**A Review of the Global Trends in Job Satisfaction**.

**Abstract**

This study explores recent global trends in job satisfaction, examining key drivers, regional disparities and emerging workforce dynamics. Adopting a descriptive research design, the study synthesizes secondary data from Gallup (2024), Statista (2025), and national sources such as Statistics Canada and the U.S. Centers for Disease Control and Prevention. These datasets were selected based on their methodological rigor, geographic diversity and relevance to key workplace indicators. Data were synthesized using thematic summary of emerging trends from the harmonized data. Findings reveal a complex picture: while approximately two-thirds of the global workforce report general job happiness, only a small proportion, around 18%, are highly satisfied with their organizations. Notably, countries like Canada and those in Northern Europe display higher satisfaction rates (above 80%), driven by strong workplace policies, social protections and work-life balance initiatives. In contrast, job dissatisfaction persists in regions like the United States and parts of Europe, where issues such as poor work-life balance, limited career progression, and job insecurity are prevalent.

Company size and organizational structure also influence satisfaction levels, with larger firms generally outperforming smaller ones due to better resources and advancement opportunities. Remote work and flexible scheduling are increasingly important, with 67% of remote workers reporting satisfaction, though accompanied by rising stress levels. Gender disparities persist, with men consistently reporting higher satisfaction than women, especially in areas such as sick leave policies.

The study concludes by emphasizing the need for strategic organizational interventions to improve job satisfaction, including investment in employee development, promotion of flexible work, competitive compensation and inclusive workplace cultures. Addressing these factors can enhance employee engagement, reduce turnover and improve organizational performance. Recommendations include promoting gender equity, monitoring satisfaction through regular surveys and adapting workplace policies to align with the evolving needs of a diverse and dynamic global workforce.

**Keywords**: Job satisfaction, Employee engagement, Job happiness, Organizational culture, Global workforce trends

# Introduction

Job satisfaction remains a central topic of investigation among scholars, human resource practitioners, and organizational leaders due to its profound implications for employee well-being, workplace productivity, and organizational sustainability (Spector, 2022; Judge, et. al., 2022). As a multidimensional construct, job satisfaction reflects the extent to which employees feel fulfilled and content in their roles, encompassing a wide range of intrinsic and extrinsic factors. These include the nature of the job itself, the physical and social work environment, compensation, job security, opportunities for career development, managerial support, and work-life balance (Nurjanah & Suherman, 2022).

In today’s increasingly globalized, digitized, and rapidly evolving work landscape, job satisfaction is more crucial than ever. Organizations face heightened competition for talent and are under pressure to foster positive work environments that attract, motivate, and retain high-performing employees. Numerous studies show that high levels of job satisfaction are associated with increased organizational commitment, reduced turnover, lower absenteeism, and enhanced mental health (Luo, et. al., 2024). Moreover, satisfied employees are more likely to engage in proactive behavior, contribute to innovation, and support organizational goals (Elamin, *et. al.*, 2024).

Given the rise of remote and hybrid work models, shifts in employee values post-pandemic, and the growing emphasis on workplace flexibility and well-being, organizations must adopt a holistic approach to employee satisfaction. This includes regularly assessing job satisfaction drivers, addressing workplace stressors, and aligning job roles with employee strengths and career aspirations (Wang, et. al., 2024). Doing so not only fosters a healthier workforce but also builds a resilient and competitive organization.

Historically, job satisfaction research has most often examined factors such as compensation, job security, and relationships with coworkers (Hur, 2019). However, in recent years, the scope has expanded to include the influence of organizational culture, leadership styles, technological advancements, and shifting societal norms on employees' job satisfaction levels (Kuvaas et al., 2022). Furthermore, with the rise of remote working, flexible work schedules, and gig economy jobs, there has been a paradigm shift in how job satisfaction is perceived and measured across different sectors and regions (Sun, et. al., 2025).

Job satisfaction remains a key priority for organizations globally, but factors influencing it vary by geography, industry, and organizational context. In developed economies, elements such as work–life balance, corporate culture, and employee benefits are among the most significant drivers of job satisfaction (Inegbedion, 2024; Kelliher & Richardson, 2019). In contrast, in developing economies, access to job security and fair compensation tends to take precedence (ADP Research Institute, 2024).

As such, understanding the global trends, determinants, and implications of job satisfaction is crucial for improving employee engagement, fostering a positive work environment, and enhancing organizational outcomes across diverse cultural and economic contexts (Wang et al., 2024). This study aims to provide an in-depth review of global job satisfaction by exploring the empirical evidence and trends in this field, the study seeks to contribute valuable insights into the factors that shape job satisfaction globally and offer recommendations for organizations striving to improve employee well-being and performance.

# 2. Literature review

## 2.1 Conceptual Review on Job Satisfaction

Job satisfaction refers to the degree to which employees feel content with their jobs and work environment. It is a multidimensional construct that encompasses various factors, including but not limited to, the nature of the work itself, the work environment, interpersonal relationships, compensation, career opportunities, job security, and work-life balance. Job satisfaction is a critical determinant of organizational outcomes, influencing employee performance, motivation, and overall well-being (Hur, 2019). It has gained significant attention from scholars, organizations, and policymakers alike, due to its profound impact on productivity, retention, and the overall success of organizations (Bakker, et. al., 2023).

Job satisfaction is a complex and multifaceted concept that influences various organizational and individual outcomes, such as employee productivity, retention, and well-being. It refers to the extent to which employees feel positive or negative about their jobs, including different aspects like work tasks, compensation, work environment, relationships with coworkers and supervisors, and opportunities for career advancement (Locke, 1976). Job satisfaction is critical because it not only affects individual employees' well-being but also has a significant impact on organizational outcomes such as performance, turnover, and organizational commitment.

The satisfaction an individual experiences can be divided into two dimensions: intrinsic and extrinsic satisfaction. Intrinsic satisfaction pertains to the personal gratification one gets from performing meaningful work, such as the enjoyment of completing a challenging task, receiving recognition, and having opportunities for personal growth. Extrinsic satisfaction is related to external rewards or conditions such as salary, job security, benefits, and work-life balance (Herzberg, 1959). The combination of these intrinsic and extrinsic factors influences overall job satisfaction.

In modern work environments, job satisfaction has gained new dimensions due to shifts in work patterns. The rise of remote work, flexible work arrangements, the gig economy, and the increasing importance of work-life balance have all contributed to changes in employees' perceptions of job satisfaction (Wang, et al., 2021). These evolving dynamics require organizations to continuously adapt their policies to meet the changing needs of employees and foster a work environment that encourages satisfaction and retention.

Several factors influence job satisfaction, and they vary in significance based on individual preferences, organizational settings, and cultural contexts. Compensation and Benefits are among the most discussed determinants. Fair and equitable compensation for the work performed is fundamental in determining job satisfaction, as employees often equate pay with the value of their contributions to the organization (Spector, 2022).

Work-Life Balance is another key determinant that has gained prominence in recent years, particularly with the rise of remote work and flexible work arrangements (Wang, et al., 2021). Employees who experience a balance between their work and personal life tend to report higher job satisfaction. Job Security also plays a critical role, particularly in developing economies, where employees prioritize stable employment as a significant source of job satisfaction (Singh & Gupta, 2020).

Leadership Styles have been found to significantly impact job satisfaction. Transformational leaders, who inspire and motivate their employees, tend to create an environment that fosters job satisfaction (Kuvaas et al., 2022). On the other hand, organizational culture plays an equally important role in shaping employees' attitudes toward their jobs. A positive organizational culture, characterized by open communication, trust, and support, is associated with higher levels of job satisfaction (Inegbedion, 2024).

Various methods have been developed to measure job satisfaction. Self-report questionnaires such as the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) are widely used in organizational settings to assess employees' satisfaction with different job aspects. These tools focus on assessing intrinsic and extrinsic factors such as autonomy, task variety, pay, and working conditions. While self-report measures are commonly used, they are often criticized for being subjective and influenced by individual biases (Spector, 2022).

Job satisfaction is strongly linked to employee performance and organizational outcomes. Satisfied employees are generally more motivated, engaged, and productive, which contributes to the overall success of an organization (Judge, et. al., 2022). Furthermore, Job satisfaction has been shown to reduce employee turnover rates, absenteeism, and burnout, fostering a more stable and productive workforce (Luo, et. al., 2024). Additionally, job satisfaction has implications for employee well-being, influencing both mental and physical health. Employees with higher job satisfaction tend to report better overall health, fewer stress-related illnesses, and a better work-life balance.

The evolving work environment, marked by technological advancements, globalization, and the rise of the gig economy, has altered the landscape of job satisfaction. Remote working and flexible work arrangements have become increasingly important factors influencing employee satisfaction, particularly after the COVID-19 pandemic (Wang, et al., 2021). Moreover, the gig economy has reshaped the way work is structured, leading to new challenges and opportunities for job satisfaction. Workers in gig jobs often face issues such as job insecurity and lack of benefits, yet they also enjoy flexibility and autonomy (Sun, et. al., 2025).

## 2.2 Theoretical Frameworks of Job Satisfaction

Over the years, different theoretical frameworks have emerged to explain the drivers and outcomes of job satisfaction. Below is a review of key theories that have significantly contributed to the conceptualization and measurement of job satisfaction.

**2.2.1 Herzberg’s Two-Factor Theory**: One of the earliest and most influential models of job satisfaction is Herzberg's Two-Factor Theory (Herzberg**,** 1959). Herzberg posited that job satisfaction is influenced by two distinct factors: motivators and hygiene factors. Motivators, such as achievement, recognition, the work itself, and personal growth opportunities, lead to higher satisfaction and are associated with intrinsic job aspects. In contrast, hygiene factors, such as salary, job security, working conditions, and relationships with colleagues, do not necessarily lead to satisfaction but their absence can cause dissatisfaction. Herzberg’s theory has been widely applied in various studies, particularly in examining the impact of intrinsic and extrinsic factors on employee satisfaction (Bakker et al., 2023).

**2.2.2 Maslow’s Hierarchy of Needs**: Another foundational theory that has been widely used in understanding job satisfaction is Maslow's Hierarchy of Needs developed in1943. Maslow suggested that individuals are motivated by a progression of needs, starting from basic physiological needs to more complex psychological and self-fulfillment needs. According to this theory, once basic needs such as salary and job security are met (the lower levels), employees begin to seek higher-level needs such as esteem, self-actualization, and meaningful work. In the context of job satisfaction, Maslow’s theory emphasizes the need for organizations to provide opportunities for career growth, recognition, and meaningful engagement to satisfy employees at higher levels. Nurjanah & Suherman (2022) referenced Maslow’s theory in their work, linking higher job satisfaction to fulfillment of self-actualization needs, which are often satisfied through job enrichment and career development opportunities.

**2.2.3 Job Characteristics Model (JCM):** The Job Characteristics Model (JCM) by Hackman and Oldham **i**n1976**,** offers another influential framework for understanding job satisfaction. The model proposes that job satisfaction is a function of five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. When these job characteristics are high, employees are more likely to experience greater satisfaction and motivation, which in turn positively affects job performance. This model has been widely adopted to evaluate how specific aspects of job design impact satisfaction and motivation (Kuvaas, et. al., 2022). For instance, Zhao, Li & Shields (2022) used the JCM framework to study how job autonomy and task variety affect employee satisfaction in the public sector, finding that the autonomy to make decisions and diverse tasks were strong predictors of job satisfaction.

**2.2.4 Social Exchange Theory (SET)**: Social Exchange Theory (SET) by Blau in 1964 has also been applied to understand job satisfaction, focusing on the reciprocity of exchanges between employees and their organizations. According to SET, employees who perceive that their organization provides them with fair rewards (such as salary, benefits, and work conditions) are likely to reciprocate by demonstrating higher levels of job satisfaction and commitment. This theory emphasizes the importance of perceived fairness and equity in the workplace. Spector (2022) for example used SET to explain the relationship between organizational justice and job satisfaction, suggesting that when employees feel fairly treated and that their contributions are recognized, they report higher satisfaction levels.

**2.2.5 Equity Theory**: Equity Theory by Adams in 1963 posits that employees compare their job inputs (such as effort, skills, and time) to the rewards (such as salary, recognition, and career opportunities) they receive from the organization. If they perceive an imbalance or inequality in this exchange, it leads to dissatisfaction. In contrast, employees who feel that their efforts are fairly rewarded experience higher satisfaction levels. Research by Kuvaas et al. (2022) and Singh & Gupta (2020) demonstrates the relevance of Equity Theory in explaining job satisfaction in various sectors, highlighting how perceptions of fairness in compensation and promotion opportunities affect satisfaction.

## 2.3 Empirical Review

Anh et al. (2019) conducted a comprehensive study examining job satisfaction among employees in a developing economy using matched employer–employee survey data from Vietnam. The findings revealed that in developing countries, job satisfaction is strongly influenced by factors such as job security, fair compensation and training opportunities. By contrast, studies in developed economies often highlight the importance of work-life balance, organizational culture and career development as key determinants of satisfaction (Bryson et al., 2021; Kelliher et al., 2022). The research by Anh et al. suggests that socioeconomic context significantly shapes the priorities and expectations of employees, with workers in developing economies valuing economic stability more heavily. This underscores the evolving landscape of job satisfaction globally, shaped by both economic development and labor market dynamics.

Kuvaas et al. (2022) examined the impact of different leadership styles on employee job satisfaction and revealed that transformational leadership characterized by inspiration, intellectual stimulation and individualized consideration, has a strong positive correlation with employee job satisfaction. This style of leadership motivates employees by aligning organizational goals with personal values and aspirations. In contrast, transactional leadership, which relies on structured tasks, performance monitoring and reward systems, was found to have a weaker and sometimes inconsistent relationship with job satisfaction outcomes. These findings are supported by other empirical studies. For example, Jha (2014) showed that transformational leaders enhance employees’ emotional commitment and organizational citizenship behaviors through increased trust and psychological empowerment. Similarly, Nguyen et al. (2022) found that transformational leadership significantly improves employee job satisfaction by creating a supportive work environment and facilitating open communication. A comprehensive meta-analysis conducted by Cho et al. (2019) also confirmed that transformational leadership has a greater impact on satisfaction compared to transactional leadership across various cultural and organizational settings.

Moreover, a study by Breevaart and Bakker (2020) emphasized that transformational leaders who empower and appreciate employees contribute to increased job engagement and psychological well-being, both of which are closely associated with satisfaction. Collectively, these studies suggest that leadership style is a critical determinant of employee job satisfaction, and organizations should prioritize leadership development programs that promote transformational behaviors in order to boost employee morale and improve retention. Nurullisa et al. (2025) found that work environment, compensation and leadership significantly influence job satisfaction, with work motivation acting as a key mediating factor while Jessica et al. (2023) examined how work environment and work-life balance affect job satisfaction, with work stress serving as a mediating factor. Their findings reveal that a positive work environment and balanced personal-professional life reduce stress levels, thereby enhancing job satisfaction among employees across different organizational contexts.

Spector (2022) authored a comprehensive book on job satisfaction, exploring its applications, assessments, causes, and consequences. Spector emphasized that job satisfaction is not only influenced by organizational factors but also by personal characteristics such as temperament, personality traits, and individual work experiences. The book outlines various models and measurement tools for assessing job satisfaction, including the Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ). Spector concluded that job satisfaction has wide reaching consequences, affecting job performance, absenteeism, turnover, and overall organizational commitment. The book advocates for organizations to use reliable assessment tools to understand employee satisfaction levels and to take action on the results.

**3. Methodology**

This study uses descriptive research design based on the thematic synthesis of secondary data drawn from reputable global and national sources to identify and analyze recent trends in job satisfaction. The main sources of data are the 2022 report from U.S. Centers for Disease Control and Prevention (Ray & Pana‑Cryan, 2022), the 2024 report from Gallup international association (Gallop, 2024), the 2024 report from Statistics Canada (Statistics Canada, 2024) and the 2025 report from Statista (Statista, 2025). Gallup global workplace survey results from over 100 countries, using stratified random sampling and telephone or face-to-face interviews. Statista (2025) is an aggregated survey data on workforce policies, including gender disparities and satisfaction with workplace benefits. Statistics Canada uses data from the Labour Force Survey (LFS) and related modules to assess job satisfaction levels across Canadian regions. The U.S. Centers for Disease Control and Prevention reports on work-related stress and remote work experiences among American workers.

The selected datasets used in this study were quantitative metrics on job satisfaction, disaggregated by region, gender or company size; published between 2022 and 2025. Data were analysed using thematic summary of emerging trends from the synthesized data. As a secondary data-based study, findings are thus limited by the methodological constraints of the original data source and causality cannot be established due to the non-experimental nature of the study.

**4. Global Trends in Job Satisfaction**

Recent global surveys reveal mixed trends in job satisfaction across regions and demographic groups. According to Gallup (2024), approximately two-thirds of the global working population report being happy with their jobs, although only half express satisfaction with their compensation. Notably, Gallup’s 2024 survey also indicates that just 18% of employees are *extremely satisfied* with their organizations, suggesting that while general satisfaction exists, it often falls short of the highest levels of fulfillment.

In Canada, data from Statistics Canada (2024) show a relatively high job satisfaction rate: 80% of employed Canadians aged 15 to 69 rate their satisfaction between 7 and 10 out of 10. This high satisfaction correlates with positive outcomes in areas such as mental health, financial wellbeing, and productivity.

Across Europe, satisfaction varies widely by region. Northern European countries consistently report job satisfaction rates above 80%, reflecting differences in workplace policies, employee protections, and societal values (Gallup, 2024).

Company size plays a significant role in shaping employee satisfaction. Research by Statista (2025) finds that satisfaction levels tend to increase with company size. For instance, employees at firms with fewer than 50 workers report average satisfaction levels of 2.5 (on a 5-point scale), while those at organizations with more than 10,000 employees report significantly higher levels. This trend is likely linked to better resources, advancement opportunities, and formalized HR structures in larger organizations. Further, Bentley et al. (2012) identifies key factors contributing to job satisfaction globally: impactful work, opportunities for career growth, ethical employer conduct, and competitive compensation. These elements consistently rank high across various regions and industries.

In the United States, job satisfaction presents more challenges. Gallup (2024) reports that only 52% of employees are satisfied with career progression, while 63% express dissatisfaction with their current roles, primarily due to concerns around work-life balance and job security. Alarmingly, the same report notes that just 13% of European employees are highly engaged at work, with widespread feelings of detachment. Also, 85% of global respondents in Gallup’s survey admitted to disliking their jobs, illustrating the significant challenge employers’ face in fostering a satisfied and engaged workforce.

Workplace flexibility and remote working arrangements have become increasingly influential. According to data derived from the CDC, remote work is linked with higher job satisfaction. About 67% of remote workers report increased job satisfaction, despite a concurrent rise in job-related stress. Additionally, flexible scheduling shows significant benefits: 55-60% of employees with flexible hours report improved work-life balance. However, the perceived job security appears stronger among on-site workers (Ray & Pana‑Cryan, 2022). Interestingly, while remote workers tend to report higher satisfaction with their work environment, on-site employees perceive greater job security.

Job satisfaction also varies by gender, with men reporting slightly higher satisfaction levels (64%) compared to women (60.1%). The disparity is particularly evident in areas such as sick leave policies, where 60.4% of men report satisfaction compared to just 51% of women (Statista, 2025). These differences underscore the need for gender-sensitive workplace policies to promote equity and inclusiveness.

## 5. Conclusion and recommendation

The study examined global trends and factors influencing job satisfaction, highlighting the multifaceted nature of this concept and its critical role in shaping organizational success. As organizations navigate the complexities of a rapidly changing work environment, the study revealed that job satisfaction is influenced by various elements, including work environment, compensation, job security, career development, and organizational culture. The research also underscored the impact of factors such as company size, remote work, and flexibility on employee satisfaction across different regions. While some areas, such as Northern Europe and Canada, report high levels of job satisfaction, challenges remain in regions like the U.S. and parts of Europe, where issues like work-life balance and career progression persist.

Furthermore, the study emphasized the growing significance of flexible working arrangements and remote work, which have become increasingly important in shaping job satisfaction globally. The gender divide in job satisfaction was also highlighted, with men generally reporting higher satisfaction levels than women, particularly in areas such as sick day policies. The findings suggest that organizations must continue to adapt to the changing dynamics of the global workforce and prioritize factors that enhance employee well-being, engagement, and performance.

In conclusion, this review provides valuable insights into the determinants and trends shaping job satisfaction worldwide. It offers recommendations for organizations aiming to improve employee satisfaction, such as fostering a positive work environment, ensuring competitive compensation, promoting career development opportunities, and embracing flexible work arrangements. By addressing these factors, organizations can enhance employee morale, reduce turnover, and ultimately achieve improved organizational outcomes. Based on the conclusion, the study recommends that;

1. Invest in Employee Development: Organizations should prioritize offering career development programs and opportunities for advancement to help employees grow professionally and feel valued in their roles. This could include training, mentorship, and clear pathways for promotion.
2. Enhance Work-Life Balance: With increasing demand for flexible work arrangements, companies should offer more options for remote work and flexible schedules to accommodate diverse employee needs, improving satisfaction and retention.
3. Provide Competitive Compensation and Benefits: Ensuring that employees are fairly compensated for their work is crucial to maintaining high levels of job satisfaction. Organizations should regularly review their compensation packages and consider nonmonetary benefits such as healthcare, wellness programs, and vacation time.
4. Cultivate Positive Organizational Culture: Creating a positive, inclusive, and supportive organizational culture can foster greater job satisfaction. Companies should prioritize open communication, recognition programs, and support for work-life integration.
5. Address Gender Disparities: Organizations should take measures to address the gender divide in job satisfaction, particularly in areas like sick leave policies and career progression. Promoting gender equality through policies and initiatives that support equal opportunities for all employees is essential.
6. Regularly Assess Job Satisfaction: Organizations should implement regular employee surveys to assess satisfaction levels, identify potential issues, and take proactive steps to address concerns before they lead to higher turnover or decreased morale.

**Disclaimer (Artificial intelligence)**

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

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