
		Intent to leave	Significant	Negative			
28.	Abu-shanab & Subaih (2019)	Knowledge sharing	No significant	-	Jordan	Asian	Public service
		Organizational innovation	Significant	Positive			
29.	Safadi *et al.* (2019)	Life satisfaction	Significant	Positive	Palestine	Asian	Public service
30.	Mundia (2019)	Employee happiness	Significant	Positive	Brunei Darussalam	Asian	Public service
		Employee well-being	Significant	Positive			
		Employee retention	Significant	Positive			
31.	Eliyana *et al.* (2019)	Work performance	Significant	Positive	Indonesia	Asian	Public service
32.	Kucharska & Bedford (2019)	Knowledge sharing	Significant	Positive	Poland	Europe	Health
33.	Pio & Tampi (2018)	Organizational citizenship behavior	Significant	Positive	Indonesia	Asian	Health
34.	Zhang *et al.* (2018)	Turnover intention	Significant	Negative	China	Asian	Health
35.	Dinc *et al.* (2018)	Job performance	Significant	Positive	Bosnia and Herzegovina	Europe	Health
36.	Lee (2018)	Burnout	Significant	Negative	USA	North America	Public service
37.	Mashi (2018)	Organizational citizenship behavior	Significant	Positive	Nigeria	Africa	Public service
		Turnover intention	Significant	Negative			
		Deviance behavior	Significant	Negative			
38.	Chordiya *et al.* (2017)	Affective organizational commitment	Significant	Positive	USA	North America	Public service
39.	Lee *et al.* (2017)	Turnover intention	Significant	Negative	China	Asian	Public service
40.	Mafini & Dlodlo (2014)	Life satisfaction	Significant	Positive	South Africa	Africa	Public service
41.	Kim & Min Park (2014)	Developmental turnover intention	Significant	Negative	USA	North America	Defense
42.	Fu & Deshpande (2014)	Organizational commitment	Significant	Positive	China	Asian	Public service
		Job performance	No significant	-			
43.	Rehman *et al.* (2014)	Explicit knowledge donation	Significant	Positive	Malaysia	Asian	Educational
		Explicit knowledge collection	Significant	Positive			
44.	Mafini & Pooe (2013)	Organizational performance	Significant	Positive	South Africa	Africa	Public service
45.	Wang *et al.* (2012)	Turnover intention	Significant	Negative	Taiwan	Asian	Public service
46.	Liu *et al.* (2012)	Intention to leave	Significant	Negative	China	Asian	Health
47.	Turkyilmaz *et al.* (2011)	Employee loyalty	Significant	Positive	Turki	Asian	Public service
48.	Zhang & Feng (2011)	Burnout	Significant	Negative	China	Asian	Health
		Turnover intention	Significant	Negative			
49.	Chang *et al.* (2010)	Employee loyalty	Significant	Positive	Taiwan	Asian	Public service

RESULT AND DISCUSSION

This systematic review investigates the outcomes of employee job satisfaction in public sector organizations in 22 countries on four continents from 2010 to February 2022. Based on the study results, we identify that job satisfaction has an impact on job attitude, performance, happiness, prosocial behavior, work motivation, and customer satisfaction.

1. Job satisfaction and Job Attitude

Forty-one findings reveal that job satisfaction has an impact on job attitude, with details as follows: (a) negative impact on turnover intention, 11 items (Chavadi *et al*., 2022; Al-Maaitah & Al-Maaitah, 2021; Gun *et al*. al., 2021; Zhang *et al*., 2020; Li *et al*., 2020; Wang *et al*., 2020; Zhang *et al*., 2018; Mashi, 2018; Lee *et al*., 2017; Wang *et al*., 2012 ; Zhang & Feng, 2011); (b) positive impact on organizational citizenship behavior, four items (Casu *et al*., 2021; Asgari *et al*., 2020; Pio & Tampi, 2018; Mashi, 2018); (c) negative impact on burnout, three items (Wang *et al*., 2020; Lee, 2018; Zhang & Feng, 2011); (d) negative impact on employee loyalty, three items (Al-Kurdi *et al*., 2020; Turkyilmaz *et al*., 2011; Chang *et al*., 2010); (e) negative impact on intention to leave, three items (Soleman *et al*., 2020; Li *et al*., 2020; Liu *et al*., 2012); (f) positive impact on organizational commitment, three items (Asutay *et al*., 2021; Soleman *et al*., 2020; Fu & Deshpande, 2014); (g) positive impact on employee retention, three items (Newton *et al*., 2022; Al-Kurdi *et al*., 2020; Mundia, 2019); (h) positive impact on intent to stay, two items (Alnuaimi *et al*., 2020; Li *et al*., 2020); (i) positive impact on affective organizational commitment, one item (Chordiya *et al*., 2017); (j) positive impact on attitudinal commitment, one item (Chatzopoulou *et al*., 2021); (k) positive impact on behavioral commitment, one item (Chatzopoulou *et al*., 2021); (l) negative impact on developmental turnover intention, one item (Kim & Min Park, 2014); (m) negative impact on deviance behavior, one item (Mashi, 2018); (n) positive impact on employee commitment, one item (Al-Kurdi *et al*., 2020); (o) positive impact on resilience, one item (Zhang *et al*., 2020); (p) positive impact on work commitment, one item (Diana *et al*., 2021); and (q) positive impact on work engagement, one item (Zhang *et al*., 2020).

Findings that have a positive impact mean that the higher employees' job satisfaction, the employees will provide a favorable job attitude for the organization. Meanwhile, the findings that have a negative impact mean that the higher employees' job satisfaction, the lower the job attitude of employees that harm the organization.

2. Job Satisfaction and Performance

Seventeen findings confirm that job satisfaction has a positive impact on performance, as follows: (a) employee performance or job performance, 12 items (Cho & Kim, 2022; Kumar, 2022; Arham *et al*., 2021; Bellou & Dimou, 2021; Gun *et al*., 2021; Maheshwari, 2021; Aflah *et al*., 2021; Diana *et al*., 2021; Otoum *et al*., 2021; Supriyanto *et al*., 2020; Sabuhari *et al*., 2020; Dinc *et al*., 2018); (b) organizational performance, two items (Supramaniam & Singaravelloo, 2020); Mafini & Pooe, 2013); (c) organizational innovation, one item (Abu-shanab & Subaih, 2019); (d) task performance, one item (Casu *et al*., 2021); and (e) work performance, one item (Eliyana *et al*., 2019). This finding means that the higher the level of employee job satisfaction, the higher the employee's performance.

3. Job Satisfaction and Happiness

Six findings reveal that job satisfaction has a positive impact on happiness, as follows: (a) life satisfaction, three items (Luque-Reca *et al*., 2022; Safadi *et al*., 2019; Mafini & Dlodlo, 2014); (b) employee happiness, one item (Mundia, 2019); (c) employee well-being, one item (Mundia, 2019); and (d) subjective well-being, one item (Kumar, 2022). This finding means that the higher the employee's job satisfaction, the happier the employee's life will be.

4. Job Satisfaction, Prosocial Behavior, Work Motivation, and Customer Satisfaction

Three findings prove that job satisfaction has a positive impact on prosocial behavior, as follows: (a) knowledge sharing, one item (Kucharska & Bedford, 2019); (b) explicit knowledge collection, one item (Rehman *et al*., 2014); (c) explicit knowledge donation, one item (Rehman *et al*., 2014). Furthermore, job satisfaction positively impacts work motivation (Diana *et al*., 2021) and customer satisfaction (Al-Kurdi *et al*., 2020). These findings mean that the higher the job satisfaction of employees, then (a) the higher the

prosocial behavior among employees, (b) the higher their work motivation, and (c) employees are willing to provide the best service to customers, which in turn increases customer satisfaction.

In addition, we reveal several inconsistent research results, namely: (a) job satisfaction does not affect knowledge sharing (Abu-shanab & Subaih, 2019), and (b) job satisfaction has no impact on job performance (Fu & Deshpande, 2014). These inconsistent findings have provided research gaps that other researchers can follow up on in the future (see Table 6).

There is an implications for the management of public sector organizations. Leaders in public sector organizations must pay attention to employee job satisfaction. Employees with high job satisfaction will provide positive and beneficial results for the organization. In addition, those satisfied with their jobs are more willing to help their co-workers in tasks and do not behave that can harm the organization.

CONCLUSION

We have analyzed 49 quantitative studies examining employee job satisfaction outcomes in public sector organizations through a systematic review, including public service, health, education, and defense. The studies we reviewed were published from 2010 to February 2022 from 22 countries on four continents. We have identified 33 outcomes of job satisfaction. We divided these outcomes into six categories: job attitude, performance, happiness, prosocial behavior, work motivation, and customer satisfaction. In addition, we also found inconsistent research results, which could provide research gaps to be followed up by other researchers in the future.

STUDY LIMITATIONS

Various conceptualizations and measurements of job satisfaction may influence the research results. Some of the studies we analyzed did not report sampling technique and response rate. Meanwhile, we find relatively limited studies that focus on the study of job satisfaction among local government employees.

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Appendix 1. List of Reviewed Articles and journals.

No.	Journal	Author(s)	Title
1.	Teaching and Teacher Education	Luque-Reca *et al*. (2022)	Teachers' Life Satisfaction: A Structural Equation Model Analyzing the Role of Trait Emotion Regulation, Intrinsic Job Satisfaction and Affect
2.	Business Perspectives and Research	Chavadi *et al*. (2022)	Mediating Role of Job Satisfaction on Turnover Intentions and Job Mismatch Among Millennial Employees in Bengaluru
3.	Journal of Education	Newton *et al*. (2022)	Exploring the Influence of Job Satisfaction Upon the Retention of Bahamian Special Educators
4.	Healthcare (Switzerland)	Cho & Kim (2022)	Effect of Nurses' Grit on Nursing Job Performance and the Double Mediating Effect of Job Satisfaction and Organizational Commitment
5.	Journal of Engineering Education Transformations	Kumar (2022)	Influence of University Teachers' Job Satisfaction on Subjective Well-Being and Job Performance
6.	Journal of Business Ethics	Chatzopoulou *et al*. (2021)	Corporate Social Responsibility and Employee Outcomes: Interrelations of External and Internal Orientations with Job Satisfaction and Organizational Commitment
7.	Journal of Business Ethics	Asutay *et al*. (2021)	The Impact of Islamic Spirituality on Job Satisfaction and Organisational Commitment: Exploring Mediation and Moderation Impact
8.	Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management Singapore, March 7-11, 2021	Arham *et al*. (2021)	The Impact of Additional Employee Income (TPP) and Professionalism on Performance through Job Satisfaction of Civil Servants in the Environmental Service
9.	International Journal of Public Administration	Bellou & Dimou (2021)	The Impact of Destructive Leadership on Public Servants' Performance: The Mediating Role of Leader-member Exchange, Perceived Organizational Support and Job Satisfaction
10.	International Journal of Advanced and Applied Sciences	Al-Maaitah & Al-Maaitah (2021)	The Impact of Job Satisfaction on the Employees Turnover Intention at Public Universities (Northern Border University)

11.	Archives of Health Science and Research	Gun *et al.* (2021)	Effects of Job Satisfaction, Affective Commitment, and Organizational Support on Job Performance and Turnover Intention in Healthcare Workers
12.	Leadership and Policy in Schools	Maheshwari (2021)	Influence of Teacher-Perceived Transformational and Transactional School Leadership on Teachers' Job Satisfaction and Performance: A Case of Vietnam
13.	Journal of Asian Finance, Economics, and Business	Aflah *et al.* (2021)	Islamic Work Ethics and Employee Performance: The Role of Islamic Motivation, Affective Commitment, and Job Satisfaction
14.	Problems and Perspectives in Management	Diana *et al.* (2021)	Determining the Effect of Job Satisfaction, Work Motivation, and Work Commitment on Nurse Performance Amidst Covid-19 Pandemic
15.	Malaysian Journal of Medicine and Health Sciences	Otoum *et al.* (2021)	Mediating Role of Job Satisfaction in the Relationship Between Job Performance and Organizational Commitment Components: A Study among Nurses at One Public University Hospital in Malaysia
16.	International Journal of Environmental Research and Public Health	Casu *et al.* (2021)	The Role of Organizational Citizenship Behavior and Gender between Job Satisfaction and Task Performance
17.	Management Science Letters	Supriyanto *et al.* (2020)	Do Organizational Citizenship Behavior and Work Satisfaction Mediate the Relationship Between Spiritual Leadership and Employee Performance?
18.	Management Science Letters	Sabuhari *et al.* (2020)	The Effects of Human Resource Flexibility, Employee Competency, Organizational Culture Adaptation and Job Satisfaction on Employee Performance
19.	Management Science Letters	Al-Kurdi *et al.* (2020)	The Impact of Employee Satisfaction on Customer Satisfaction: Theoretical and Empirical Underpinning
20.	BMC Health Services Research	Zhang *et al.* (2020)	The Influence of Job Satisfaction, Resilience and Work Engagement On Turnover Intention Among Village Doctors in China: A Cross-Sectional Study
21.	International Journal of Nursing Practice	Li *et al.* (2020)	Effects of Organizational Commitment, Job Satisfaction and Workplace Violence on Turnover Intention Of Emergency Nurses: A Cross-Sectional Study
22.	BMC Family Practice	Wang *et al.* (2020)	Job Satisfaction, Burnout, and Turnover Intention Among Primary Care Providers In Rural China: Results From Structural Equation Modeling
23.	Innovar	Asgari *et al.* (2020)	The Role of Leadership Styles in Organizational Citizenship Behavior through the Mediation of Perceived Organizational Support and Job Satisfaction
24.	International Nursing Review	Alnuaimi *et al.* (2020)	Job satisfaction, Work Environment, and Intent to Stay of Jordanian Midwives
25.	Management Science Letters	Soleman *et al.* (2020)	Islamic Job Satisfaction, Organizational Commitment, and Intention to Leave: Moderating Role of Islamic Work Ethics
26.	Institutions and Economies	Supramaniam & Singaravelloo (2020)	Emotional Intelligence, Job Satisfaction and Organisational Performance in the Malaysian Public Administration
27.	Children and Youth Services Review	Li *et al.* (2020)	Organizational Climate, Job Satisfaction, and Turnover in Voluntary Child Welfare Workers
28.	Journal of Information and Knowledge Management	Abu-shanab & Subaih (2019)	The Role of Knowledge Sharing and Employees' Satisfaction in Predicting Organisational Innovation
29.	Human Service Organizations: Management, Leadership & Governance	Safadi *et al.* (2019)	Life and Job Satisfaction Among Public-Sector Social Workers in the occupied Palestinian Territory
30.	Cogent Business & Management	Mundia (2019)	Satisfaction with Work-Related Achievements in Brunei Public and Private Sector Employees

31.	European Research on Management and Business Economics	Eliyana *et al.* (2019)	Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership Towards Employee Performance
32.	Electronic Journal of Knowledge Management	Kucharska & Bedford (2019)	Knowledge Sharing and Organizational Culture Dimensions: Does Job Satisfaction Matter?
33.	International Journal of Law and Management	Pio & Tampi (2018)	The Influence of Spiritual Leadership on Quality of Work Life, Job Satisfaction and Organizational Citizenship Behavior (Study on Nursing Staff of Private Hospital In North Sulawesi)
34.	International Journal of Environmental Research and Public Health	Zhang *et al.* (2018)	The Influence of Professional Identity, Job Satisfaction, and Work Engagement on Turnover Intention among Township Health Inspectors in China
35.	Journal of Workplace Behavioral Health	Dinc *et al.* (2018)	Nurses' Job Satisfaction as a Mediator of the Relationship Between Organizational Commitment Components and Job Performance
36.	International Review of Administrative Sciences	Lee (2018)	How Emotional Intelligence Relates to Job Satisfaction and Burnout in Public Service Jobs
37.	International Journal of Public Administration	Mashi (2018)	The Mediating Role of Job Satisfaction in the Relationship between Organizational Justice and Employee Outcomes
38.	Public Administration	Chordiya *et al.* (2017)	Affective Organizational Commitment and Job Satisfaction: A Cross-National Comparative Study
39.	Anales de Psicologia	Lee *et al.* (2017)	The Influence Factors of Job Satisfaction and Its Relationship with Turnover Intention: Taking Early-Career Employees as an Example
40.	SA Journal of Industrial Psychology	Mafini & Dlodlo (2014)	The Relationship Between Extrinsic Motivation, Job Satisfaction and Life Satisfaction Amongst Employees in A Public Organisation
41.	International Review of Public Administration	Kim & Min Park (2014)	Determinants of Job Satisfaction and Turnover Intentions of Public Employees: Evidence from US Federal Agencies
42.	Journal of Business Ethics	Fu & Deshpande (2014)	The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company
43.	Research Journal of Applied Sciences, Engineering, and Technology	Rehman *et al.* (2014)	Job Satisfaction and Knowledge Sharing among Computer and Information Science Faculty Members: A Case of Malaysian Universities
44.	SA Journal of Industrial Psychology	Mafini & Pooe (2013)	The Relationship Between Employee Satisfaction and Organisational Performance: Evidence From A South African Government Department
45.	Public Personnel Management	Wang *et al.* (2012)	Comparing Public and Private Employees' Job Satisfaction and Turnover
46.	Journal of Clinical Nursing	Liu *et al.* (2012)	Job satisfaction and Intention to Leave: a Questionnaire Survey of Hospital Nurses in Shanghai of China
47.	Industrial Management & Data Systems	Turkyilmaz *et al.* (2011)	Empirical Study of Public Sector Employee Loyalty and Satisfaction
48.	BMC Health Services Research	Zhang & Feng (2011)	The Relationship Between Job Satisfaction, Burnout, and Turnover Intention among Physicians from Urban State-Owned Medical Institutions in Hubei, China: A Cross-Sectional Study
49.	Total Quality Management	Chang *et al.* (2010)	The Effect of TQM Practices on Employee Satisfaction and Loyalty in Government