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Analysis of Organizational Psychology Perspective in Human Resource Management to Improve Job Satisfaction

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ABSTRACT

Purpose: This study examines the integration of organizational psychology perspectives into human resource management (HRM) to enhance job satisfaction. It examines the psychological factors influencing employee motivation, engagement, and well-being, emphasizing the role of leadership, workplace culture, and HRM strategies in creating a supportive and productive work environment.

Research Method: This study adopts a systematic literature review (SLR) approach, synthesizing findings from various disciplines related to HRM and organizational psychology. The research analyzes existing literature to identify key theoretical frameworks, best practices, and psychological insights contributing to job satisfaction. Sources were selected from reputable databases, including Elsevier, Emerald, Wiley, and Springer, to ensure the study's reliability and academic rigor.

Results and Discussion: The findings highlight that motivational factors, such as autonomy, recognition, and career development, significantly contribute to job satisfaction. Additionally, leadership style plays a crucial role, as transformational leadership fosters higher motivation and engagement than transactional approaches. A positive organizational culture that promotes fairness, well-being, and inclusion enhances employee commitment and reduces turnover. The study further supports Herzberg's Two-Factor Theory, confirming the importance of both intrinsic and extrinsic factors in shaping job satisfaction.

Implications: This study offers practical and managerial insights for organizations seeking to enhance their HRM strategies through psychological approaches. It suggests adopting employee-centered policies, including flexible work arrangements, well-being programs, and leadership development initiatives. Future research should focus on empirical validation and explore technology-driven HRM models in diverse industries.

Keywords: organizational psychology; human resource management; job satisfaction; leadership; workplace culture.

Introduction

In today's highly competitive and rapidly evolving business environment, human resource management (HRM) has become a crucial strategic function that significantly influences organizational success and sustainability. Traditionally, HRM was primarily viewed as an administrative function concerned with recruitment, compensation, and compliance (Ahammad *et al.,* 2018). However, as businesses increasingly recognize the central role of human capital in driving innovation, productivity, and long-term competitive advantage, the scope of HRM has expanded to encompass broader strategic objectives (Agustian *et al.,* 2023). Modern organizations recognize that the effectiveness of their workforce is directly correlated with their ability to adapt to market dynamics, foster innovation, and sustain long-term growth. This paradigm shift has increased the emphasis on psychological and behavioral dimensions in HRM, particularly employee motivation, engagement, and job satisfaction. Integrating organizational psychology into HRM has garnered substantial attention, as it offers more profound insights into how psychological factors such as leadership styles, motivation, workplace culture, and job design impact employee attitudes and behaviors (Rudolph *et al.,* 2021). Job satisfaction, in particular, has been recognized as a fundamental determinant of workforce stability and efficiency, as it influences key organizational outcomes, including turnover rates, absenteeism, productivity, and overall job performance (Judge *et al.,* 2020). Employees who perceive their work environment as supportive, equitable, and fulfilling are likelier to remain engaged, committed, and motivated to contribute to the organization's success. As a result, organizations that incorporate psychological principles into HRM frameworks tend to experience higher levels of employee well-being, improved retention rates, and enhanced overall performance, reinforcing the growing importance of integrating organizational psychology into HRM practices.

Despite the well-established link between job satisfaction and organizational effectiveness, many organizations continue to face persistent workforce-related challenges, including increasing work-related stress, burnout, declining employee engagement, and dissatisfaction with working conditions. The intensification of job demands, driven by globalization, technological advancements, and evolving performance expectations, has placed additional pressure on employees, leading to a decline in overall job satisfaction and well-being (Langan-Fox, 2005). As job roles become increasingly complex and performance metrics become more demanding, employees often experience job dissatisfaction due to excessive workloads, a lack of autonomy, limited career progression, and inadequate support from management (Johari *et al.,* 2018). Additionally, HRM strategies vary widely across industries and cultural settings, with some sectors, such as hospitality and education, effectively incorporating psychological insights to enhance employee well-being (Martínez-Falcó *et al.,* 2024). In contrast, others continue to rely on outdated management techniques that fail to address the psychological needs of employees. While traditional HRM frameworks primarily focus on structural and policy-driven approaches, they often overlook the critical psychological elements that influence employee satisfaction and workplace commitment. Inadequate attention to these factors has led to widespread dissatisfaction, disengagement, and increased turnover in many industries (Azeem *et al.,* 2020). The growing complexity of workforce management necessitates reassessing HRM strategies that integrate psychological perspectives to create more sustainable and holistic approaches to employee satisfaction. Addressing these challenges requires a nuanced understanding of how psychological

mechanisms interact with HRM policies to influence job satisfaction and organizational commitment, ultimately ensuring a healthier, more engaged, and more productive workforce.

Recent studies highlight the crucial role of HRM in enhancing organizational performance and job satisfaction, emphasizing its significant impact on employee engagement and overall productivity (Pratama & Waskito, 2025). Research identifies key determinants of job satisfaction and organizational commitment, including professional growth opportunities, a supportive work environment, and fair compensation (Faeq & Ismael, 2022). The hospitality industry benefits from HRM strategies prioritizing employee engagement and job satisfaction, leading to more outstanding organizational commitment (Pamungkas & Berliyanti, 2024). Organizations that emphasize human capital development gain a competitive edge and achieve sustainable long-term success (Faeq & Ismael, 2022). These findings underscore the importance of HRM approaches that prioritize employee well-being and job satisfaction in enhancing individual and organizational outcomes. Integrating psychological insights into HRM has been increasingly recognized for its impact on workplace dynamics. Psychological theories provide valuable frameworks for understanding employee motivation, behavior, and satisfaction (Asti *et al.,* 2024). Research identifies workload, organizational culture, and leadership styles as key determinants of job satisfaction (Jumawan & Fauzan, 2024). Occupational psychology principles, such as transformational leadership, effective job design, and supportive workplace culture, have been linked to improved individual and organizational performance (Wahyuni, 2024). Moreover, sustainable HRM practices have a positive influence on job satisfaction, with organizational identification and national culture serving as moderating factors (Wojtczuk-Turek *et al.,* 2024).

While extensive research has established the critical role of HRM in enhancing job satisfaction and overall organizational performance, existing studies often examine HRM practices and psychological principles in isolation rather than as an integrated framework. Prior research has effectively identified professional growth, leadership styles, and work environment determinants of employee satisfaction (Faeq & Ismael, 2022). However, these studies adopt a managerial or a psychological perspective without systematically bridging the two disciplines to develop a holistic HRM approach that incorporates psychological insights into job satisfaction strategies. Furthermore, while some studies explore the moderating effects of national culture and organizational identification on HRM effectiveness (Wojtczuk-Turek *et al.,* 2024), they remain primarily sector-specific and lack broader generalizability across different industries and organizational structures. Although psychological theories such as transformational leadership and occupational psychology principles—have been linked to improved employee engagement and motivation (Wahyuni, 2024), there remains a limited focus on how these theories can be systematically integrated into HRM frameworks to create sustainable models of job satisfaction. Empirical research often lacks longitudinal studies that assess the long-term impact of psychologically driven HRM strategies on employee well-being and organizational commitment. These gaps underscore the need for a comprehensive systematic literature review (SLR) that synthesizes insights from HRM and organizational psychology, providing a more cohesive and interdisciplinary understanding of how psychological principles can be effectively embedded into HRM practices to enhance job satisfaction across diverse work environments.

This study provides a novel contribution by systematically integrating human resource management (HRM) and organizational psychology to enhance job satisfaction. Unlike previous research that examines these areas separately, this study adopts a systematic literature review (SLR) approach to develop a more comprehensive framework for understanding how psychological insights

can be effectively applied within HRM strategies. While existing studies acknowledge the influence of psychological factors on job satisfaction, they often lack structured integration of these insights into HRM models across industries. Additionally, much of the literature remains fragmented, focusing on specific sectors without addressing the broader applicability of psychological theories in HRM. By synthesizing findings from various disciplines, this study identifies key psychological factors—such as motivation, leadership, and workplace culture that significantly impact job satisfaction and employee engagement. It also explores how organizations can develop HRM frameworks that systematically apply psychological principles to foster a more supportive and productive work environment. To address these gaps, this study examines how organizational psychology perspectives can be integrated into HRM strategies to enhance job satisfaction. It identifies the psychological factors that most influence employee motivation and engagement. The objective is to review and synthesize existing literature, identify best practices, and provide evidence-based recommendations for HRM policies that promote long-term employee well-being. By employing a rigorous SLR methodology, this research aims to contribute theoretically and practically to HRM, offering organizations a more structured approach to improving job satisfaction and workforce sustainability.

Literature Review and Hypothesis Development

Herzberg's Two-Factor Theory

Frederick Herzberg's Two-Factor Theory, developed in 1959, remains one of the most influential frameworks in understanding job satisfaction and motivation in organizational psychology and human resource management. Herzberg's study on workplace motivation revealed that job satisfaction and dissatisfaction stem from distinct factors, which classified workplace influences as motivators and hygiene factors (Herzberg, 1965). While motivators drive intrinsic satisfaction and engagement, hygiene factors primarily function as preventers of dissatisfaction rather than sources of fulfillment (De Simone et al., 2018). This distinction provides organizations with a structured approach to designing work environments that promote productivity and long-term employee commitment. Among the motivators, achievement is pivotal in enhancing job satisfaction, as employees who meet their professional goals often experience a stronger sense of purpose and a greater sense of contribution to their organization (Raziq & Maulabakhsh, 2015). Recognition from supervisors and peers reinforces motivation, as employees who feel valued exhibit higher levels of job engagement and lower turnover intentions (Wang et al., 2020). Additionally, the meaningfulness of work contributes significantly to intrinsic motivation, particularly in organizations that empower employees through decision-making autonomy and professional development programs (Alshmemri et al., 2017). Similarly, career advancement opportunities strengthen workplace retention, as employees who perceive growth potential within an organization are more likely to remain engaged and committed (De Simone et al., 2018). Thus, applying Herzberg's motivational principles within HRM strategies is essential for organizations seeking to optimize employee satisfaction and organizational performance.

Hygiene factors can prevent job dissatisfaction, even though they do not significantly contribute to it. Herzberg's Two-Factor Theory emphasizes that workplace conditions and external factors influence employee well-being, making it essential for organizations to manage these elements effectively (Alrawahi et al., 2020). One of the most dominant hygiene factors is salary and compensation, which, while important for short-term motivation, does not necessarily lead to long-term job satisfaction.

Employees often expect fair and competitive salaries, but when compensation fails to align with workload and expectations, dissatisfaction emerges, leading to lower morale and increased turnover (Sobaih & Hasanein, 2020). Job security is another fundamental hygiene factor, as employees who feel uncertain about their job status experience heightened stress and anxiety, negatively impacting their performance and engagement (Yousaf, 2020). Organizations must implement stability policies to mitigate these issues, including fair termination practices and contractual job security. Rigid and unclear company policies often contribute to employee dissatisfaction, particularly when they restrict autonomy and increase administrative burdens (Mitsakis & Galanakis, 2022). Poor workplace relationships, particularly those characterized by a lack of communication or authoritarian leadership, further exacerbate dissatisfaction by creating an unwelcoming and unproductive work environment (Peramatzis & Galanakis, 2022). Lastly, poor working conditions, such as excessive workloads and inadequate facilities, significantly impact employee retention and productivity. Organizations that fail to address these factors risk increased dissatisfaction, decreased performance, and higher turnover rates, emphasizing the need for effective HRM strategies that balance hygiene factors and motivators (Alrawahi *et al.,* 2020).

Organizational Psychology

Organizational psychology plays a crucial role in understanding workplace behavior, particularly in enhancing motivation, job satisfaction, and employee productivity (Bakri, 2024). As an interdisciplinary field, it integrates principles from psychology, management, and human resource management (HRM) to develop strategies for effective workforce management. One of its primary focuses is employee motivation, which has a direct impact on engagement and commitment. (Gerhart & Fang, 2015). suggests that intrinsic motivation stems from internal satisfaction and meaningful work, and substantially impacts long-term job satisfaction more than extrinsic motivators, such as salary and bonuses. Employees who experience autonomy and personal fulfillment in their roles are likelier to remain engaged and committed to their organization, reinforcing the importance of motivation-driven HR policies (Ryan & Deci, 2020). In contrast, while beneficial for short-term performance, extrinsic motivation does not necessarily sustain long-term engagement, particularly if employees perceive a lack of purpose in their work (Broeck *et al.,* 2021). HRM strategies must, therefore, balance both forms of motivation by implementing recognition programs, career development opportunities, and a supportive work environment (Slemp *et al.,* 2015). Additionally, fostering workplace autonomy enhances employee satisfaction, allowing individuals to shape their roles to align with their strengths and interests (Slemp *et al.,* 2015). By integrating organizational psychology into HRM, companies can design workplaces that promote psychological well-being and sustained productivity, ultimately leading to a more motivated and committed workforce.

Leadership is pivotal in shaping employee motivation and job satisfaction, as it directly influences how individuals perceive their work and align with organizational goals. Transformational leadership, which fosters vision, inspiration, and employee empowerment, has been widely recognized as a key driver of employee engagement and retention (Ali *et al.,* 2024). Leaders who adopt a transformational approach cultivate a workplace culture where employees feel valued, motivated, and committed to the organization's success. Moreover, studies suggest that transformational leadership is particularly effective in enhancing employee creativity and organizational commitment, reinforcing the importance of emotional connections between leaders and employees (Choi *et al.,* 2015). In contrast,

transactional leadership, which operates on a reward-and-punishment system, is often associated with structured work environments that emphasize efficiency and goal attainment (Patrick, 2023). While this approach can drive short-term performance, its reliance on extrinsic motivators may limit long-term engagement and intrinsic motivation. Organizations must foster empowering leadership to maximize effectiveness, encouraging autonomy and professional growth (Lee *et al.,* 2018). Inclusive leadership styles have been found to strengthen workplace relationships, improve team collaboration, and enhance job satisfaction (Dubey *et al.,* 2023). Effective leadership strategies should strike a balance between transformational and transactional elements, integrating recognition, developmental opportunities, and transparent communication to create a work environment that supports sustained motivation and employee well-being. Organizations that implement leadership strategies aligned with psychological principles can significantly enhance employee performance and satisfaction, while also reducing turnover and disengagement.

Job Satisfaction

Job satisfaction is critical in shaping employee engagement, productivity, and overall well-being. Employees who experience a sense of fulfillment in their roles tend to demonstrate higher levels of motivation and organizational commitment, which in turn contribute to long-term retention and improved performance (Alessandri *et al.,* 2017). One of the most influential factors in job satisfaction is workplace autonomy, where employees have control over their work and the decision-making process, reporting greater motivation and creativity. When organizations restrict autonomy through rigid policies and excessive supervision, employees experience stress and dissatisfaction, which can lead to disengagement and lower productivity (Breevaart *et al.,* 2020). Beyond autonomy, workplace relationships also play a fundamental role in shaping job satisfaction. Supportive leadership and open communication foster an environment of trust and engagement, thereby reducing workplace stress and enhancing collaboration (Surianto & Nurfahira, 2024). Conversely, toxic work environments marked by poor leadership and a lack of recognition contribute to emotional exhaustion and increased turnover. Organizations that prioritize employee recognition through verbal appreciation and structured reward programs tend to maintain higher levels of job satisfaction and performance (Imran *et al.,* 2024). Additionally, work-life balance remains a crucial determinant, as employees who struggle to manage their professional and personal responsibilities often experience burnout, which negatively affects overall job satisfaction (Cookson, 2016). Organizations can foster a workplace that promotes job satisfaction and long-term employee retention by implementing HRM strategies that focus on autonomy, supportive leadership, recognition, and work-life balance.

Job satisfaction plays a significant role in influencing employee engagement, retention, and overall performance within organizations (Basalamah, 2023). Research has shown that employees who feel satisfied with their jobs are more likely to exhibit higher productivity levels and a greater commitment to the organization. Specifically, employees who experience a sense of accomplishment and personal fulfillment from their tasks tend to be more engaged, contributing positively to the company's goals (Nazir *et al.,* 2021). However, job dissatisfaction, on the other hand, can lead to various adverse outcomes, such as burnout, decreased motivation, and increased turnover, ultimately harming organizational stability and increasing recruitment costs (Adamopoulos & Syrou, 2022). Workplace autonomy is one of the crucial factors that significantly impact job satisfaction. Employees with more control over their tasks and decision-making processes tend to feel more engaged and motivated

(Thomas, 2009). However, rigid work environments that impose strict controls can lead to stress and a diminished sense of autonomy, thus lowering job satisfaction and leading to disengagement. The quality of workplace relationships plays an essential role in determining job satisfaction. Supportive leadership and open communication cultivate a positive work environment, resulting in increased motivation and loyalty. In contrast, toxic environments marked by conflicts and poor communication can increase stress and diminish job satisfaction (Rasool *et al.*, 2021). Organizations can improve employee satisfaction and enhance overall performance by addressing these factors.

Research Method

This research adopts a qualitative systematic literature review (SLR) approach to comprehensively analyze existing studies on job satisfaction and its organizational impact. The SLR method is chosen to synthesize and evaluate diverse scholarly perspectives, ensuring a structured and methodical investigation of relevant literature. Unlike traditional literature reviews, a systematic review follows a rigorous selection and analysis to enhance research validity and reliability. This study focuses on identifying key factors that influence job satisfaction, the role of HRM strategies, and the broader implications of job satisfaction for employee engagement, productivity, and mental well-being. The subject of this research consists of peer-reviewed journal articles, books, and conference papers published within the last five years, sourced from reputable academic databases such as Elsevier, Emerald, Wiley, and Springer. The inclusion criteria for the selected studies involve research focusing on job satisfaction, HRM strategies, workplace motivation, employee well-being, and organizational productivity. Only studies published in English and indexed in Scopus or Web of Science are considered to ensure academic credibility and relevance.

Data collection is conducted by systematically searching relevant literature using a combination of keywords, including "job satisfaction," "workplace engagement," "HRM strategies," "employee motivation," and "organizational performance." The search strategy incorporates Boolean operators (AND, OR) to refine the results. The primary sources include journal articles, academic books, and conference proceedings. Selected studies are screened based on abstracts, methodology, and relevance to the research objectives to ensure a focused and high-quality dataset. The collected literature is analyzed through thematic analysis, which involves categorizing findings based on emerging themes related to job satisfaction. The themes include factors influencing job satisfaction, HRM interventions, and employee outcomes. Comparative analysis is also applied to evaluate existing research patterns, consistencies, and gaps, providing insights into how job satisfaction influences employee engagement and organizational success. The final synthesis integrates findings to generate a comprehensive conceptual framework for job satisfaction in modern organizations.

Results and Discussion

Analysis Result

Integrating organizational psychology principles into HRM strategies has proven to be a transformative approach to improving job satisfaction and overall workforce engagement. By incorporating psychological insights into HRM, organizations can create work environments that prioritize employee well-being, motivation, and professional development. Research has highlighted that psychological factors, such as perceived organizational support, autonomy, and meaningful work,

significantly impact job satisfaction and retention (Asti *et al.,* 2024). Studies also indicate that HRM frameworks that align with psychological principles, including Herzberg's Two-Factor Theory, enhance employee engagement and reduce burnout by addressing intrinsic and extrinsic motivational needs (Alrawahi *et al.,* 2020). Herzberg's model suggests that employees experience satisfaction when motivators, such as career development, recognition, and meaningful work, are present. In contrast, dissatisfaction arises when hygiene factors, such as poor company policies, lack of supervision, and job insecurity, persist (Alshmemri *et al.,* 2017). Additionally, organizations that apply structured psychological methodologies, such as self-determination theory and positive reinforcement strategies, demonstrate increased employee commitment and satisfaction (Ryan & Deci, 2020). Integrating psychological safety principles within HRM ensures employees feel valued and heard, leading to a stronger organizational culture and reduced workplace stress (Adamopoulos & Syrou, 2022). Psychological safety, defined as the ability of employees to express themselves without fear of negative consequences, fosters innovation and engagement (Faeq & Ismael, 2022). By leveraging these psychological perspectives, HRM departments can move beyond administrative functions and actively contribute to creating a work environment that fosters long-term employee satisfaction and organizational success. The alignment of HRM policies with psychological research is particularly relevant in modern organizations, where rapid technological advancements and dynamic labor market conditions require a flexible and resilient workforce (Azeem *et al.,* 2020).

Several key psychological factors are crucial in determining job satisfaction, with motivation, leadership, workplace culture, and overall employee well-being emerging as dominant influences. Intrinsic and extrinsic motivation remain central to job satisfaction, with studies indicating that employees who experience higher autonomy and purpose in their roles tend to exhibit more outstanding job commitment and lower turnover rates (Gerhart & Fang, 2015). Intrinsic motivation stems from employees' internal desire to perform well and find purpose in their work. In contrast, extrinsic motivation is influenced by tangible rewards such as salary, promotions, and benefits (Van den Broeck *et al.,* 2021). Recognition, career development opportunities, and organizational fairness contribute significantly to employees' perceived job satisfaction (Imran *et al.,* 2024). On the other hand, while essential, extrinsic motivators such as salary and job security do not always sustain long-term employee engagement if intrinsic needs remain unmet (Johari *et al.,* 2018). The balance between extrinsic and intrinsic motivation is crucial, as employees who rely solely on financial incentives often display lower job commitment when such rewards are removed (Ryan & Deci, 2020). Moreover, research suggests that employees working in psychologically supportive environments, where leadership fosters a sense of belonging and purpose, report higher levels of job satisfaction (Nazir *et al.,* 2021). HRM strategies must, therefore, adopt a balanced approach, ensuring that employees receive both tangible rewards and meaningful, psychologically enriching work experiences. Organizations that fail to integrate these psychological components into HRM face increased dissatisfaction and disengagement, ultimately affecting overall business performance. A practical HRM approach considers financial incentives and psychological drivers of motivation, such as professional growth and social connectedness (Martínez-Falcó *et al.,* 2024).

Leadership style is another fundamental factor shaping employee job satisfaction, particularly within transformational and transactional leadership frameworks. Transformational leadership, which focuses on vision, empowerment, and employee recognition, has been consistently linked to increased motivation and job satisfaction (Ali *et al.,* 2024). Leaders who actively engage employees in decision-

making processes, provide constructive feedback, and foster a culture of trust create a more positive work environment (Dubey *et al.,* 2023). Transformational leaders inspire employees by articulating a compelling vision and instilling a sense of shared purpose, which fosters long-term engagement and commitment (Breevaart *et al.,* 2020). In contrast, transactional leadership, which relies on reward-based motivation, may be effective in structured and routine-driven settings but often fails to foster long-term engagement and innovation (Basalamah, 2023). Employees under transactional leadership models usually rely on financial rewards and fear of penalties, which can lead to short-term productivity but lower intrinsic motivation (Patrick, 2023). Organizations that invest in leadership development programs that integrate psychological insights, such as emotional intelligence and participatory management, report higher employee retention and workplace harmony (Faeq & Ismael, 2022). Leadership approaches that incorporate principles from organizational psychology, such as Herzberg's theory and self-determination frameworks, are more likely to cultivate a thriving work culture that enhances job satisfaction and overall employee well-being. Therefore, Effective HRM practices should focus on training programs that promote transformational leadership skills while balancing structured incentive-based systems (Choi *et al.,* 2015).

Workplace culture significantly influences job satisfaction, making it a critical area of focus within HRM. A positive and inclusive culture fosters collaboration, trust, and employee engagement. At the same time, a toxic work environment, characterized by excessive pressure, lack of fairness, and poor communication, leads to dissatisfaction and increased turnover (Azeem *et al.,* 2020). Organizations that prioritize psychological safety and well-being in their HRM strategies create environments where employees feel valued and supported, thereby enhancing productivity (Patrick, 2023). Psychological safety allows employees to express their concerns, propose ideas, and participate in organizational decision-making without fear of negative consequences, strengthening their connection to the organization (Rasool *et al.,* 2021). Studies suggest that organizations with high levels of psychological safety and organizational identification experience higher job satisfaction and lower stress levels among employees (Martínez-Falcó *et al.,* 2024). Moreover, HRM policies should promote a sense of belonging and shared purpose, ensuring employees feel aligned with the company's mission and values (Wojtczuk-Turek *et al.,* 2024). Adopting psychological frameworks in HRM improves individual job satisfaction and contributes to a more resilient and adaptable workforce capable of navigating dynamic business challenges. Work-life balance is integral to workplace culture, contributing to higher job satisfaction. Employees with flexible work arrangements and adequate time for personal responsibilities report lower stress levels and higher productivity (Cookson, 2016). HRM strategies that support work-life balance through hybrid work models, flexible scheduling, and family-supportive policies contribute to long-term employee well-being and retention (Wang *et al.,* 2020).

HRM strategies that integrate organizational psychology principles offer a forward-thinking approach to enhancing job satisfaction and employee well-being. Best industry practices indicate that structured interventions, such as flexible work arrangements, leadership development programs, and mental health initiatives, significantly contribute to employee engagement and retention (Breevaart *et al.,* 2020). A comprehensive HRM model should incorporate psychological theories into recruitment, performance evaluation, and career development strategies, ensuring that employees are rewarded for their work and find intrinsic fulfillment in their roles (Judge *et al.,* 2020). Organizations that align their HRM policies with psychological principles tend to experience reduced employee stress, increased motivation, and improved job stability (Mitsakis & Galanakis, 2022). Moving forward, organizations must

emphasize HRM policies that recognize the psychological drivers of job satisfaction, fostering a more sustainable, innovative, and high-performing workforce. By adopting a psychology-based HRM framework, companies can enhance workforce sustainability, foster long-term business success, and cultivate a thriving workplace that benefits both employees and organizational objectives. Integrating psychology-driven HRM strategies will enable organizations to cultivate an engaged workforce, reduce turnover, and enhance their competitive advantage in an evolving global labor market (Pratama & Waskito, 2025).

Discussion

The findings of this study highlight the significant impact of integrating organizational psychology principles into human resource management (HRM) strategies to enhance job satisfaction. Various research findings demonstrate that applying psychological insights in HRM can foster a more supportive, innovative, and productive work environment. Organizations that incorporate organizational psychology approaches into their workforce management tend to experience higher employee engagement, reduced workplace stress, and increased organizational commitment. This is achieved by implementing more flexible job designs, developing a workplace culture centered on fairness and recognition, and placing a greater emphasis on employee psychological well-being. A key aspect revealed in this study is that job satisfaction is influenced by a combination of intrinsic and extrinsic factors within the workplace. Employees with high autonomy over their tasks are more likely to feel satisfied and intrinsically motivated to perform their duties. Factors such as flexible work arrangements, career development opportunities, and acknowledgment of individual achievements contribute to increased job satisfaction. Conversely, high work pressure, an unsupportive work environment, and organizational policies that fail to prioritize employee well-being can significantly reduce job satisfaction and elevate turnover risks. These findings suggest that HRM strategies should focus on providing financial incentives and fostering an environment that supports personal growth, psychological well-being, and professional development. By addressing both intrinsic and extrinsic motivators, organizations can cultivate a workforce that is not only productive but also deeply committed to the organization's long-term success.

This study reveals that organizational leadership styles play a crucial role in shaping employees' job satisfaction. Transformational leadership, which emphasizes inspiration, empowerment, and recognition of employee contributions, has been found to have a positive impact on motivation and workforce engagement. Employees who work under transformational leaders feel more valued and are motivated to contribute meaningfully to the organization's goals. These leaders focus on creating a vision that employees can connect with, fostering a sense of purpose and belonging. In contrast, transactional leadership, which primarily operates on a reward-and-punishment system, may effectively achieve short-term performance goals but often fails to cultivate deep employee engagement and satisfaction in the long run. While transactional leadership may drive results through extrinsic motivators such as financial incentives and disciplinary measures, it lacks the emotional and psychological components necessary for long-term employee commitment. As a result, organizations must adopt a more balanced and psychologically informed leadership model that integrates elements of transformational leadership while maintaining the necessary structure provided by transactional approaches. By doing so, organizations can create an environment where employees feel supported, valued, and motivated to perform beyond their basic job requirements. Leadership strategies that

emphasize emotional intelligence, effective communication, and personalized feedback are crucial for ensuring that employees experience a sense of fulfillment and job satisfaction, ultimately contributing to the organization's overall success.

Organizational culture is another key determinant of job satisfaction, significantly influencing employee motivation and engagement. The study's findings suggest that inclusive organizational cultures, founded on social support, fairness, and transparency in HRM policies, are crucial in enhancing job satisfaction. Organizations that foster open communication, encourage employee participation in decision-making, and implement policies that prioritize workforce well-being tend to exhibit higher levels of job satisfaction than organizations with rigid, hierarchical structures. When employees perceive that their voices are heard and their contributions are valued, they develop a stronger connection to the organization, which leads to increased motivation and improved performance. Conversely, negative workplace cultures characterized by excessive pressure, lack of social support, and opacity in HRM policies contribute to heightened job stress and dissatisfaction. Employees working in such environments often feel undervalued, overworked, and disconnected from the organization's goals. This, in turn, leads to higher absenteeism, lower productivity, and increased turnover rates. Therefore, managing organizational culture with a focus on employee well-being is essential in HRM strategies based on organizational psychology. Implementing mentorship programs, employee recognition schemes, and transparent career advancement opportunities can reinforce a positive work culture. Additionally, fostering psychological safety, where employees feel comfortable expressing concerns and ideas without fear of negative consequences, is vital for sustaining long-term job satisfaction. By integrating these psychological insights into HRM, organizations can cultivate a workplace environment that is not only productive but also conducive to employee growth and well-being.

The findings of this study align closely with several key theories in organizational psychology and human resource management (HRM). One of the most relevant frameworks is Herzberg's Two-Factor Theory, first introduced by Frederick Herzberg (1959). This theory categorizes job satisfaction factors into two distinct groups: motivators and hygiene factors. Motivators, such as achievement, recognition, meaningful work, and career advancement, are intrinsic factors that directly enhance job satisfaction and drive employees to perform at higher levels. Employees who experience personal growth and fulfillment demonstrate outstanding commitment and long-term engagement. Conversely, hygiene factors, including salary, organizational policies, job security, and working conditions, do not necessarily increase job satisfaction but are critical in preventing dissatisfaction. When these factors are inadequate—such as when employees perceive their salaries as unfair or experience poor working conditions—job dissatisfaction can rise, leading to higher turnover rates and reduced morale. Herzberg's framework explains why organizations must balance ensuring substantial hygiene factors and implementing motivation-driven HRM strategies. While financial compensation and job security provide a foundational sense of stability, they are insufficient to create a highly engaged workforce. Therefore, organizations that integrate psychological insights by combining structural support with intrinsic motivators can foster a work environment where employees feel secure and are inspired to contribute meaningfully to organizational success (Herzberg, 1959). This dual approach aligns with modern HRM practices, emphasizing that employee well-being and job satisfaction require external support and intrinsic motivation for long-term sustainability.

The findings of this study are consistent with previous research, which emphasizes the importance of integrating organizational psychology into human resource management (HRM) to

enhance job satisfaction. For instance, a survey by Adamopoulos and Syrou (2022) highlighted that psychological factors such as job stress and burnout are closely linked to job satisfaction and employee turnover. Their research demonstrated that employees experiencing high levels of stress and emotional exhaustion are more likely to disengage from their work and seek employment elsewhere. Similarly, Agustian et al. (2023) found that organizations implementing HRM strategies focused on employee well-being experienced higher levels of engagement and workforce retention. Their study emphasized that workplace environments fostering psychological safety, open communication, and strong leadership support contribute significantly to employee satisfaction. However, this study also identifies key differences compared to prior research. Many earlier studies predominantly focused on external factors, such as compensation and incentives, as the primary determinants of job satisfaction. While these elements remain important, the present study underscores that intrinsic factors, including meaningful work, autonomy, and recognition from the organization, exert a more substantial long-term impact on job satisfaction and motivation. Furthermore, this study reveals that organizational culture which supports innovation, flexibility, and professional growth plays a more influential role in shaping job satisfaction than financial incentives alone. This insight suggests that while competitive compensation is necessary for maintaining baseline employee satisfaction, organizations must prioritize fostering a psychologically supportive workplace to sustain long-term engagement and commitment (Adamopoulos & Syrou, 2022; Agustian *et al.,* 2023).

The practical implications of this study are highly relevant for organizations aiming to enhance employee job satisfaction and cultivate a healthier, more supportive work environment. The findings suggest that organizations must proactively implement HRM policies aligning with organizational psychology principles, ensuring employees feel valued, motivated, and engaged. One of the most effective strategies involves creating a more flexible work environment, including remote or hybrid work options, flexible scheduling, and personalized career development opportunities. By allowing employees greater autonomy over their work arrangements, organizations can foster higher levels of commitment and job satisfaction while reducing stress and burnout. Organizations should prioritize holistic employee well-being programs that integrate physical and psychological health support. This includes providing mental health resources, access to counseling services and wellness programs, and implementing flexible leave policies to support a healthy work-life balance. Research has shown that employees who feel supported in their personal and professional well-being demonstrate higher levels of engagement and productivity. Fostering an inclusive organizational culture is critical in ensuring that employees from diverse backgrounds feel valued and empowered. Organizations should establish apparent diversity and inclusion policies, encourage open communication, and create a workplace climate that promotes fairness and equity. Leadership development also plays a key role in sustaining job satisfaction. Organizations must adopt leadership models emphasizing empowerment, recognition, and constructive feedback. Transformational leadership, which encourages personal growth and professional development, has been identified as a crucial driver of job satisfaction. Leaders who actively appreciate and acknowledge employee contributions help cultivate an environment where employees feel motivated to excel.

Conclusion

This study has comprehensively analyzed how integrating organizational psychology perspectives into human resource management (HRM) can significantly enhance job satisfaction. By

synthesizing findings from various disciplines, this research has highlighted the critical role of psychological principles in shaping workplace environments, employee motivation, and organizational culture. The study examined key psychological factors that influence employee engagement and satisfaction, including motivation, leadership, work culture, and job autonomy. Additionally, it identified the importance of HRM strategies that align with psychological insights to create more supportive and productive work environments. The findings confirm that organizations that implement HRM frameworks based on principles of organizational psychology experience higher levels of employee commitment, reduced turnover, and improved workplace well-being.

This study holds significant value for research and practice. It advances how HRM can be optimized using psychological theories such as Herzberg's Two-Factor Theory and Self-Determination Theory. By integrating these insights, organizations can develop evidence-based policies that improve employee well-being, motivation, and productivity. From a managerial perspective, this research underscores the importance of flexible work policies, holistic well-being programs, inclusive leadership, and a supportive organizational culture. Organizations seeking to enhance job satisfaction should prioritize employee recognition programs, leadership development, and mental health initiatives. The practical implications suggest that companies must move beyond traditional HRM models and adopt a psychologically driven approach that fosters engagement, innovation, and long-term employee retention.

This study has several limitations. First, as a systematic literature review (SLR), it relies on secondary data and does not provide empirical testing of the proposed relationships. Future research should conduct quantitative and qualitative studies to validate these findings in specific organizational settings. Second, the study does not account for industry-specific variations, indicating that further research is necessary to investigate how different work cultures and economic environments influence the relationship between HRM, organizational psychology, and job satisfaction. Lastly, while this study focuses on established psychological theories, emerging trends such as AI-driven HRM, digital transformation, and remote work dynamics warrant further investigation. Future studies should explore how technology and evolving workplace trends impact employee satisfaction from a psychological perspective. By addressing these gaps, researchers can further enhance the understanding of effective HRM strategies, ensuring sustainable and psychologically sound work environments in the future.

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