



## Job Satisfaction and Psychological Well-Being: A Systematic Literature Review For-Profit Companies Employees

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### Abstract

Workers are a strategic asset that determines the success and competitiveness of for-profit companies. Workers' psychological well-being is an important factor in sustaining performance. Employees tend to be more adaptive, resilient, and able to cope effectively with work-related pressures. One factor that influences psychological well-being is job satisfaction, which reflects an individual's positive evaluation of several aspects of their work. This study aims to examine the relationship between job satisfaction and psychological well-being among employees in for-profit companies through a systematic literature review (SLR). The review followed PRISMA guidelines and involved the following stages: literature identification, screening, review, synthesis of results, and discussion. The search was conducted using VOSviewer and Publish or Perish across the Google Scholar and Scopus databases. Inclusion criteria were: publications from 2021–2025, use of Ryff's psychological well-being theory, participants employed in for-profit companies, and quantitative studies with correlational designs. The findings indicate that job satisfaction has a significant positive relationship with psychological well-being. Higher job satisfaction is associated with higher psychological well-being, particularly in the dimensions of environmental mastery and personal growth. These results underscore the importance of job satisfaction as a predictor of employees' psychological well-being in for-profit companies.

Keywords: job satisfaction; psychological well-being; employees; for-profit companies; systematic literature review

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### 1. Introduction

Workers constitute a strategic asset that plays a critical role in determining organizational success and competitiveness. Within for-profit companies, employees are central to the implementation of organizational strategies and contribute directly to the achievement of corporate goals. Beyond their function as organizational assets, employees are individuals who enact work roles amid diverse psychological dynamics; therefore, psychological well-being is a key factor in sustaining performance over time [1]. Under Indonesian labor legislation, a worker is defined as any individual who performs work in exchange for wages or other forms of remuneration [2]. However, this crucial role is often accompanied by high performance demands, excessive workloads, and a competitive work environment. Such conditions can generate substantial psychological strain, including burnout, which has been shown to have a significant negative association with job performance; increases in burnout consistently contribute to declines in employee performance across sectors and organizational contexts, ultimately undermining both individual and

overall organizational [3]). Evidence further suggests that the relationship between mental health and job performance is not purely direct but is positively mediated by work engagement and employees' propensity for innovative behavior. This indicates that employees with better mental health tend to be more engaged and innovative, which in turn enhances their work performance [4]. Accordingly, this line of research offers a novel theoretical contribution to the employee behavior literature and broadens inquiry into how personal characteristics influence organizational effectiveness.

The complex interplay among job stress, job satisfaction, and presenteeism indicates that organizational stability depends heavily on the effective management of employees' psychological factors. If these dimensions are neglected, organizations face not only substantial productivity losses but also the potential for uncontrolled increases in turnover. More broadly, failure to mitigate these variables may produce long-term organizational losses, including the erosion of competent talent and operational instability [5]. Therefore, prioritizing factors that enhance employees' psychological

condition constitutes a strategic necessity for modern for-profit companies. This context underscores the importance of psychological well-being among employees.

Psychological well-being refers not simply to the absence of mental illnesses but also to individuals' positive evaluations of their quality of life, including their capacity to actualize their potential and to experience work roles as meaningful [6]. Ryff conceptualizes psychological well-being had six fundamental dimensions: self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, and personal progress [7]. High psychological well-being reflects an individual's ability to regulate emotions positively, maintain clear work-related goals, and achieve balance between job demands and personal life [8]. Employees with strong psychological well-being tend to be more adaptive to change, demonstrate greater resilience, and cope more effectively with work pressures and challenges [9]. A healthy psychological condition enables employees to sustain focus, manage stress, and preserve work motivation, thereby improving the quality of their performance. In addition, employees with high psychological well-being exhibit stronger prosocial and customer-oriented behaviors, which ultimately enhances service quality and strengthens organizational competitiveness in the long term [10]. Empirical findings also show that psychological well-being contributes significantly to improved employee performance because psychologically flourishing individuals are better able to optimize their potential in fulfilling work roles and responsibilities [11]. Hence, systematic efforts to understand and enhance employees' psychological well-being should be an inherent part of human resource management. A growing body of research identifies multiple determinants of employees' psychological well-being, one of which is job satisfaction. Job satisfaction reflects the extent to which employees hold positive evaluations of various aspects of their jobs, such as relationships with colleagues, supervisory support, and overall working conditions. Prior studies indicate that higher job satisfaction is positively associated with psychological well-being; employees who are satisfied with their jobs tend to exhibit healthier psychological functioning, greater emotional stability, and stronger capacity to manage sustained work demands [12]. Job satisfaction is commonly defined as an individual's emotional state and positive attitude toward their job, shaped through evaluative processes based on their work experiences. It reflects the degree to which employees perceive that their job fulfills their needs, expectations, and personal values [13]. Job satisfaction is not only related to job characteristics but also influences broader quality-of-life outcomes, including social relationships, perceived health, and psychological well-being [14]. Theoretically, job

satisfaction is frequently explained using Herzberg's Two-Factor Theory, which distinguishes motivator factors from hygiene factors. Motivators are intrinsic aspects of work that promote growth and self-actualization, including achievement, recognition, responsibility, and opportunities for development. Hygiene factors, in contrast, refer to extrinsic job conditions such as organizational policies, quality of work relationships, compensation systems, and the physical and social work environment. While the presence of hygiene factors may not necessarily increase satisfaction, their absence can generate dissatisfaction that adversely affects attitudes, work behaviors, and employees' psychological well-being [15].

Based on the literature, job satisfaction exerts a positive and significant influence on employees' psychological well-being. High job satisfaction indicates that individuals' work-related needs and expectations are being met, thereby fostering positive affect, comfort, and psychological health in the course of performing work. Conversely, low job satisfaction may generate dissatisfaction in task execution, potentially triggering psychological strain, reduced motivation, and disruptions to employees' psychological well-being [16]. Empirical evidence demonstrates that overall job satisfaction shows a strong positive correlation with psychological well-being ( $r = 0.47$ ), with satisfaction with coworker relationships and overall job satisfaction emerging as significant predictors [17]. Similar findings likewise indicate a positive association between job satisfaction and psychological well-being, suggesting that the higher the level of job satisfaction perceived by individuals, the better their psychological well-being [18]. Thus, psychological well-being is a crucial aspect of quality of life, including for employees within organizational settings. Employees are more likely to attain optimal performance and well-being when they experience high job satisfaction.

Psychological well-being is a key determinant of an individual's quality of life, including among employees in organizational contexts; employees can achieve optimal performance and positive well-being when their psychological well-being is high [19]. Job satisfaction represents one factor that indirectly shapes employees' psychological well-being in for-profit companies. Both intrinsic and extrinsic facets of job satisfaction contribute to psychological well-being through psychological mechanisms involved in regulating work-related emotions. Intrinsic satisfaction such as perceived work meaning and personal accomplishment appears to play a stronger role in supporting psychological well-being than extrinsic satisfaction. Nevertheless, extrinsic factors, including working conditions and rewards, also contribute, although their effects may be more limited [20]. Insufficient job satisfaction can elicit stress and

emotional exhaustion, which may impede work adaptation and negatively affect psychological well-being. Conversely, job satisfaction can enhance psychological well-being by providing psychological resources such as affective commitment, emotional attachment to the organization, and a sense of meaningful work. These resources support individuals in understanding, managing, and mastering workplace demands. Therefore, job satisfaction is an important factor in fostering employees' psychological well-being [21]. Based on the background outlined above, this study aims to review the scholarly literature and develop a clearer understanding of the influence of job satisfaction on psychological well-being among employees in for-profit companies.

## 2. Research Method and Result

### 2.1 Research Method

This study used a systematic literature review (SLR), which is a process of assessing, evaluating, and interpreting all available research findings relevant to the topic or problem being investigated. This approach enables researchers to comprehensively assess and analyze the available evidence in order to draw conclusions that are reliable and useful [22]. The SLR in this study followed five key steps: (1) literature identification, (2) selection of relevant literature, (3) literature review using a content-analysis focus, (4) synthesis of review findings, and (5) discussion of the synthesized results. The review was conducted in accordance with the PRISMA guideline. PRISMA stands for Preferred Reporting Items for Systematic Reviews and Meta-Analyses [23]. The use of the PRISMA framework in identifying and selecting studies aims to enhance the credibility, reliability, and accuracy of systematic reviews and meta-analyses. In this study, PRISMA was implemented through three stages: identification, screening, and inclusion [24].

The search for relevant journal articles was conducted using Google Scholar, ResearchGate, Scopus, and DOAJ, supported by the Publish or Perish and VOSviewer applications. These tools are big-database software that facilitate the retrieval and analysis of large volumes of scholarly publications across disciplines. The keywords utilized in the literature search included "job satisfaction," "psychological well-being," "workers," and "for-profit companies." The inclusion criteria were: original journal articles published between 2021 and 2025; studies grounded in Ryff's psychological well-being theory; participants who were employees in for-profit companies; quantitative studies with correlational designs; and consistency between the article title and the content of the discussion. The research procedure is illustrated in Figure 1.

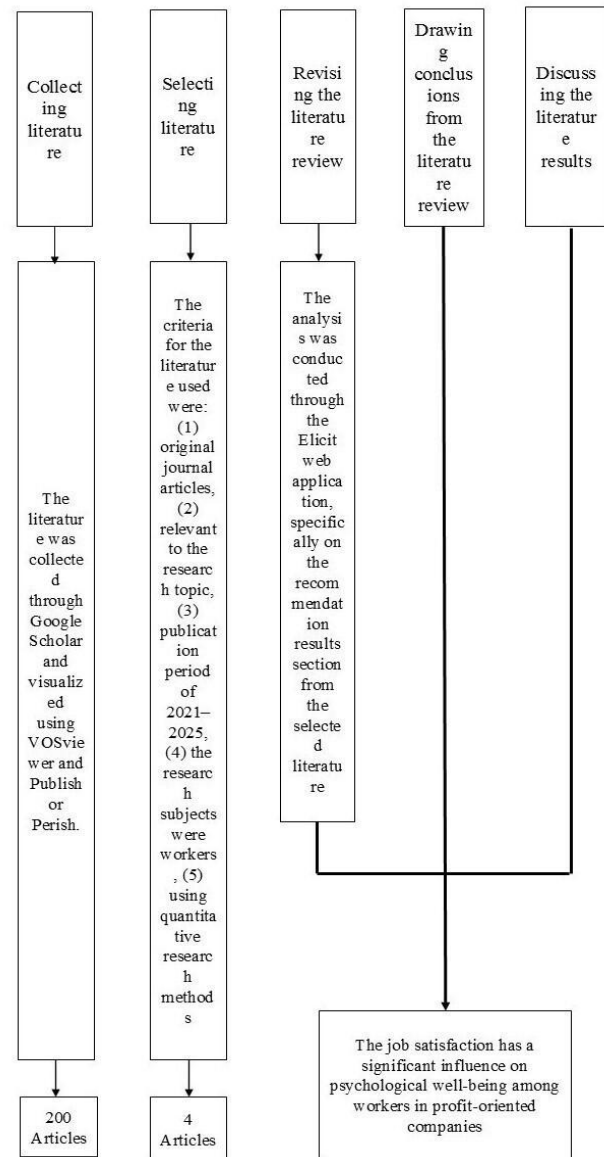


Figure 1. Systematic Literature Review Method

### 2.2 Result

The process of searching for published research articles on the internet was conducted using the VOSviewer application to identify the independent variable (X) that could influence psychological well-being as the dependent variable (Y). Based on the search results from the application, the researchers identified the social support variable as a potential predictor of psychological well-being. The next step was to conduct a literature search through the Publish or Perish application using the keywords “job satisfaction” and “psychological well-being among workers.”

The selected articles met the following criteria: original journal articles, relevant to the research topic, published between 2021 and 2025, with workers as the

research subjects, and demonstrating consistency between the title and the content of the discussion. The search results from the application yielded 200 research articles from the Google Scholar database, which were then screened, resulting in 4 articles relevant to job satisfaction and psychological well-being among workers. The stages of literature collection and selection are presented in Figure 2.

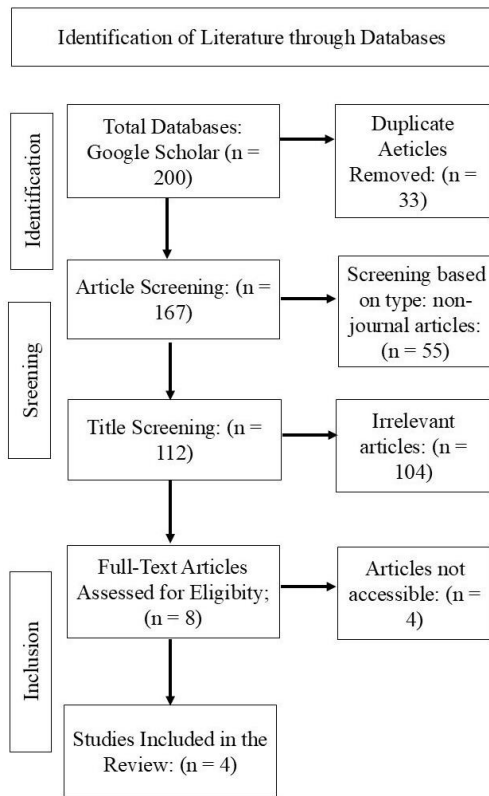


Figure 2. Stages of article collection and selection based on PRISMA

The comprehensive literature evaluation of four studies that matched the inclusion criteria revealed that job satisfaction has a positive and substantial link with psychological well-being among employees across various organizational contexts. This finding is consistent across all analyzed studies, including those conducted in start-up companies, general corporations, and information technology professionals. The research findings indicate that employees with higher levels of job satisfaction tend to have better levels of psychological well-being. Job satisfaction reflects an individual's positive evaluation of their work, which can support the individual's ability to adapt, manage work pressure, and maintain a healthy psychological condition. Furthermore, all studies employed a quantitative approach with a correlational design was used, and the majority of the references were to Ryff's theory of psychological well-being, providing consistency in the conceptual framework for understanding employee psychological wellbeing.

Psychological well-being is understood as an optimal condition encompassing aspects of self-acceptance, positive relationships, autonomy, environmental mastery, meaning in life, and personal development. Overall, the results of this review indicate that job satisfaction is an important factor that plays a role in enhancing the psychological well-being of employees in profit-oriented companies. The results of the literature review article analysis can be seen in Table 1.

Table 1. Article Analysis Table

Author	Partisipants/Method	Key Findings
E. Niadanti, H. Sunaryo, and S. Asiyah (2021)	Quantitative, correlational study using path analysis. The sample comprised 71 permanent employees of a start-up company in Malang. Psychological well-being was measured using Ryff's scale adapted by Eva et al. (2019), covering six dimensions of well-being.	Job satisfaction had a direct, positive, and significant effect on psychological well-being. In addition, job satisfaction functioned as a significant mediator linking quality of work life and work engagement with employees' psychological well-being.
S. Jaiswal and A. Ratnani (2023)	Quantitative, correlational design. Participants were 70 IT professionals employed in various IT companies in Pune, India. The study used Ryff's (2014) Psychological Well-Being Scale.	The findings indicated a moderate positive relationship between job satisfaction and psychological well-being among IT professionals. Higher job satisfaction was associated with higher levels of psychological well-being.
M. S. R. Fanani (2024)	Quantitative Correlational approach. The sample consisted of 70 permanent employees working at PT X in Surabaya. Psychological well-being was measured using an instrument based on Ryff's theory.	Results showed a positive correlation coefficient, indicating that the two variables are positively related: when job satisfaction is high, psychological well-being also tends to be high.
P. L. Sati and U. A. Izzati (2025)	Quantitative, correlational design. Participants were 120 office employees at PT.X. Psychological well-being was assessed using Carol Ryff's (1995) scale.	Both variables were normally distributed, and there was a positive and significant relationship between job satisfaction and psychological well-being. Thus, job satisfaction is associated with employees' psychological well-being.

### 3. Discussions

Research on psychological well-being among employees in for-profit companies has become increasingly relevant in response to rising work demands, target pressures, and competitive organizational dynamics. Work environments characterized by high production demands and long working hours, and continuously escalating performance standards may generate occupational stress and psychological fatigue when not balanced by supportive working conditions. Therefore, understanding factors associated with employees' psychological well-being is essential.

Psychological well-being refers to an individual's aptitude to accept themselves favorably, maintain constructive connections with others, remain autonomous while under duress, handle their environment successfully, follow clear life goals, and continuously enhance their personal potential. [25]. In the workplace, psychological well-being is reflected in positive feelings toward work, emotional stability, and employees' ability to respond adaptively to job demands and challenges. Employees with higher psychological well-being tend to experience more positive affect, greater life satisfaction, and stronger capacity to perform their work roles optimally.

One factor influencing psychological well-being among employees in for-profit companies is job satisfaction. Job satisfaction has been shown to be positively and significantly associated with psychological well-being; in other words, the higher the level of job satisfaction employees perceive, the higher their psychological well-being tends to be [26]. This relationship may be interpreted to suggest that job satisfaction strengthens the positive contribution of quality of work life to employees' psychological well-being in for-profit settings. Employees with high job satisfaction are more likely to experience a better quality of work life, which in turn may enhance their psychological well-being at work [27]. When employees experience satisfaction with aspects such as the work itself, collegial relationships, the work environment, supportive leadership, and appropriate compensation, their psychological well-being is also likely to be higher [28]. Conversely, lower job satisfaction is associated with lower psychological well-being [29].

The consistency of these findings indicates that employees who are satisfied with various facets of their work such as working conditions, compensation, relationships with colleagues, and opportunities for development tend to report higher psychological well-being. This unidirectional pattern suggests that improvements in one variable are likely to be accompanied by improvements in the other. Consistent with other studies, job satisfaction contributes simultaneously to employees' psychological well-

being, implying that psychological well-being may be higher when multiple supportive factors operate together rather than in isolation. Evidence further suggests that employees' psychological well-being is enhanced when they are able to develop their potential, supported by work engagement and job satisfaction. Higher psychological well-being, in turn, is associated with increased productivity and creativity, reduced fatigue, and greater happiness in the workplace [30].

The current review is consistent with previous research revealing a link between job satisfaction and psychological well-being among employees, indicating that the two constructs are closely interconnected in work contexts [31]. These findings reinforce the view that job satisfaction and psychological well-being are strongly related. One relevant dimension of psychological well-being in workplace settings is autonomy; higher levels of job autonomy have been found to improve employees' well-being at work [32]. Other research reports that socioeconomic conditions do not significantly influence either job satisfaction or psychological well-being [33]. Studies in the information technology sector also show a positive and significant association between psychological well-being and job satisfaction, with organizational commitment functioning as a mediating variable that strengthens this relationship. Specifically, employees with better psychological well-being tend to exhibit stronger organizational commitment, which is subsequently associated with higher job satisfaction [34]. Additional findings support these results by showing that work engagement is favorably associated to innovative work behavior, and that innovative work conduct positively promotes job satisfaction and employees' psychological well-being [35]. The findings of this study are similar with prior SLR research, which has shown that psychological well-being is influenced by a variety of external influences, including social support. This implies that ambient variables, in addition to individual internal elements, have an impact on psychological well-being [36].

Although this review provides consistent evidence of a positive association between job satisfaction and psychological well-being among employees in for-profit companies, several limitations should be considered. First, most studies included in the SLR used correlational designs, which precludes definitive causal conclusions regarding the link between occupational happiness and psychological well-being. Second, several research used small sample sizes, which may restrict the findings' representativeness for larger employee populations. Future research should use longitudinal or experimental approaches to investigate causal relationships between job satisfaction and psychological well-being. In addition, employing larger and more diverse samples across multiple industry sectors would improve the

generalizability of the evidence. Such efforts would provide more comprehensive insights into the factors shaping employees' psychological well-being.

#### 4. Conclusions and Suggestions

##### 4.1. Conclusions

Based on the systematic literature review, It can be stated that job satisfaction has a positive and significant relationship with the psychological well-being of employees in for-profit companies. Employees who are satisfied with multiple aspects of their work such as working conditions, relationships among colleagues, supervisory support, and compensation tend to report higher levels of psychological well-being. This pattern indicates that improvements in job satisfaction are likely to be accompanied by improvements in psychological well-being. Employees' psychological well-being is reflected in positive feelings toward work, emotional stability, and the capacity to respond adaptively to work demands and challenges. Employees with strong psychological well-being are more able to perform their work roles optimally and are more likely to demonstrate creativity, productivity, and higher day-to-day satisfaction. In addition, the findings suggest that job satisfaction can operate as the mediating factor that strengthens the effects of the impact of job quality and involvement on psychological well-being. The consistent pattern of results underscores job satisfaction as a key determinant of employees' psychological functioning, suggesting that organizational attention to job satisfaction may represent an effective strategy for enhancing well-being in the workplace.

##### 4.2. Suggestions

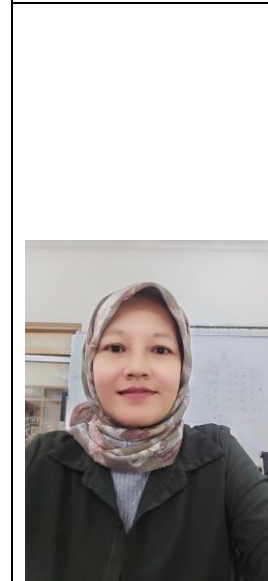
Based on the results of this study, companies are advised to boost employee job satisfaction by creating a supportive work environment, implementing a fair compensation system, and fostering positive working relationships between supervisors and colleagues. Efforts to improve job satisfaction can serve as a preventive strategy for sustaining and improving the psychological well-being of workers.

Future scholars should broaden their research by taking into account other variables that may potentially influence psychological well-being, as well as employing longitudinal or experimental designs to obtain a deeper understanding of the causal relationships among variables.

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