

THE INFLUENCE OF MOTIVATION AND ORGANIZATIONAL CULTURE ON PSYCHOLOGICAL WELL-BEING MEDIATED BY EMPLOYEE JOB SATISFACTION: SYSTEMATIC LITERATURE REVIEW (SLR) WITH BIBLIOMETRICS

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Abstract

This study aims to analyze and map the development of scientific studies on the influence of motivation and organizational culture on the psychological well-being of employees with job satisfaction as a mediating variable through the Systematic Literature Review (SLR) approach combined with bibliometric analysis. The research method uses an SLR approach with the stages of identification, selection, feasibility, and inclusion of articles obtained from various reputable scientific databases. The articles analyzed are international and national journal publications that are relevant to the topics of work motivation, organizational culture, job satisfaction, and employee psychological well-being. Bibliometric analysis was carried out to identify research trends, publication developments, author collaborations, as well as keyword mapping that is often used in related research. The results show that work motivation and organizational culture play an important role in increasing employee job satisfaction, which ultimately contributes to improved psychological well-being in the workplace. Job satisfaction has been shown to function as a mediating variable that strengthens the relationship between organizational factors and employee psychological conditions. In addition, the results of bibliometric analysis show that research on employee psychological well-being has been growing in recent years with a focus on aspects of a healthy work environment, organizational support, and strategies to improve the quality of work life. The findings of this study provide theoretical and practical implications for the development of human resource management in creating a conducive work environment, increasing employee motivation, and building a positive organizational culture to support the psychological well-being of employees in a sustainable manner.

Keywords: *Work Motivation, Organizational Culture, Job Satisfaction, Psychological Well-Being.*

1. INTRODUCTION

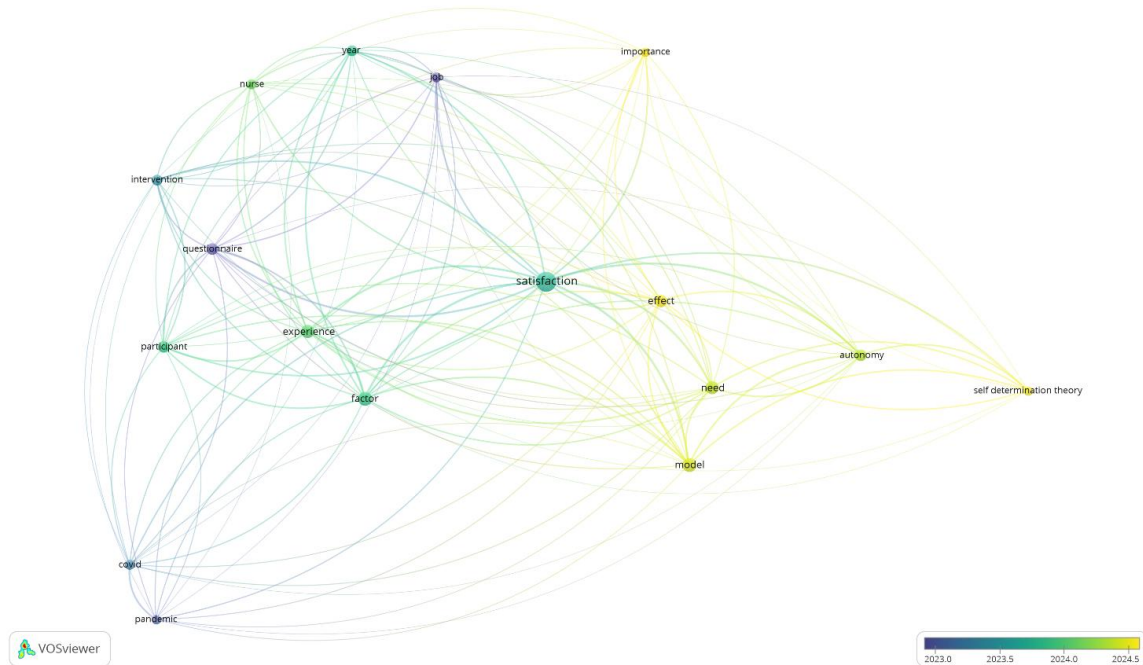
Changes in the work environment in the era of globalization and digitalization make organizations increasingly need to pay attention to the psychological well-being of employees. Psychological well-being is not only related to mental health, but it also reflects the life satisfaction, meaning of work, and emotional balance of employees. In modern HR management, psychological well-being is a strategic factor because it is related to productivity, organizational commitment, work engagement, and employee retention.

Work motivation is one of the important factors that affect the psychological well-being of employees. High motivation can drive employee morale, commitment, job satisfaction, and employee engagement in the organization. Employees who have strong motivation tend to feel more valued, have clear work goals, and are better able to deal with work pressure. In addition to motivation, organizational culture also plays an important role because a positive culture can create a conducive work environment, strengthen communication, increase a sense of belonging, and reduce potential work stress.

The relationship between motivation, organizational culture, and psychological well-being does not always occur directly, but can be explained through job satisfaction as a mediating variable. Job satisfaction is an employee's positive attitude towards their work that arises from an assessment of the work environment, compensation, social relations, and career development opportunities. Employees who feel satisfied with their jobs tend to have lower stress, higher happiness, and stronger organizational commitment. Thus, job satisfaction acts as a mechanism that strengthens the influence of motivation and organizational culture on psychological well-being.

Although there has been a lot of research that has addressed motivation, organizational culture, job satisfaction, and psychological well-being, most of it is still done separately and in different organizational contexts. Therefore, a more comprehensive study is needed to integrate various findings of previous research. The Systematic Literature Review (SLR) approach and bibliometric analysis can be used to identify, evaluate, and map research developments in a systematic manner. With this approach, this study is expected to be able to provide a more comprehensive picture of trends, relationships between variables, and future research directions related to employee psychological well-being.

Work motivation and organizational culture are important factors that affect the psychological well-being of employees, both directly and through job satisfaction as a mediating variable. Therefore, a comprehensive literature review through Systematic Literature Review (SLR) and bibliometric analysis is needed to understand the relationship between variables and related research developments. The results of this study are expected to make a theoretical contribution to the development of human resource management literature as well as practical implications for organizations in creating a healthy work environment and supporting the psychological well-being of employees.



The visualization results show that the satisfaction variable occupies the central position as the largest node with a strong relationship to various other variables. These findings support the role of job satisfaction as a mediating variable in the study, as it is a link between work motivation and organizational culture on employee psychological well-being. The relationship between satisfaction and job variables, experience, and factors shows that job satisfaction plays an important role in shaping work experience and employee psychological conditions.

In addition, the appearance of the terms self-determination theory and autonomy in yellow shows that the topic of intrinsic motivation and autonomy is the latest research trend. This reinforces that work motivation and organizational culture that supports employee autonomy can increase job satisfaction and have an impact on psychological well-being.

Furthermore, the existence of terms such as model, effect, and importance shows the importance of testing the structural relationship between variables in this study. Meanwhile, the emergence of the terms covid and pandemic in longer colors shows a shift in research focus from pandemic issues to more sustainable issues, such as organizational culture, job satisfaction, and employee psychological well-being. Thus, this research is relevant to the latest literature developments that emphasize the importance of internal organizational factors in maintaining employee mental health in the post-pandemic era.

2. RESEARCH METHOD

The *Systematic Literature Review* (SLR) method was used in this study, this study aims to situate the existing literature to answer research questions related to workload, work environment, employee retention intention, and job satisfaction. Kraus et al. (2020) state that SLR is a form of research by synthesizing existing or published research with a systematic methodology. The systematic method is carried out based on several stages, namely by conducting a comprehensive search for published articles, then selection, and analysis of relevant studies. These stages follow the set guidelines. PRISMA steps (*Preferred Reporting Items for Systematic Review and Meta-Analysis*) is used to identify existing literature. The stages of PRISMA set in this study are "Identification", "Screening" and "Included".

1. PRISMA Guidelines Steps

a. Identification

The identification stage includes determining search terms, search criteria, databases and data extraction methods. This study uses the help of Mendeley software in processing or selecting the results from the first library source. Search for articles or journals with *scopus* library sources. Those three searches are combined with reasons to know trends and all types of articles are accepted. The keywords entered in each journal database are (*work AND motivation AND job AND satisfaction AND psychological AND well-being*) AND *PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (OA , "all")) AND (LIMIT-TO (LANGUAGE , "English"))*).

b. Screening

In this step, screening, retrieving, and assessing the feasibility of each article is carried out. Non-compliant articles will be eliminated, while compliant articles will be analyzed in accordance with Table 1.

Table 1. Article Screening Criteria

Inclusion Criteria	<ol style="list-style-type: none"> 1. Research results in the <i>sector of work AND motivation AND job AND satisfaction AND psychological AND well-eing</i> 2. Research results from journal articles 3. Articles in English 4. The year of publication of the article/journal is 2020 – 2026.
Exclusion Criteria	<ol style="list-style-type: none"> 1. Conceptual article or review/<i>litelature review</i> 2. Articles that are not accessible.

These criteria were selected according to the topic of discussion, namely work motivation, organizational culture, job satisfaction, and psychological well-being. The next criterion is that the location of the research in developing countries is the latest in this article, and the last is the last 5 years of publication, because it can be said to use an article that is *up to date*.

a. Included

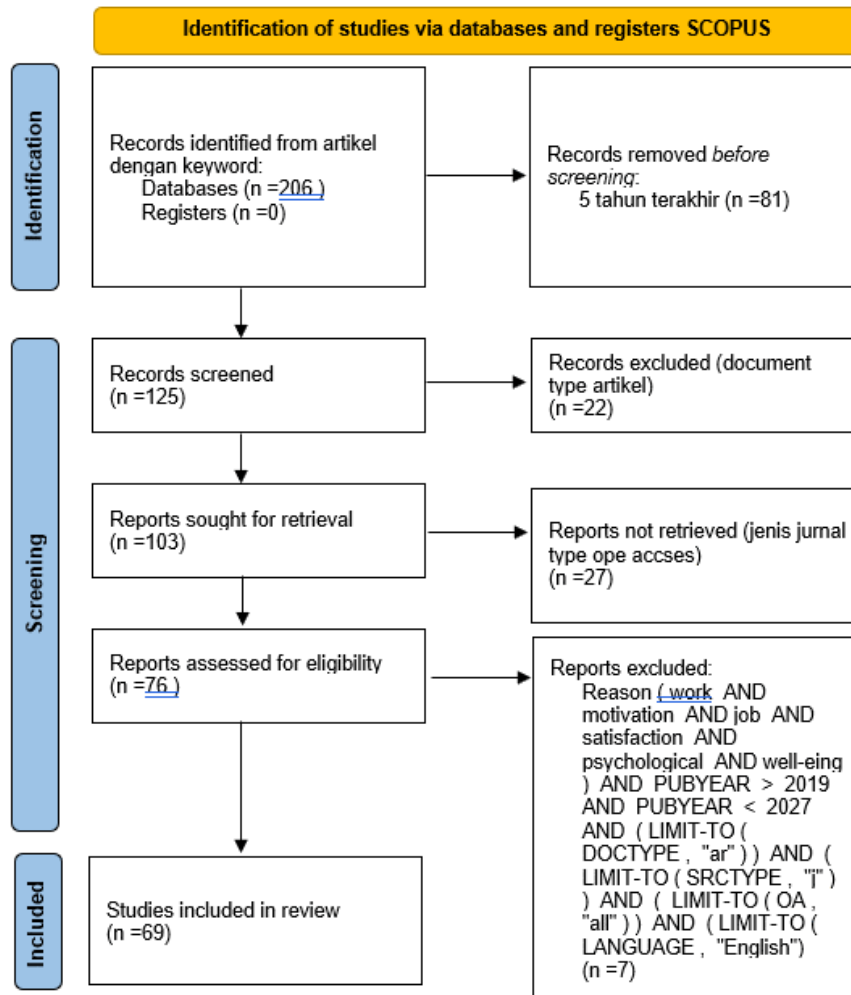
The next stage in this study is the process of inclusion. Inclusion is done manually by selecting articles that have been obtained through keyword searches in the Scopus database. This process is carried out because there are still several articles that are not in accordance with the focus and research criteria. According to Priyashantha et al. (2024), the article quality assessment stage is carried out by setting certain inclusion criteria so that only articles that meet the methodological standards are used in the analysis.

The literature selection process in this study follows the PRISMA guidelines so that the identification and filtering of articles is carried out systematically and transparently. The initial identification stage used the keywords *servicescape*, *service modernization*, *perceived value*, *purchase decisions*, and *petrol stations*, so that 107 articles were obtained. Furthermore, screening was carried out based on the publication range of the last five years, which eliminated 42 articles and left 65 articles.

At the screening stage, as many as 3 documents were issued because they did not include scientific journal articles. After that, 62 articles entered the full report search stage, but there was 1 article that could not be accessed completely, leaving 61 articles for further analysis. The articles were then evaluated based on the suitability of topics, keywords, and research focuses related to *servicescape*, *service modernization*, *perceived value*, and *purchase decisions*.

The final results showed that as many as 61 articles met the inclusion criteria and were used in the Systematic Literature Review (SLR) study. These findings show that research on *servicescape*, *service modernization*, *perceived value*, and *purchasing decisions* has developed quite widely in the literature in recent years, so it can be a strong basis for analyzing the relationship between variables in this study. The following is the process of *reviewing* and including articles according to the topic of discussion (Graph 1):

Graph 1. PRISMA Article Filtering



*keyword : work motivation, organizational culture, job satisfaction, psychological well-being

2. Article Bias Risk Assessment

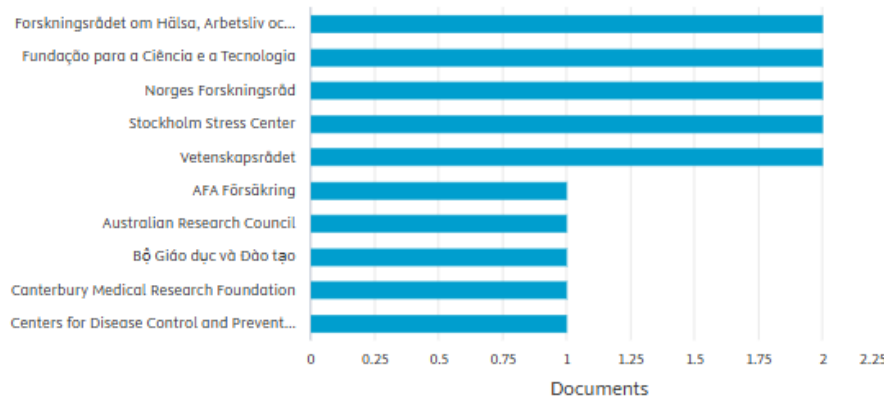
Selection bias can be avoided by following review protocols, systematic and objective article selection procedures, and conducting independent and parallel article quality assessments by two or more researchers (Priyashantha et al., 2023). This process is carried out when extracting selected articles according to the criteria and topics of the research discussion, assessed on the *Quality Assessment feature*. This feature assesses the methods used (suitability and details), the completeness of the data results (deductions and exclusions are included in the report), and whether there are any other interventions that affect the report. *Quality Assessment* is rated high, medium, and low. Sixty-one (61) articles that were screened after being manually identified had a high *Quality Assessment*, i.e. articles came

from reputable journals, so the articles can be ensured to have good quality and the findings can be accounted for (Graph 2, Graph 3, and Graph 4).

Graph 2. *Quality Assessment* of Journals Included in SLR

Documents by funding sponsor

Compare the document counts for up to 15 funding sponsors.



Graph 3. Journal Subjects Included in the SLR

Documents by subject area

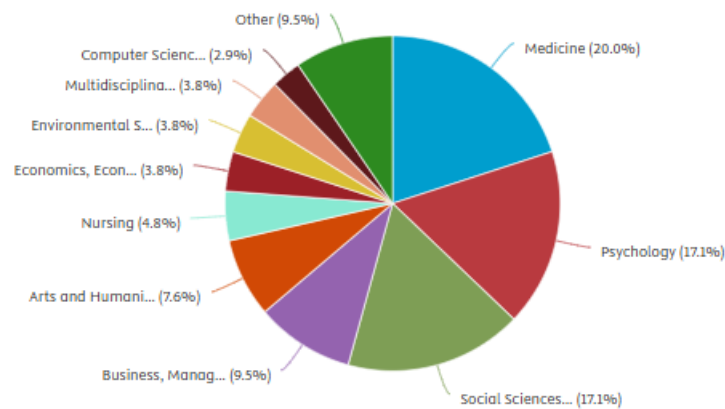
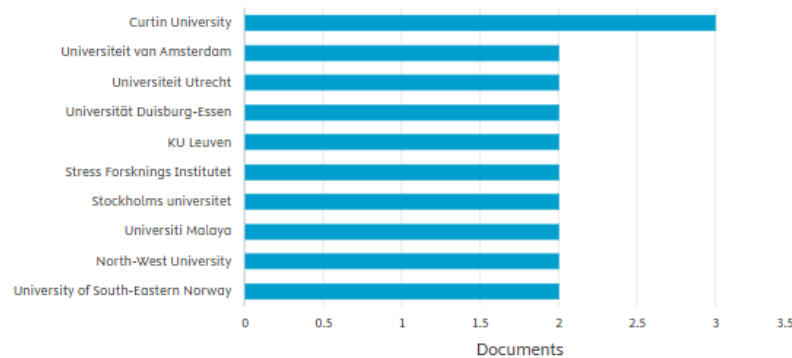


Chart 4. Journal Publishing Agencies Included in the SLR

Documents by affiliation

Compare the document counts for up to 15 affiliations.



Here are the details of the articles included in this SLR:

Table 1. Details of Filtered Articles

Yes	Author	Research Results
1	McHugh, R.	Occupational Well-Being is designed to facilitate the first psychometric measurement of burnout, job satisfaction, mindfulness, work motivation, perception of fairness, and satisfaction/frustration.
2	Olafsen, A.H., Bentzen, M.	The purpose of this study was to test whether psychological separation is less important for employees who have autonomous motivation in their work. This research was conducted in two...
3	Sulaiman-Hill, R., Ali, F., Ahmed, R.L., Kabir, S.M.A.	The study explored the experiences of Muslim professionals in Christchurch, New Zealand, after the terrorist attack on a mosque on March 15, 2019. This study examines how they balance their community roles with their professional responsibilities...
4	Sharma-Virk, M., van Erp, W.S., Kok, N., van Gorp, J., Koopmans, R.T.C.M., Lavrijsen, J.C.M.	Design reset: A qualitative study in the national PDOC care chain, including early intensive neurorehabilitation (EIN) in one rehabilitation center and prolonged intensive neurorehabilitation (PIN) in 3 other rehabilitation centers...
5	Yamagishi, N., Nawa, N.E., Isomura, S.	Organizational performance is still underexplored. This study examined whether a 12-day online gratitude journal intervention increased work engagement and increased awareness of employment resources, based on Job Demands-Resources (Job Demands-Resources)...
6	Agbonselohbor, B., Aslanoğlu, A., Bilgiç, N., Alsharawneh, A., Elshatarat, R.A., Saleh, Z.T., Almagharbeh, W.T., Al-Akash, H.Y., Sobeh, D.E., Eltayeb, M.M.	An interest in nurses is essential to improving their well-being and maintaining superior patient care standards. Objective: This study aimed to explore the correlation between sociodemographic factors and work-related factors with the perception of nurses...
7	Nguyen, T.H., Pham, T.T.H., Dau, M.L.	Pioneered in the context of developing countries. Based on the Self-Determination Theory (SDT) and the Job Characteristics Model (JCM), this study examines the relationship between Quality of Work Life (QWL), Job Performance (JP), and Job Engagement (Job S)...

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- 8 Li, K., Griffin, M.A. Exploring the relationship between Covid-19 experience and worker safety behaviors and welfare outcomes in the form of job satisfaction. Methods: Structural equation modeling (SEM) with a sample of 515 safety workers was performed...
- 9 Rahmania, T., Rahayu, A., Dewi, M.S. challenges in industries with high employee turnover rates, especially in Jakarta and Banten. Using a quantitative approach, data was collected from 232 respondents in the technology, banking, and retail sectors and analyzed using ...
- 10 Jamali, N., Mosavat, S.H., Bazrafshan, A. Despite the variety of work activities, the specific factors that affect the workflow in various occupational groups are still poorly researched. The study aimed to investigate the average index of workflows among professors and...
- 11 Atan, A., Gelirli, N. Secure service environment. Based on Fredrickson's Expansion and Development Theory, we tested a model using data collected in 2024 from 293 employees at an international airport in Cyprus. Modeling of structural equations reveals that...
- 12 Weltermann, B.M., Kersting, C., Pieper, C., Seifried-Dübon, T., Dreher, A., Linden, K., Rind, E., Ose, C., Jöckel, K.-H., Junne, F., Werners, B., Schroeder, V., Bois, J.-M., Siegel, A., Thielmann, A., Rieger, M.A., Kasten, S., Rieger, M.A., Siegel, A., Wagner, A., Tsarouha, E., Degen, L., Hermann-Werners, A., Stuber, F., Zipfel, S., Grot, M., Schröder, V., Eilerts, A.-L., Brinkmann, M., Emerich, S., Burgess, S., Hippler, M., Koppka, L., Block, J. Influencing factors include: clinical practice, healthcare systems, and society, such as multimorbidity, population diversity, and innovation in medical care. In addition, factors related to practice, such as stressful patient-staff interactions, etc.
- 13 Westein, M.P.D., Koster, A.S., Van Der Burgt, learned. Self-Determination Theory can be helpful in understanding the underlying mechanisms. Objective: In this
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- S.M.E., Bouvy, M.L., study, the quality of the educational environment and its relationship to satisfaction and frustration...
- 14 Kusurkar, R.A. Ezcurra-Zavaleta, G.A., A cross-sectional study design was used, and a sample of 305 employees with an average age of 35 years was studied, consisting of 51.8% men and 48.2% women. To evaluate transformational leadership and intrinsic job satisfaction, the property...
- 15 Saavedra-López, M.A., Arias-Gallegos, W.L., Chuquizuta, D.E.A., Hernández, R.M. Cnossen, F., Nikolova, M. fulfillment of autonomy, competence, and connectedness in the workplace. We developed a utility framework in which meeting needs increases motivation, lowers marginal costs of perceived effort, and encourages meaningful work...
- 16 Shekhar, A., Saurombe, M.D. Certain factors affect workplace well-being among employees at an information technology (IT) company based in India. Research motivation: Despite the growing global interest in workplace well-being, evidence from non-Western countries...
- 17 Schoenberger, S.F., Cummins, E.R., Carroll, J.J., Yan, S., Lambert, A., Bagley, S.M., Xuan, Z., Green, T.C., Cook, F., Yule, A.M., Walley, A.Y., Formica, S.W. e against secondary traumatic stress (STS) and compassion-induced fatigue. The purpose of this study was to explore the experience of STS and associated upstream and downstream protective factors among program staff. Method: W...
- 18 Myrskykari, H., Nordquist, H. ramedics, (1) what types of emotions are experienced by Emergency Medical Services (EMS) personnel in their new working conditions, and (2) what job-related factors are resources for the well-being of EMS personnel during...
- 19 Kifor, C.V., Săvescu, R.F., Dănuț, R. The organizational environment, and the categories of work-life balance to social and technical performance were analyzed, based on a survey of 801 Romanian employees, using the usual least least square regression and quantile regression techniques....
- 20 Ye, L., Li, Y., Zhang, N. Certain positive emotions and negative emotions, such as fear and guilt, can increase creativity in certain conditions. Based on Self-Determination Theory (SDT), this study examines how an organizational environment that supports autonomy can enhance creativity...
- 21 Yan, T., Teo, E.W., Lim, B.H., Lin, B. and job satisfaction. One of the main goals of the physical education program is to increase the various activities of the
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- students, especially physical activity and participation in it. Students who participate in physics...
- 22 Csordás, G., Matuszka, B., Sallay, V., Martos, T. higher levels of well-being. The purpose of this study is to test the measure of Occupational Welfare (MW), namely the Work Inventory and Meaning by Steger et al. This size is made based on a theoretical background, and builds MW from three dimensions...
- 23 Lee, H., Kim, D.-H., Kim, Y. m: This study aims to evaluate positive psychological capital levels, shared leadership, and organizational well-being among nurses, as well as examine the impact of positive psychological capital and shared leadership...
- 24 Oleksandrivna, V.O., Serhiivna, B.O., Mykolayivna, S.O. Job Satisfaction Questionnaire (JSQ) in individual counseling and organizational space monitoring. Method: presented an original instrument with proven validity and reliability, consisting of 38 items – components of the work...
- 25 Shibiti, R. There are various interrelated reasons that encourage teachers to leave their jobs. Research objective: The purpose of this study was to investigate the influence of retention factors on work engagement. The motivation for this research...
- 26 Hebel, V., Röder, E.S., Volmer, J. The resources that exist in the workplace are presented in a valid and concise manner. Based on the JD-R theory, this questionnaire consists of 28 different job demands and resources that cover not only the various demands and resources that exist in the workplace.
- 27 Sethi, B.A., Sethi, A., Ali, S., Aamir, H.S. Five cross-cutting qualitative surveys were conducted from March-April 2020. Participants include health workers from various disciplines in public and private sector institutions in Pakistan. Sample size...
- 28 Szczuka, J.M., Santaguida, M., Ebner, P. Poorly researched and often misunderstood. Exploring its psychological dimensions, such as motivation, job satisfaction, and technological risk, is key to a deeper understanding of modern sex work. This study refers to...
- 29 Plessis, C., Altintas, E. Therefore, the goal of this study is to help people develop better cognitive resources in the face of adversity. Design/methodology/approach: The Great Resignation has led to a significant increase in the number of...
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| 30 | Pieters, W.R., Matheus, L. | Research objective: This study investigated how the demands of work-resources and psychological capital affect the general health and burnout of nurses in the regions of Oshikoto, East Kavango, Oshana, Omaheke, and Khomas. Motivation to... |
| 31 | Chen, Z., Tan, L.S. | Aspects such as work autonomy, skill utilization, job security, intensity, and complexity of work; work motivation including intrinsic motivation, extrinsic motivation, and amotivation; and the results of work such as work efforts... |
| 32 | Kong, L., Wu, Y., Zhang, W., Huang, L. | Using survey data from 937 GFPT, we tested a model in which work autonomy, teacher self-efficacy, and sense of belonging fully mediated the effects of POS on work fatigue (POS direct pathways → work fatigue became insignificant...). |
| 33 | Anderson, B.K., Meyer, J.P., Vaters, C., Espinoza, J.A. | Using survey data from 937 GFPT, we tested a model in which work autonomy, teacher self-efficacy, and sense of belonging fully mediated the effects of POS on work fatigue (POS direct pathways → work fatigue became insignificant...). |
| 34 | Soomro, A., Charles, R.S.P.R., Mohamed, R.K.A.M.H. | Psychological health. Understanding the factors that affect nurse well-being is essential for improving healthcare outcomes. Objective: This study examines the impact of psychological contract elements (autonomy, organization...). |
| 35 | Heckendorf, H., Lehr, D. | This has a detrimental effect on the workforce, resulting in adverse effects on their health, well-being, and work performance, as well as negatively impacting student learning outcomes. Although meta-analyses have shown the effectiveness of the internet-b... |
| 36 | Durmuş, İ. | Organizations (public or private) concern both employees and management mechanisms. Maslow and management in general reveal theoretical and relational results in policies implemented in organizations. In literature... |
| 37 | Vuori, J. | the ring industry during the pandemic. The analytical framework is individual resilience as a process and outcome. The analysis method is a combination of deductive and inductive content analysis. Findings: This study... |
| 38 | Florez, A., Villar-Hoz, E. | the ring industry during the pandemic. The analytical framework is individual resilience as a process and outcome. |

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- The analysis method is the analysis of a combination of deductive and inductive content. Findings: This study...
- 39 Saraiva, M., Nogueiro, T. A final strategy that can reduce its impact. A literature review was conducted, covering studies published between 2014 and 2024, with publication selection based on relevance, indexing and thematic alignment. ...
- 40 Máté, M., Schwarz, E.S., Ózsvári, L. This study aimed to explore the factors influencing income, income expectation, and job satisfaction among veterinarians in Hungary and Germany, with particular attention to differences by country, age, and sex. Method: Online questionnaire...
- 41 Murrar, S., Azam, L., Baqai, B., Davila, O., Padela, A.I. The study involved 264 physicians from 3 Muslim clinician organizations based in the US. Religious commitment, measured by a variety of items, was evaluated as a possible predictor of discrimination and accommodation in the workplace; Job Change;...
- 42 Castro-Castañeda, R., Vargas-Jiménez, E., Menéndez-Espina, S., Medina-Centeno, R. The construction dimensions include: workforce and professional development, work motivation, and work welfare) and the work environment (conditions and environment as well as occupational safety and health). The sample group consists of...
- 43 Van Vianen, A.E.M., Van Laethem, M., Leineweber, C., Westerlund, H. This study examines the possible age differences in job and life satisfaction, as well as sleep disorders, after job change (voluntary and involuntary job changes, reorganization) and the role of moderation of maladaptive coping mechanisms...
- 44 Pinheiro, M.D.C., Torres, C., Neto, H.A., Gedrat, D.C. quality of life, as well as performance in the workplace. This study aims to find out the factors related to the physical and psychological health of high school teachers. This is qualitative, exploratory, and descriptive field research...
- 45 Somville, F., Stiers, M., Franck, E., Van Bogaert, P. First, the characteristics of emergency doctors and second, the extent to which these characteristics determine the outcome of professional well-being in emergency doctors. Methods: Belgian emergency physicians (n = 346) were invited to participate...
- 46 Xu, X., Zhou, L., Asante-Antwi, H., Bofo-Arthur, A., Mustafa, T. Family doctors who are physically and psychologically healthy and well motivated at all times. This is because mistakes can lead to loss of life as the gatekeeper of the medical system. Our study explores the extent to which...
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- 47 Eşici, H., Şehitoğlu, Y., Ayaz, A., Karaman, M.A. approach. This research was conducted in two phases. In the first phase, 49 white-collar workers participated by filling out an online questionnaire to assess their work-life balance. In the second phase, two focus groups were on the ...
- 48 Subiyantoro, H., Suhariadi, F. Sharia-based compensation is seen not only as a financial reward, but also as an instrument of justice, blessings, and adherence to sharia principles. Sharia-based compensation highlights the ethical and moral dimensions of employee welfare by emphasizing the ethical and moral dimensions of employee well-being.
- 49 Silva, L., Lima, M., Madeira, H. in various professional areas, such as decision-making, job performance, and project success. However, systematic monitoring and integration into decision-making processes in software development is still underexplored. This...
- 50 Knardahl, S., Christensen, J.O. well-being, health, organizational commitment, or intention to quit. Method We conducted a cross-cutting analysis of survey data from 7861 office workers who reported working hours at home and 3146 who reported the frequency of expected hours...
- 51 Ramajoe, S.M., Kock, D., Proos, E. job satisfaction, engagement, and employee retention. Study objective: Using empirical data from hospitality employees who work formally, this study examines how certain human resource management practices, in particular...
- 52 Sun, D., Zhao, S., Tao, W., Xu, K. Teachers, who are a key force in ideological and political education, have unique professional characteristics and conflicting job demands. Such constant emotional stress often leads to emotional exhaustion, which is a major problem...
- 53 Kohnen, D., De Witte, H., Schaufeli, W.B., Dello, S., Bruyneel, L., Sermeus, W. This study aims to investigate the relationship between engagement and well-being, as well as the underlying psychological mechanisms of these relationships. Combining Self-Determination theory and Job-Resource-Demand theory, this study aims to examine the relationship between engagement and well-being...
- 54 Lazarus, M.M., Nalepka, J.P. This practitioner article discusses how the 711th Human Performance Wing (711 HPW) built a Mission-Focused Agile Work Environment (MFAWE) using a combination of human-focused approaches and mission-focused...
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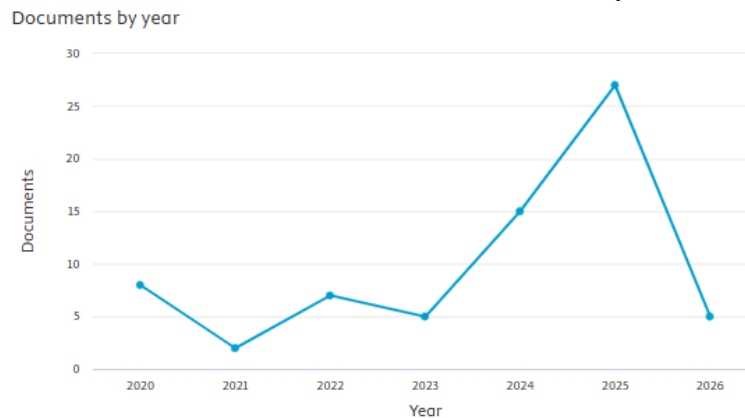
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- 55 Mroczkowska, R., Piejko, W., Serzysko, B. This study aims to identify the causes, motivations, and factors that influence aggression against young nurses. Materials and Methods: This study involved 105 nurses from hospitals in the Silesian region of Poland, who were recruited through social media...
- 56 Masale, R., Barkhuizen, E.N., Schutte, N.E., van der Sluis, L. Examining how individual traits and psychological strengths (i.e., expectations in adulthood, meaning of life, and loci of work control) moderate or mediate the relationship between job satisfaction and organizational commitment in a...
- 57 Seçkin, Ş.N., Çağlın, C. Productivity, creativity, motivation, and job satisfaction. However, while previous research has mostly focused on factors that facilitate flow conditions, research examining interpersonal or relational barriers is still rare...
- 58 Olafsen, A.H., Jauvin, F., Cécire, P., Forest, J. Basic needs as outlined by the theory of self-determination. This study explores the role of the amount of basic salary and differences in salary fairness in relation to satisfaction of basic psychological needs, autonomous work motivation, and the role of the right salary in relation to the satisfaction of basic psychological needs, the satisfaction of the basic salary and the role of the basic salary in relation to the satisfaction of basic psychological needs, the motivation of autonomous work, and the role of the basic salary in relation to the satisfaction of basic psychological needs, the satisfaction of the
- 59 Greeshma, R.K., Kinslin, D. In the professions in the US. In high-pressure fields like journalism, where emotional work, tight deadlines, and unpredictable work schedules are routine, emotional intelligence (EI) plays a dynamic role in mediating personal and professional outcomes...
- 60 Padilla-Angulo, L., Lucia-Casademunt, A.M., Gómez-Baya, D. Entrepreneurs. In contrast to previous literature that has largely focused on hedonistic well-being, this study examines well-being using a eudaimonic perspective and the relationship between entrepreneurial motivation and entrepreneurship...
- 61 Yau, S.Y., Lee, Y.K.L., Li, S.Y.B., Law, S.P.S., Lai, S.K.V., Huang, S. to adopt an integrated concept of worker welfare. Job meaning is an important psychological resource that mitigates the negative impact of poor working conditions on employee motivation, satisfaction, and turnover rates...
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| 62 | Opoku, F.K., Owusu, N.K. | This approach uses an exploratory research design. Data was collected from 262 nurses and midwives at two selected hospitals in the Central Region of Ghana. Structural Equation Modeling is used to analyze data... |
| 63 | Kruse, P., Chipeta, E.M., Ueberschär, I. | While there are important insights regarding, for example, the emergence of social entrepreneurship and the motivations or contextual factors that (don't) support social entrepreneurship activities, not much is known about the resources that social entrepreneurs have to sustain their businesses... |
| 64 | Thapa, D.R., Stengård, J., Ekström-Bergström, A., Areskoug Josefsson, K., Krettek, A., Nyberg, A. | Better job satisfaction, job motivation, and engagement even when job demands are high. Until now, research exploring the relationship between job demands, job resources, and health outcomes among nurses has been limited... |
| 65 | Karin, E., Gucciardi, D.F., Rigotti, T., Parker, S., Kalisch, R., Crane, M.F. | Cognitive-emotional processes. Such complexity requires analytical methods capable of modeling multivariate and interrelated constructs. The study contributes to these efforts by examining the experience of Royal Australia... |
| 66 | Ghazzawi, R., Chasiotis, A., Bender, M., Daouk-Öyry, L., Baumann, N. | In engagement in job crafting, we investigate implicit and explicit motives of power. While implicit motives tend to operate at the subconscious level, explicit motives operate at the subconscious level. We focus on the motives of power, a... |
| 67 | Hagger, M.S., McAnally Star, K. | in employee well-being and work productivity and effective stress management. Studies have found consistent relationships according to SDT between theoretical constructs (e.g., satisfaction of psychological needs, autonomous motivation...). |
| 68 | Syahir, A.N.A., Abidin, M.S.Z., Sa'ari, C.Z., Rahman, M.Z.A. | Despite considerable attention, a comprehensive synthesis of the existing literature is still limited. Further, the lack of a comprehensive synthesis makes it difficult to assess the overall impact of the religious environment on employees... |
| 69 | Kautish, P., Lim, W.M., Lavuri, R. | Nonetheless, limited research has explored how remote work environments affect employee value orientation and its impact on well-being and job satisfaction. This study examined the different effects of terminal-based and instrumental-based remote work environments... |

Based on the Documents by Year graph for the 2020–2026 period, it can be seen that the number of publications fluctuates from year to year. In 2020 there were around 8

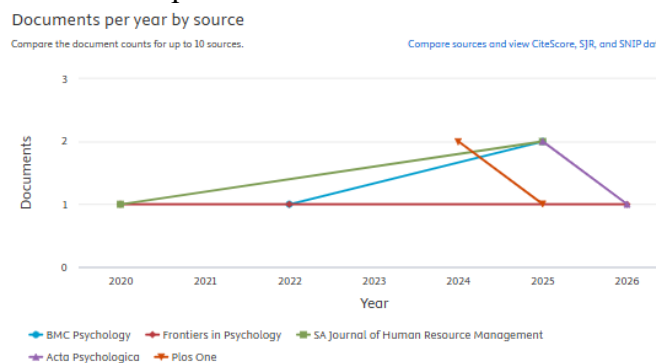
documents, then experienced a significant decrease in 2021 to around 2 documents. Furthermore, the number of publications increased again in 2022 to around 7 documents, but decreased slightly in 2023 to around 5 documents. A fairly sharp increase occurs in 2024 with about 15 documents and reaches its peak in 2025 with about 27 documents. However, in 2026 the number of publications will again decrease to around 5 documents. In general, this trend suggests that research interest has increased significantly until 2025 before declining again the following year. This can be seen in Graph 5 with the following details:

Chart 5. Distribution of Included Articles by Year



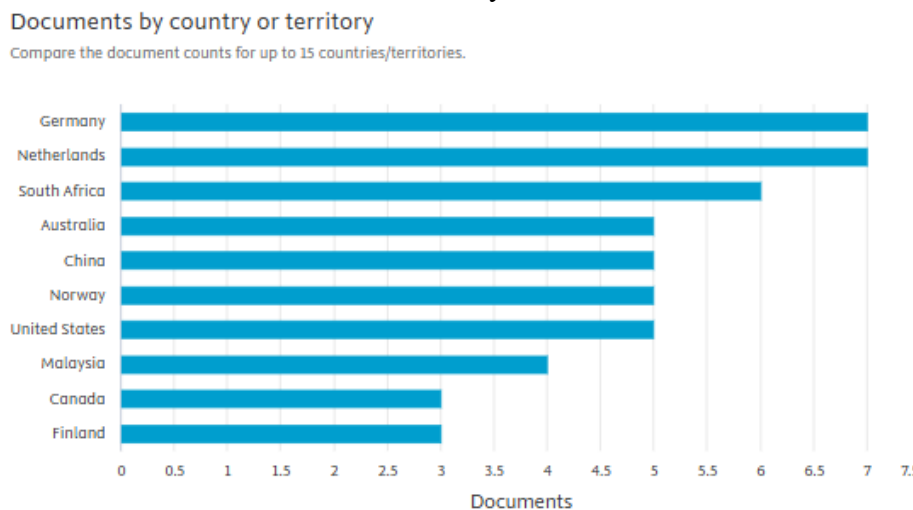
Based on the Documents per Year by Source graph, it can be seen that research publications come from several different journal sources with a relatively small number every year. In 2020, the publication was recorded from the SA Journal of Human Resource Management with 1 document. In 2022, publications appeared in BMC Psychology and Frontiers in Psychology as many as 1 document each. In 2024, there will be an increase in publications on Plos One with around 2 documents and contributions from the SA Journal of Human Resource Management. Furthermore, in 2025, publications will also appear in BMC Psychology and Acta Psychologica with a total of about 2 documents. However, in 2026 the number of publications from the journal source will again decrease to around 1 document. In general, this graph shows that the contribution of publications is spread across several international journals with a trend that fluctuates from year to year. (Graph 6).

Graph 6. Most source distributions



Based on the Documents by Country or Territory graph, it can be seen that the contributions of research publications come from several countries with different amounts. Germany and the Netherlands are the countries with the highest number of publications, about 7 documents each. Next followed by South Africa with about 6 documents. Other countries such as Australia, China, Norway, and the United States each contributed about 5 documents. Meanwhile, Malaysia produced about 4 documents, while Canada and Finland had a lower contribution of about 3 documents. In general, this graph shows that research contributions are dominated by European countries and several other developed countries, which shows the high level of research activity on the topics studied in these countries. (Graph 7).

Chart 7. Country distribution



The *Systematic Literature Review* (SLR) method was used in this study, because this study aims to synthesize the existing literature to answer research questions related to workload, work environment, employee retention intention, and job satisfaction. Kraus et al. (2020) state that SLR is a form of research by synthesizing existing or published research with a systematic methodology. The systematic method is carried out based on several stages, namely by conducting a comprehensive search for published articles, then selection, and analysis of relevant studies. These stages follow the set guidelines. Tahapa PRISMA (*Preferred Reporting Items for Systematic Review and Meta-Analysis*) is used to identify existing literature. The stages of PRISMA set in this study are "Identification", "Screening" and "Included".

3. RESULTS AND DISCUSSION

1) The Influence of Work Motivation on Employee Job Satisfaction

Work motivation plays an important role in increasing employee job satisfaction. Employees who are highly motivated tend to be more enthusiastic, have work commitments, and feel that their work is meaningful. Silviawati et al. (2024) show

that work motivation has a significant effect on job satisfaction in various industrial sectors. In addition, Subagyo and Meria (2024) also found that work motivation is an important factor in increasing employee job satisfaction.

2) The Influence of Organizational Culture on Employee Job Satisfaction

A positive organizational culture can create a comfortable work environment, increase cooperation, and build a sense of belonging to the organization. Khoir and Mahmudah (2024) show that organizational culture has a positive effect on employee job satisfaction. Hardi et al. (2024) also stated that a supportive work culture is able to increase job satisfaction and employee loyalty.

3) The Effect of Work Motivation on Employee Psychological Well-Being

Work motivation not only improves performance, but also the psychological well-being of employees. Motivated employees tend to be better able to cope with work pressure and have a better emotional state. Prasojo et al. (2025) show that motivation and work engagement have a strong relationship with employee psychological well-being.

4) The Influence of Organizational Culture on Employee Psychological Well-Being

A positive organizational culture can create a sense of security, comfort, and social support for employees, thereby improving psychological well-being. Khoir and Mahmudah (2024) stated that organizational culture has an important role in improving the mental health and emotional well-being of employees.

5) The Effect of Job Satisfaction on Employee Psychological Well-Being

Job satisfaction is closely related to the psychological condition of employees. Employees who are satisfied with their jobs tend to have lower levels of stress and higher job happiness. Damaihati et al. (2025) and Putri and Nugrohoseno (2025) show that job satisfaction has a positive effect on the psychological well-being of employees.

6) The Effect of Work Motivation on Psychological Well-Being through Job Satisfaction

High work motivation can increase job satisfaction, which further impacts the psychological well-being of employees. Job satisfaction acts as a mediating variable that explains the relationship between work motivation and psychological well-being. Damaihati et al. (2025) show that job satisfaction is able to strengthen the relationship between organizational factors and employee well-being.

7) The Influence of Organizational Culture on Psychological Well-Being through Job Satisfaction

A positive organizational culture can increase job satisfaction and ultimately improve employee psychological well-being. Employees who feel supported and comfortable in the organization tend to be more satisfied and have better psychological conditions.

Khoir and Mahmudah (2024) show that job satisfaction plays a mediator in organizational cultural relations and employee psychological well-being.

4. CONCLUSION

a) Conclusion

Based on the results of the 2020–2025 Systematic Literature Review (SLR), it can be concluded that work motivation and organizational culture have a positive effect on job satisfaction and employee psychological well-being. High work motivation and a positive organizational culture are able to create a comfortable work environment, increase job satisfaction, and support a better psychological condition of employees. In addition, job satisfaction also acts as a mediating variable in the relationship between work motivation and organizational culture on employee psychological well-being. Therefore, organizations need to pay attention to motivational factors and organizational culture to create a healthy and productive work environment.

b) Suggestions

Organizations are advised to increase work motivation through awards, career development, and a supportive work environment. In addition, a positive organizational culture needs to be built through open communication, cooperation, and appreciation for employee contributions. Researchers are then advised to add other variables such as work engagement, transformational leadership, or perceived organizational support and use empirical methods or bibliometric analysis to expand the study of employee psychological well-being.

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