What Matters To Workers? Discussions of Job Satisfaction

O Que Importa para os Trabalhadores? Discussões Sobre Satisfação no Trabalho

¿Qué les Importa a los Trabajadores? Discusiones Sobre Satisfacción Laboral

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Abstract
Purpose: This research aims at discussing the principal dimensions of job satisfaction.
Methodology: The analysis for this study was carried based on the questionnaires most cited in scientific articles and using quantitative methodology. Then, we designed and distributed a questionnaire to 305 respondents, and, with the data retrieved, a Factorial Analysis was executed.
Originality: It is known that many researchers have sought to understand the workplace through the use of surveys and questionnaires. This study advances that effort by exploring various variables and grouping them into factors to enhance comprehension of the workplace.
Main results: In the end, twenty-three variables were grouped into seven dimensions. Results show that the interference factors in job satisfaction are: Remuneration, Workplace relationships, Work, Work influence on personal life, Organizational policies, Leadership Skills, and Personal motivation.
Theoretical/methodological contributions: Theoretically, this study advances the understanding of job satisfaction by proposing a multidimensional framework that integrates the principal variables of work. Methodologically, the applied questionnaire encompasses all the variables.
Contribution to management: When incorporated into job design, these factors may contribute to improving job satisfaction.

Keywords*:* workplace health; organizational behavior; employee attitudes and satisfaction; organizational factors; employee engagement.

Resumo
Objetivo: Esta pesquisa tem como objetivo discutir as principais dimensões da satisfação no trabalho.
Metodologia: A análise para este estudo foi realizada com base nos questionários mais citados em artigos científicos e utilizando metodologia quantitativa. Em seguida, elaboramos e distribuímos um questionário para 305 respondentes e, com os dados recuperados, foi executada uma Análise Fatorial.
Originalidade: Sabe-se que muitos pesquisadores têm buscado entender o ambiente de trabalho por meio do uso de pesquisas e questionários. Este estudo avança esse esforço explorando diversas variáveis e agrupando-as em fatores para aumentar a compreensão do ambiente de trabalho.
Principais resultados: Ao final, vinte e três variáveis foram agrupadas em sete dimensões. Os resultados mostram que os fatores de interferência na satisfação no trabalho são: Remuneração, Relações no ambiente de trabalho, Trabalho, Influência do trabalho na vida pessoal, Políticas organizacionais, Habilidades de liderança e Motivação pessoal.
Contribuições teóricas/metodológicas: Teoricamente, este estudo avança o entendimento da satisfação no trabalho ao propor uma estrutura multidimensional que integra as principais variáveis do trabalho. Metodologicamente, o questionário aplicado abrange todas as variáveis.
Contribuição para a gestão: Quando incorporados ao design de trabalho, esses fatores podem contribuir para melhorar a satisfação no trabalho.

Palavras-chave: saúde no local de trabalho; comportamento organizacional; atitudes e satisfação dos funcionários; fatores organizacionais; engajamento dos funcionários.

Resumen
Objetivo: Esta investigación tiene como objetivo discutir las principales dimensiones de la satisfacción laboral.
Metodología: El análisis de este estudio se realizó con base en los cuestionarios más citados en artículos científicos y utilizando una metodología cuantitativa. Luego, diseñamos y distribuimos un cuestionario a 305 encuestados y, con los datos recuperados, se realizó un análisis factorial.
Originalidad: Se sabe que muchos investigadores han buscado comprender el lugar de trabajo mediante el uso de encuestas y cuestionarios. Este estudio avanza en ese esfuerzo explorando varias variables y agrupándolas en factores para mejorar la comprensión del lugar de trabajo.
Resultados principales: Al final, veintitrés variables se agruparon en siete dimensiones. Los resultados muestran que los factores que interfieren en la satisfacción laboral son: Remuneración, Relaciones laborales, Trabajo, Influencia del trabajo en la vida personal, Políticas organizacionales, Habilidades de liderazgo y Motivación personal.
Aportes teóricos/metodológicos: Teóricamente, este estudio avanza en la comprensión de la satisfacción laboral al proponer un marco multidimensional que integra las principales variables del trabajo. Metodológicamente, el cuestionario aplicado abarca todas las variables.
Contribuciones a la gestión: cuando se incorporan al diseño del trabajo, estos factores pueden contribuir a mejorar la satisfacción laboral.

Palabras clave: salud en el trabajo; comportamiento organizacional; actitudes y satisfacción de los empleados; factores organizacionales; compromiso de los empleados.

Introduction

Studies in the Job Satisfaction area (Latham & Locke 1991) were motivated by findings of the satisfaction of workers and how their performance reflected on the company. Satisfaction has become one of the main areas of interest in Human Resources Management and Organizational Behavior (Rozika et al. 2018) as it has been seen as an attitude of employees towards work. The work organization and its interfaces have been discussed both in scientific papers and companies, seeking out for competitive advantages through the provision of benefits and health for workers.

The interest in workplace motivation and satisfaction is not recent (Robbins 2005), as early as 1950, Brayfield and Rothe (1951) proposed requirements for designing a suitable questionnaire on job satisfaction. Followed by Taylor and Bowers (1972), who designed a questionnaire about how the characteristics of organizations impacted in work. Besides that,

the factors for quality of work-life and their interrelationships were studied by Walton (1973). In general, the amount of scientific research that attempted to measure individuals' satisfaction with work increased significantly from the 1970s (Nadler & Lawer 1983).

Currently, researchers have designed and used various questionnaires to comprehend workplaces (e. g., Silva 2006; Engström et al. 2006; González et al. 2010; Grecco et al. 2021). That is because there is a demand to make workplaces pleasing for workers and, in the meantime, companies become more competitive (Walton 1973). As pointed out by Grant et al. (2007), understanding satisfaction is a current theme which is translated into rankings of good workplaces.

There is a wide variety of questionnaires, some validated in several languages, and also questionnaires that are designed to specific professions, which are tools of easy usability and reliability (Hora et al. 2018). However, it is worthwhile to discuss and to understand the categories of these questionnaires to check what is considered most relevant to be measured about work and workplace.

The purpose of this research is to identify and discuss the dimensions of job satisfaction present in questionnaires used by scientific researches. To understand what questionnaire is more likely to be adopted in each context and area, it is crucial to gather the knowledge and experience shared in the questionnaires and draw a map to be followed for future actions. In this research, 305 participants responded to a questionnaire and listed what were their preferred elements regarding job satisfaction, then data were grouped into factors by the Factorial Analysis method which showed that both work and workplace are dynamic and suffer interferences of multiple variables. Therefore, by comprehending this area it is possible to enhance a company's ability to strategically improve its personnel organization.

Theories regarding workers' satisfaction

The studies of the theme individual satisfaction began with Maslow (1943) and his proposal of the Hierarchy of Human Needs, which is classified into: physiological needs, safety needs, love needs, esteem needs and need for self-actualization. When the latter aspects are

noticed, it becomes evident that workers' satisfaction is leaned to human needs, therefore their aspirations must also be considered in the ways of organizing work (Walton 1973).

Job Satisfaction is usually defined as a positive emotional reaction of workers about their professional experiences (Zarifian 2001). Weiss and Cropanzano (1996) divide job satisfaction theories into three strands: the cognitive judgment approach, that relates to an individual's perceptions of the standards they desire and if these are fulfilled or not; the social influence approach, that preaches that social information is used to shape our perceptions; and the dispositional approach, that addresses one's willingness to feel good or bad about the general aspects of life, without specifically considering work.

Brown et al. (2012) were able to notice that job satisfaction results from a complex interaction that encompasses intrinsic and extrinsic work characteristics. These characteristics might consider worker responses to management, strategic controls, norms and expectations, worker personality, and objective work quality. Moreover, the assessment regarding work satisfaction is, in all, subjective once it involves comparisons between what each individual perceives from their work and what they expect from it (Weiss & Cropanzano 1996).

Work has meaning and importance for the individual if they can insert their creativity and intelligence when performing the work they have been assigned (Dejours 2012). Therefore, work is no longer just a mechanical activity, but a way for workers to embed their subjectivity in the daily results. Derbis and Jasiński (2018) provide arguments about the necessity to increase the senses of coherence in performing tasks to improve the clarity of the need and meaning to execute them. As work is part of the social identity of the worker (Dejours 2015), people may feel satisfied with the tasks they perform in daily life (Warr et al. 1979).

In addition to work, relationships play a key role in job satisfaction. Maslow (1943) considers that recognition and respect among peers are essential for individuals to feel valued by their group. People's affective state is influenced by relationships, which means that feelings of satisfaction can fluctuate over time, according to an individual's experiences (Weiss & Cropanzano 1996). Also, there is evidence that a higher level of social capital, which is a set of cooperative relations between certain social actors, implies higher levels of satisfaction (Requena 2003). Therefore, satisfaction has interfaces with affinities among work team members.

Besides satisfaction, workers must commit to the company, and the vision shared by one company and its members is one of the sources to obtain organizational commitment (Armstrong 1992). Likewise, leadership style and organizational culture strengthen it, because it is through them that values and attitudes are established, maintained, and managed to determine behaviors accepted by the company and that must be followed (Schein 1988). Furthermore, studies have found strong connections between culture and leadership with job satisfaction (Ariyawan & Rivai 2018). Identifying members with the organization's mission and values is essential to the creation and execution of the company's strategic objectives, but workers need to recognize themselves within the values practiced by the company.

Finally, job satisfaction enhances work morale, discipline, and job performance, which promotes the achievements of organizational goals (Hatta et al. 2018). Thus, company strategies must be linked to human resources management to allow greater gains for both the organization and the worker (Rozika et al. 2018).

Method

The study adopts the Design Science Research Methodology (DSRM) as proposed by Tsolas *et al*. (2020). Table 1 presents the relevant information.

Table 1
DSRM applied to the current study

DSRM Activities	Description	Knowledge base
Problem identification and motivation	To understand the main variables that influence job satisfaction and how they can be meaningfully grouped into underlying factors.	Literature and real-word problem.
Define the objectives of a solution	This study aims to identify and group the most relevant job satisfaction variables into coherent factors through the application of Factor Analysis.	Literature and knowledge of existing tools of Factor Analysis.
Design and development	A dataset comprising 35 responses was collected and analyzed, focusing on 23 job satisfaction variables using Factor Analysis techniques.	Factor Analysis model.
Demonstration	The Factor Analysis process categorized the job satisfaction variables into seven distinct factors, demonstrating the feasibility of the grouping method.	Applying the proposed approach using real-world data.
Evaluation	The results provide a structured view of job satisfaction by identifying the main factors and the specific variables associated with each, contributing to a better understanding of what influences employee satisfaction.	Understanding of current solution.

The methodological procedures were structured into the following stages:

a) Questionnaire selection: show how the questionnaire was selected for this research and which variables it measures.

b) Factor Analysis: presentation of the procedure and data that support the methodological application of Factor Analysis.

a) Questionnaire selection:

Robbins (2005) assumes that Job Satisfaction is a dependent variable of organizational behavior. Therefore, it is a key factor that can be explained and predicted by other factors. Job satisfaction indicators are difficult to obtain, but it is possible to infer about job satisfaction based on individual workers' attitudes (Brayfield & Rothe 1951; Warr et al. 1979). Aiming at measuring these dimensions, several researchers try implementing questionnaires. The most used questionnaires in the scientific literature are cited in Table 2, ordered from the most cited to the least cited, along with the dimensions measured by them.

Table 2
Dimensions covered in the questionnaires

Nº	Questionnaire	Dimensions
1	Minnesota Satisfaction Questionnaire (Weiss et al. 1967)	Ability utilization; achievement; activity; advancement; authority; company policies and practices; compensation; co-workers; creativity; independence; moral values; recognition; responsibility; security; social service; social status; supervision-human relations; supervision-technical; variety; working conditions.
2	Maslach Burnout Inventory (Maslach and Jackson 1981)	Emotional exhaustion; personal accomplishment; depersonalization.
3	Cuestionario de Satisfacción Laboral S4/82 (Meliá and Peiró 1998)	Supervision and participation in the organization; physical work environment; material benefits and complimentary rewards; intrinsic of work; remuneration and basic benefits; interpersonal relationships.
4	Organizational Commitment Scale (Allen & Meyer 1990)	Affective commitment; continuance commitment; normative commitment.
5	The Job Descriptive Index (Smith et al. 1969)	Supervision; coworkers; pay; promotional opportunities; work.
6	CVT-Gohisalo (González et al. 2010)	Institutional support for work; safety at work; integration to the workplace; work; well-being achieved through work; personal development; free time management.
7	Encuesta de Calidad de vida en el Trabajo ECVT (ECVT 2010)	Overall satisfaction at work; organization, realization, and training; different aspects related to the work contract; health and safety conditions at work; working conditions: organization of work, remuneration; academic training and professional training for employment; labor and geographic mobility; conciliation between work and family life.
8	Overall Job Satisfaction (Brayfield and Rothe 1951)	Job conditions; enjoy the job; the job is interesting; dislike the job.
9	Job Satisfaction Questionnaire (Saks 2006)	Job engagement; organization engagement; job characteristics; rewards and recognition; distributive justice; procedural justice; perceived

		organizational support; perceived supervisor support; job satisfaction; organizational commitment; intent to quit; OCBI (willingly give your time to help others who have work-related problems); OCBO (attend functions that are not required but that help the organizational image).
10	Work and life attitudes survey (Warr et al. 1979)	Work involvement; intrinsic job motivation (internal motivation); higher-order need strength; perceived intrinsic job characteristics; job satisfaction; life satisfaction; happiness; self-rated anxiety.
11	SUSESO-ISTAS 21 (Candia et al. 2016)	Psychological demands; active work and possibilities of development; social support in companies and quality of leadership; compensations; double presence.
12	Quality of work-life evaluation (Walton 1973)	Adequate and fair compensation; working conditions; use of capacities at work; opportunities at work; social integration at work; constitutionalism at work; the place of work in one's life; work social relevance and importance.
13	Copenhagen Psychosocial Questionnaire (COPSOQ II) (Pejtersen et al. 2010)	Health and wellness; relationship with the labor market; employment conditions; work- and private / family life; psychosocial work environment; place of work as a whole; conflicts and offensive behavior.
14	Cuestionario de motivación en el trabajo (Toro 1992)	Achievement; self-realization; dedication to the task; content of work; requisition; salary; promotion; membership; authority acceptance; company values acceptance; workgroup; power; recognition; expectation; supervision.
15	Escala de Clima Laboral (Ramírez & Zurita 2010)	Extrinsic commitment; partners and cohesion; supervisor support; job description; infrastructure; equity and autonomy; recognition of merits; intrinsic commitment.
16	Inventario de Calidad de vida laboral (Silva 2006)	Management system; relationship with partners; relationship with chiefs; motivation, identification, and commitment; conditions of the working environment; stress and burnout; work-life balance; work and motivating potential of the position; subjective welfare derived from work; remunerative equity; personality traits.
17	Managerial Job Satisfaction Questionnaire (Cellucci & DeVries 1978)	Salary; promotion; coworkers; supervisor; work.
18	Satisfaction Questionnaire from the Job Diagnostic Survey (Hackman and Oldham 1975)	Variety; identification; significance; autonomy; feedback.
19	Robbins Job Satisfaction Questionnaire (Robbins 2005)	Supervisor; coworkers; work promotion; pay; tasks involved in work.
20	List of Scale Items (Vitell and Davis 1990)	Pay; promotion; coworker; supervisor; work.
21	Job satisfaction questionnaire (Wood et al. 1986)	Information; variety; closure; pay.
22	Organization´s Questionnaire (Taylor and Bowes 1972)	Climate; supervisor leadership; peer leadership; interpersonal processes within workgroups; supervisor; workgroup; job; organization; pay; future expected progress within the organization; performance.
23	Psychosocial aspects of job satisfaction (Engström et al. 2006)	Personal development; workload; criticism; expectations and demands; cooperation; internal motivation; external motivation; position in the group.
24	Work Values Questionnaire (Mantech 1983)	Work relationships; influence and advancement; financial and working conditions; autonomy and use of skills.

Table 3 presents the questionnaires used and the respective variables included in each of them. The numbering of the questionnaires corresponds to that previously indicated in Table 2.

Table 3
Questionnaires and theirs respective variables

	Questionnaires																								
Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Salary and financial benefits	■		■		■		■				■	■		■		■	■		■	■	■	■		■	■
Opportunity for growth and promotion	■		■		■				■			■		■		■	■		■	■		■			■
Job market							■		■				■												■
Relations with supervision	■		■		■				■		■	■			■	■	■		■	■		■		■	■
Relations with coworkers	■		■		■				■			■		■	■	■	■		■	■		■		■	■
Company policies	■			■		■	■		■			■		■	■										■
Moral values of work	■	■								■			■	■	■							■	■		■
Emotional health at work		■		■				■		■	■		■			■									■
Health and safety at work	■		■			■	■						■		■	■									■
Feedback on the work done	■								■					■	■			■					■		■
Technical capacity of supervision	■																								■
Management of work organization				■			■		■							■						■			■
Personal achievement	■	■				■		■						■	■	■								■	■
Life outside the company						■				■	■		■	■		■								■	■
Society well-being	■																								■
Engagement in work	■							■	■	■				■		■						■			■
Job-status	■											■		■				■					■	■	■
Meaningful task								■		■				■		■						■			■
Clarity of the task to be performed						■			■	■	■				■			■			■		■		■
Use of skills	■											■									■			■	■
Variety of work	■																	■	■						■
Workload						■	■	■				■	■								■		■	■	■
Independence and autonomy	■														■			■					■	■	■

As showed in Table 3, the questionnaire developed by Callefi (2022) and subsequently validated by Callefi and Santos (2022) stands out as the most comprehensive in its coverage of relevant variables.

A questionnaire was applied to 305 respondents. The questionnaire was submitted and approved by Comissão Nacional de Ética em Pesquisa (CONEP). The subjects answered the questionnaire by saying what was the impact which of the variables had on their work. Cronbach's alpha was calculated, resulting in 0.879, which are satisfactory results according to Hair *et al* (2013). Once the data was collected, a Factorial Analysis was performed according to Hair *et al*. (2013) and the IBM SPSS® was used.

b) Factor Analysis

Factorial Analysis is commonly used to group different factors to explain only one complex factor (Hair *et al*., 2013). According to Hair *et al*. (2013), some tests regarding the assumptions of Factor Analysis should be verified, the first one is the conceptual foundation existing among the elements to be analyzed. The second is Bartlett's sphericity test, which must provide a significance of less than 0.05 to prove that there are sufficient correlations between the analysis variables. Finally, the value of the Measure of Sampling Adequacy (MSA) should be evaluated, whose result should be greater than 0.5 in the general test and for each variable. In this case, the Kaiser-Meyer-Olkin (KMO) test was used and this value was 0.880. Table 4 presents commonality data.

Table 4
Commonality

	Commonality		Commonality		Commonality		Commonality
QS1	0.581	QS7	0.463	QS13	0.541	QS19	0.429
QS2	0.545	QS8	0.416	QS14	0.414	QS20	0.253
QS3	0.600	QS9	0.436	QS15	0.565	QS21	0.689
QS4	0.565	QS10	0.562	QS16	0.596	QS22	0.655
QS5	0.616	QS11	0.394	QS17	0.486	QS23	0.342
QS6	0.552	QS12	0.522	QS18	0.359		

A principal components analysis with Varimax Rotation generated seven components. Its results are presented in Table 5.

Table 5
Job Satisfaction Factors

	Job Satisfaction Factors							Variable
Questions	**1**	**2**	**3**	**4**	**5**	**6**	**7**	
QS19	0.64							Use of skills
QS20	0.61							Job-status
QS21	0.58							Independence and autonomy
QS22	0.49							Personal achievement
QS23		0.70						Emotional health at work
QS19		0.53						Meaningful task
QS20		0.50						Relations with co-workers
QS21		0.68						Get involved in doing the work
QS22			0.65					Moral values of work
QS23			0.55					Technical capacity of supervision
QS19			0.53					Variety of work
QS20			0.42					Relations with supervision
QS21				0.74				Clarity of tasks
QS22				0.28				Management of work organization
QS23					0.64			Company policies
QS19					0.58			Feedback on the work done
QS20					0.61			Work health and safety
QS21						0.53		Salary and financial benefits
QS22						0.35		Job market
QS23						0.56		Opportunity for growth and promotion
QS19							0.73	Life outside the company
QS20							0.21	Workload
QS21							0.21	Society well-being

Dimensions were elaborated and discussed based on these data

Results

Based on the results of the Factor Analysis, the identified dimensions were labeled to adequately represent the set of variables associated with each factor, these were: Remuneration, Workplace relationships, Work, Work influence on personal life, Organizational policies,

Leadership Skills, and Personal motivation. Figure 1 was designed to display which dimension was incorporate in each variable.

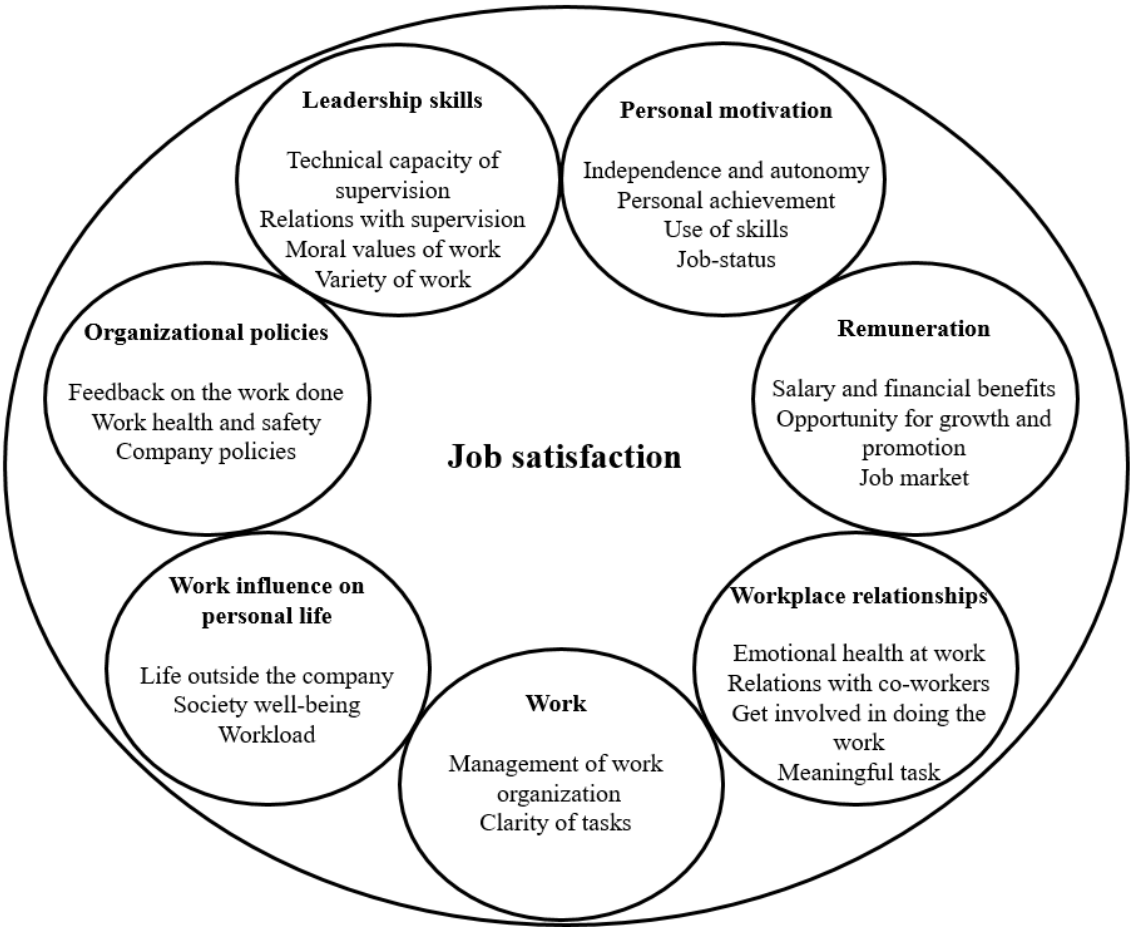

Figure 1: Dimensions of job satisfaction and their categories

The job satisfaction dimensions are discussed deeply in the following section.

Discussion

Organizational policies

Company policies exert a direct influence on workers' attitudes and behaviors. Although some organizations neglect or do not consider their importance, policies must be discussed to improve working environment quality for both companies and employees. People are a key element in the construction of organizations and society as a whole because they have the power

to make decisions when facing problems (Wood et al. 1968). It is through the motivation of individuals that tools and solutions are created (Szalma 2014).

Organizational Culture is built by all members of the company (Schein 1988). To offering support to the employee, companies need to apply rules and procedures to demonstrate an environment of justice. It is necessary because, the retention of human capital is very important for the good performance of the organization (Kalili 2015). For example, Omar et al. (2017) found that, in the implementation of human resource management practices, employee satisfaction comes from their perception of fairness concerning procedures.

Walton (1973) claims that a better quality of work-life derives from constitutionalism within the work organization, this means that individuals need company rules to feel safe, for instance, the right to privacy in terms of personal life, freedom to declare their points of view without fear of retaliation, and equal treatment for all members. Furthermore, values such as trust, justice, and social inclusion should be considered in workplaces design (Pejtersen et al. 2010).

Another important factor is that employees' commitment help improve the organization's image (Allen & Meyer 1990). According to Taylor and Bowers (1972), some of the measures that companies could implement to demonstrate their concern towards workers are the improvement of working methods and spaces, also the suitability for more effective and risk-free work equipment and environments.

Rozika et al. (2018) verified that occupational health or hygiene factors are not related to job satisfaction, but the emergence of job dissatisfaction. Likewise, Jarupathirun and De Gennaro (2018) found that poor working conditions, long working hours, or poor relationships with colleagues would result in a stressful workplace.

When employees realize that the company supports them, they feel more engaged and it is reciprocal (Saks 2006). Moreover, when employees realize that companies consider the well-being of others, they feel greater affection for being associated with the company (Edwards & Cable 2009).

Additionally, Lepold et al. (2018) highest that the identification with the company they work for and the engagement at work they do, the bigger will be job satisfaction. Hatta et al. (2018) consider that good governance can increase job satisfaction by implementing

organizational citizenship behavior, which encourages employees to always be willing to help co-workers and new colleagues to adapt.

Giving feedback to workers allows expectations to be clarified and targets to be more easily achieved. Work environments that allow information flow at all levels facilitate the emergence of new ideas and solutions on how to do the work (Taylor & Bowers 1972). Through open communication and encouragement, employees realize that their jobs are stable and that they contribute to society, it is possible to promote feelings of security (Edwards & Cable 2009). Similarly, Diener and Seligman (2004) found that happier workers help their co-workers more often, in the same way, Rozika et al. (2018) argue that if Human Resource Management Practices are improved, job satisfaction increases.

Leadership skills

Leadership can facilitate or hinder working relations because leadership has a direct influence on job satisfaction and organizational performance (Ariyawan & Rivai 2018; Hatta et al. 2018). The technical capacity congruent with the position is considered to bring legitimacy to the work of the manager.

Some attributes such as fairness, sense of equality within the hierarchical structure, sense of community, healthy interpersonal relationships, and support groups result in better self-esteem of employees within the workplace (Walton 1973). These attributes are directly related to both members' relationships with their peers and leadership. The leader is in the position of a work organizer and a member of an organization, leading given tasks in pursuit of a certain ultimate goal. The way in which leaders manage their team has a significant influence on Job Satisfaction (Ariyawan & Rivai 2018; Visvanathan et al. 2018), as well as how communication is carried out (Meng & Berger 2019).

Once leaders might be one of the most powerful figure within the hierarchical structure of an organization, their actions and advice have a great influence on the maintenance of the organizational culture (Schein 1988). Kalili (2015) found that workers resign when they have a bad boss, but only if there is an opportunity in the job market. Brito (2017) states that job satisfaction and performance are increased when the leadership style is adapted to what the

followers prefer. Therefore, good management is essential for employees to be motivated in their work, and such motivation is supposed to comefrom the leader's technical ability to perform their work with excellence.

It is essential to consider that the values of individuals will not always be those practiced by companies (Robbins 2005). Dejours (2012) defines as ethical distress the emotional distress generated by the differences between employees' values about non-morally just attitudes used by the companies in which they work. It is an important aspect to consider because, as pointed by Wood et al. (198), workers help to create an organizational climate in line with their values.

Therefore, commitment to companies can be achieved by members when they identify themselves with organizational values, with the individual creative contributions of each member and the feeling of participating in the changes (Armstrong 1992). Therefore, values such as trust, justice and social inclusion must be considered in the analysis of the workplace (Pejtersen et al. 2010). It is recommended that decision-makers manage on the same parameters and rules, as this initiative encourages that the values defined by senior management are aligned with the actions taken on behalf of the company and are the same for all members.

Personal motivation

Works must have meaning and bring a sense of usefulness to the task being performed (Zarifian 2001). Arendt (2007) distinguishes the work performed by individuals in two spheres: *homo faber* and *animal laboran*. The *homo faber* is defined as the individual who performs the work as a human need and with an aspiration for knowledge or emancipation from society. Conversely, the *animal laboran* performs the work simply as an obligation, produces non-durable goods, and works simply for the maintenance of the human species, as a reproducer of goods to be consumed (Arendt, 2007). In the first case, the individual is more likely to complete as a human being and possibly achieve personal fulfillment than in the second case. For, as conceptualized by Dejours (2012), live-work is performed when individuals use their intelligence and creativity to achieve the goals of the assigned work, and job satisfaction is generated by the effective execution of the task, what proves that work can be pleasurable (Dashtipour & Vidaillet 2017).

Walton (1973) explains that factors like autonomy, the performing of meaningful tasks, and the use of various skills generate impacts on the way individuals feel concerning challenges at work. About autonomy, Robbins and Judge (2011) argue that new leadership styles are more focused on learning and delegating control to employees so that they can make decisions themselves and take responsibility for their jobs. A model proposed by Dostert and Müller (2021) argues that satisfaction of the needs for autonomy, competence, and relatedness brings learning motivation.

Another factor intrinsically related to an individual's personal life is that identity is also shaped by the work done. Zarifian (2001) considers that the variability of situations at certain times allows workers to develop their skills from these professional experiences. For Rozika et al. (2018), the motivational factors of achievement, recognition, and progress in life are the ones that most relate to job satisfaction. Similarlly, Bicknell and Liefooghe (2010) found that persons can find pleasure in stressful situations when they can handle the obstacles.

For Rozika, Dharma and Sitorus (2018), the motivational factors of achievement, recognition and progress in life are those that are most related to Job Satisfaction. Walton (1973) presents the dimension of the social relevance of professional life, which deals with the roles of individuals within the organization and their social status outside the company. Dejours (2012) adds that recognition is important for those who do not feel confident about the quality of their performance and, therefore, these individuals want their work to be validated by other workers. Thus, the opinions of their peers and the comparison between them have a strong influence on the individual's ego.

The status attributed by work and the personal fulfillment achieved through the profession or desired positions are closely related to salaries. Consequently, personal success also permeates the importance of the position to society and the remuneration. However, even if workers need the resources and this is the main objective they work for, other factors may have more influence than pay (Diener & Seligman 2004).

An issue that has been gaining relevance within the satisfaction discussions is the importance of the well-being of society promoted by the companies that individuals worked for. It is noteworthy that individuals seek better workplaces for their own professional or skills

development or even when they have problems balancing their personal life with work (Kim & Park 2018). In addition, McCann (2018) observed that different personality types impact differently on how individuals interpret Job Satisfaction.

Remuneration

The payment received for the work performed was the most discussed category among the questionnaires. Walton (1973) says that working firstly because of money is a natural impetus of workers. As noted by Hamel and Prahalad (1989), better successes in cost strategy are achieved by better working methods invented by employees rather than by lower hourly payments. Therefore, companies need to define their payment strategy, prospecting how the payment will be perceived by the employees and reflected in companies' requisitions (Armstrong 1992).

Despite the consensus on the importance of salary, there is a difficulty in defining whether or not payment is appropriate when considering various situations. Many factors may determine the value paid for labor in a given region, for instance, the need for specific skills to perform a task is likely to increase the remuneration value, on the other hand, high unemployment rates may decrease the value of the jobs offered. Still, it is noteworthy that companies have greater wage bargaining power than workers. It is improbable for most companies to influence external factors such as legislation and demography. However, offering adequate compensation or other benefits to employees provides gains not always considered by companies, which usually focus only on direct labor costs (Zarifian 2001).

Having a career plan linked to the improvement of position within companies contributes to workers having a growth perspective (Walton 1973), as well as having an incentive for workers to develop their skills and competencies that are essential to the companies (Zarifian 2001). Instead of recruiting and training new members, a company should keep its employees by paying them a good salary (Armstrong 1992). Moreover, employee turnover decreases once there is organizational commitment (Allen & Meyer 1990), which can be achieved when employees feel valued by companies.

One of the most visual and symbolic ways of valuing an employee is to pay a fair salary for their work, it promotes moral elevation by showing how significant every worker is for the

company (Zarifian 2001; Saks 2006). It is of great importance that employees feel that they are part of the company, so, if one is afraid of losing their job at any time, insecurity is established in the working environment, which may lead to a lack of commitment and poor task performance. The fulfillment of tasks is linked to personal development and the achievement of both organizational and personal goals. Furthermore, people tend to get more engaged with a task when they are rewarded for it (Herlambang et al, 2019).

In addition, the satisfaction index of individuals in relation to work can be the same but attributed to different dimensions (Weiss et al. 1967). For example, Vitell and Davis (1990) found that the ethical behavior of senior managers implies more job satisfaction than the amount of pay. Therefore, the different categories are related to each other and may correspond to different magnitudes for different workers.

Workplace relationships

Relationships between workers at the same hierarchical level and leadership have a great influence on satisfaction. The attitudes, intentions and behavior of workers are related to their involvement in the organization (Saks 2006). Therefore, individuals' attitudes towards work are related to their job satisfaction (Brayfield & Rothe 1951), as well as their personality traits (Weiss et al. 1967).

Organizational competence is collective, but it also depends on each member, that is, teamwork is increasingly necessary, however, individuals need to actively participate offering all their capabilities to their group (Zarifian 2001). Relationships with employees and the management system should be stressed in improvements context because these are the dimensions with the greatest impact on individual performance and the work sector (Silva 2006).

It is suggested to understand the form of behavior that is being proposed to employees at all hierarchical levels. For example, when workers perceive their peers to advance their careers unethically, they feel less satisfied with the work and with lower morale (Vitell & Davis 1990). Likewise, when workers perceive that managers have the same values that the worker also esteems, they feel part of the organization and become more committed to it (Saks 2006).

Finally, relationships outside the company may be affected by work experiences. According to Dejours (2015), the logic of work continues with the individual after the period they leave the company. This means that even when the work shift has ended, the individual is still thinking, speaking, and acting according to the rules of work. For example, they think of solutions to company problems over the weekend, talk about their workday at happy hour, and remain in the same mood when they get home. Due to the connectivity of work with the worker's personal life and the formation of the worker's identity through work, it appears that there is no way to disconnect one from the other.

Work

Derbis and Jasiński (2018) point out that the employees are more likely to engage in work if is it meaningful, as this underlines the sense of coherence in investing time in something useful. This sense is important because work is central to the affective life of persons (Dashtipour & Vidaillet 2017). Therefore, it is important that the work is coherent with the skills and allows individuals to grow, without excessive stress and providing skills development.

Achieving better performance requires clarifying tasks, offering work variation, and allowing workers to use and develop their skills. The clarification of the expected results and the task to be performed allows the weaknesses that the employee may have in trying to achieve the proposed objectives to be foreseen and mitigated (Toro 1992) and increase job satisfaction (Belletier et al. 2021). Thus, the organization can take precautions and assist employees in what they need to do their job well, which is beneficial to both the company and the individuals. As pointed by Szalma (2014 p. 1456), “Boredom, fatigue, and stress can be reduced by design task goals to be well aligned to important personal goals of the individual and by providing the person with opportunities for effective, autonomous performance of the task”. It is noted that when a worker uses their skills and gets recognition from their peers, they find satisfaction in the workplace (Dejours 2012).

Work influence on personal life

The personal characteristics of individuals, as well as their skills, are used in tasks (Zarifian, 2001). Sociocultural values formed by family, morals, religious values, and attitudes toward others are brought to the company (Mensah 2019). Similarly, the company with its policies and impositions may influence workers' routine, emotional life, satisfaction, and even cause suffering at work.

Liu et al. (2019) found that the associations between work involvement, the conflict between work and family, and life satisfaction have been inconsistent in terms of scientific research analyses. However, life satisfaction, in general, is an essential component of quality of life, which includes professional and family life (Liu et al. 2019). Therefore, emotional life is a current theme in organizational life and must be addressed within scientific studies (Grant et al. 2007).

Companies interfere in workers' personal life because it consumes their energies, which could be spent on hobbies and family activities (Walton, 1973). Apart from the time factor, it is also important to consider the psychological demands that intrude with other spheres of life (Dejours 2012), as individuals put physical, mental, and, especially, emotional effort in their work (Robbins 2005). Workers are endowed with feelings and creativity, and there is no way to disregard the human aspect, asking them to suppress emotions and only develop the necessary inventiveness for innovations in companies (Gaulejac 2007), as both characteristics are human.

Work can become a source of illness if the individual is not able to perform the task or does not find meaning in what they do (Dejours 2012). The disconnect between the worker's desires and aspirations for intellectual, learning and psycho-affective resources also generates suffering (Mendes et al, 2009). It must be considered that suffering at work can become painful for workers and even a triggering circumstance for suicides so that even without presenting any psychological disorder, individuals succumb to the pathological relationship with work (Dejours 2012).

Appreciating the accomplishment of a given task does not necessarily imply engaging in the organization, although some characteristics assist in a greater engagement at work (Saks

2006). The type of task to be performed by the worker can generate intolerable stress and high emotional demands (Robbins & Judge 2011). For example, Burnout Syndrome occurs when workers feel emotionally, physically, or mentally depleted in the workplace (Maslach & Jackson 1981).

Mendes et al. (2019) argue that the greater the perception of little professional achievement, lack of recognition of the work performed and accentuated professional exhaustion, the greater the presence of occupational diseases. Lepold et al. (2018) state that stress in terms of social-emotional stress and loss of meaning leads to low job satisfaction. On the other hand, Job Satisfaction and Quality of Life at Work are paths that make it possible to improve occupational health (Sinval 2018). It is defended that the company evaluates the workload before submitting its employees to tasks.

Conclusions

The questionnaires help in the understanding of several dimensions within an organization. However, it is still possible to advance within the understanding of workers' satisfaction from the categories presented by them. Based on the analysis, it was possible to detect what the most covered classifications by questionnaires were, and also the most complete questionnaires in terms of the categories addressed.

Regarding Company Policies, it is recommended that managers make decisions by using parameters because it turns the work environment into a fair place and encourages company values to be aligned with workers' attitudes. Payment is the main purpose for which individuals work, so, personal success is closely related to salaries. But other factors were proven to have considerable influence in work satisfaction, such as peer relationships that are important to promote satisfaction and improve workplaces. With competitions between members, it is difficult to build cooperative behavior. Moreover, being a part of a group and fitting into it is necessary for persons to feel good.

Work has to be consistent with skills and allow individuals to grow without excessive stress. It is suggested that when analyzing job descriptions, competencies, and autonomy, freedom should be contemplated, seeking a win-win relationship for both the company and the employee. Finally, it is argued that personal life influences the workplace, as well as, the

organization interferes in private life. It is necessary to determine ways so parts complement themselves instead of negatively affect each other.

We argue that discussions of the dimensions presented here can help managers make better decisions to improve the workplace to workers and companies.

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