



Bibliometric Analysis of Job Satisfaction of Bank Employees: A Systematic Review

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Abstract

Job satisfaction is very important prerequisite for organizations, and HRM practices play a role in building a proper relationship between the company and its employees. This review attempts to fill in knowledge gaps, reveal research trends, and provide light on the variables influencing job satisfaction by combining the results of numerous studies. The literature in this paper was assessed using the PRISMA review approach and bibliometric analytic tools to identify the 3 primary factors: co-authorship, co-occurrence, and citation. Using exclusion and inclusion criteria, only 42 records were recorded. The study's findings, which were based on 42 publications, indicate that 4 main categories account for a number of factors connected to job satisfaction, pay, organizational commitment, promotion, quality of work-life balance, leadership, job stress, and advancement. Finally, this study's findings will enable the banking sector to create plans that raise workers' job happiness, which will boost organizational effectiveness and ensure the sector's long-term success.

Keywords: Banks, Bibliometric Analysis, Job Satisfaction, Literature Review, Prisma.

Introduction

In the modern landscape of business and employment, job satisfaction postures as a central pillar in understanding the dynamics of organizations. It is a multifaceted construct encompassing an individual's emotional, psychological, and attitudinal responses to their job. The primary factor that needs to be taken into account while managing human resource procedures is job satisfaction. Since job satisfaction is widely acknowledged as a critical component impacting employee well-being and organizational performance, it has attracted a lot of interest in the fields of organizational psychology and management. In the context of the banking industry, knowing the elements that lead to bank workers' job happiness is crucial, particularly in the banking industry where customer satisfaction and service quality are crucial. Job satisfaction is essential to employee commitment to work because it is a collection of employee views that influence attitudes and behavior throughout work, ensuring that employees put in their best effort to meet organizational objectives. Work satisfaction is a critical requirement for organizations, and HRM procedures help to foster a positive working connection between the latter and its workforce.

An essential part of the world economy is the banking industry. It functions as the financial engine that promotes investment, controls financial risk, and propels economic progress. But fundamentally, the industry depends largely on the human capital that drives its activities. The lifeblood of

these institutions is the workforce, which includes front-line tellers and high-ranking executives. They provide a wide range of financial services to a broad customer. The degree to which these employees are satisfied determines the caliber of these services and the general consumer experience. The state of job satisfaction or lack thereof affects not just how banks operate on a day-to-day basis but also the stability of the economy as a whole. More committed, enthusiastic, and dedicated workers are more likely to be very satisfied with their jobs, which improves customer service and loyalty. On the other hand, a disgruntled or unsatisfied workforce can lead to high turnover rates, burnout, and decreased productivity, all of which can harm banking institutions' reputation and financial performance. Consequently, examining the factors that influence and result from job satisfaction in the banking industry is not only relevant from an academic standpoint but also has important ramifications for the industry's vitality and sustainability of the sector.

Understanding the elements influencing workers' attitudes, behaviors, and results has been made possible by the body of knowledge already available on job satisfaction in the banking sector. Studies have revealed a number of significant characteristics that are critical in influencing the level of job satisfaction among bank employees. This systematic literature review's goal is to present a comprehensive overview and bibliometric analysis of the corpus of research on bank workers' job satisfaction. This review attempts to fill in

knowledge gaps, reveal research trends, and provide light on the variables influencing job satisfaction by combining the results of numerous studies. It provides insightful information for banking industry practitioners as well as scholars. Because it synthesizes the data from multiple studies and is inextricably linked to employee well-being, productivity, retention, and overall organizational performance. This research has a lot of significance to academics and practitioners alike. Finally, this study's findings will enable the banking sector to create plans that raise workers' job happiness, which will boost organizational effectiveness and ensure the sector's long-term success. It will also help to establish the foundation for further research that will supplement current studies and expand knowledge about employees' job happiness in the banking sector

Objectives of the Study

The objectives of this study are threefold:

- To analyze and synthesize the key findings and factors identified in existing research.
- To determine in terms of co-occurrence, co-authorship, and citations in order to distinctly show the work satisfaction variable's growth.
- To identify research gaps and offer suggestions for upcoming studies and practices.

Research Methodology

Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)

Preferred Reporting Items for Systematic Reviews and Meta-Analyses, or PRISMA for short, was used as a screening technique in this study. The literature in this paper was

assessed using the PRISMA review approach. The procedure is carried out correctly, following a regular process. The identified papers should be vetted in accordance with the PRISMA flowchart, consequently, the items that did not meet the requirements for inclusion were eliminated. Several keyword combination searches were conducted to compile the relevant published papers from the many credible and reliable research databases.

The inclusion criteria are used to filter articles from two databases, Google Scholar and Scopus, in order to identify relevant scientific publications and articles. The search for literature covered the years 2013 through 2023. The data search was enhanced by applying inclusion and exclusion criteria in addition to quality requirements. Subsequently, the inclusion and exclusion criteria that guarantee the quality level were discussed.

The researcher found a total of 355 records from databases. Consisting of 239 items from Google Scholar and 116 records of papers in Scopus. Out of the 339 records, 16 duplicates were identified and removed. 240 records were omitted in the following phase, and only those with the term's "bank" or "employee's job satisfaction" in the article title were included. This stage involved the extraction of 99 reports. The data were then transferred to an Excel sheet in order to carry out the systematic review. However, because the whole text could not be evaluated, 37 publications were eliminated from the analysis. After a final selection of 62 articles for additional evaluation, 20 were rejected since they included 6 conference papers, 9 dissertations, and 5 internship reports. Lastly, an analysis was conducted on 42 complaints. Figure 1 depicts the evaluation of the PRISMA framework.

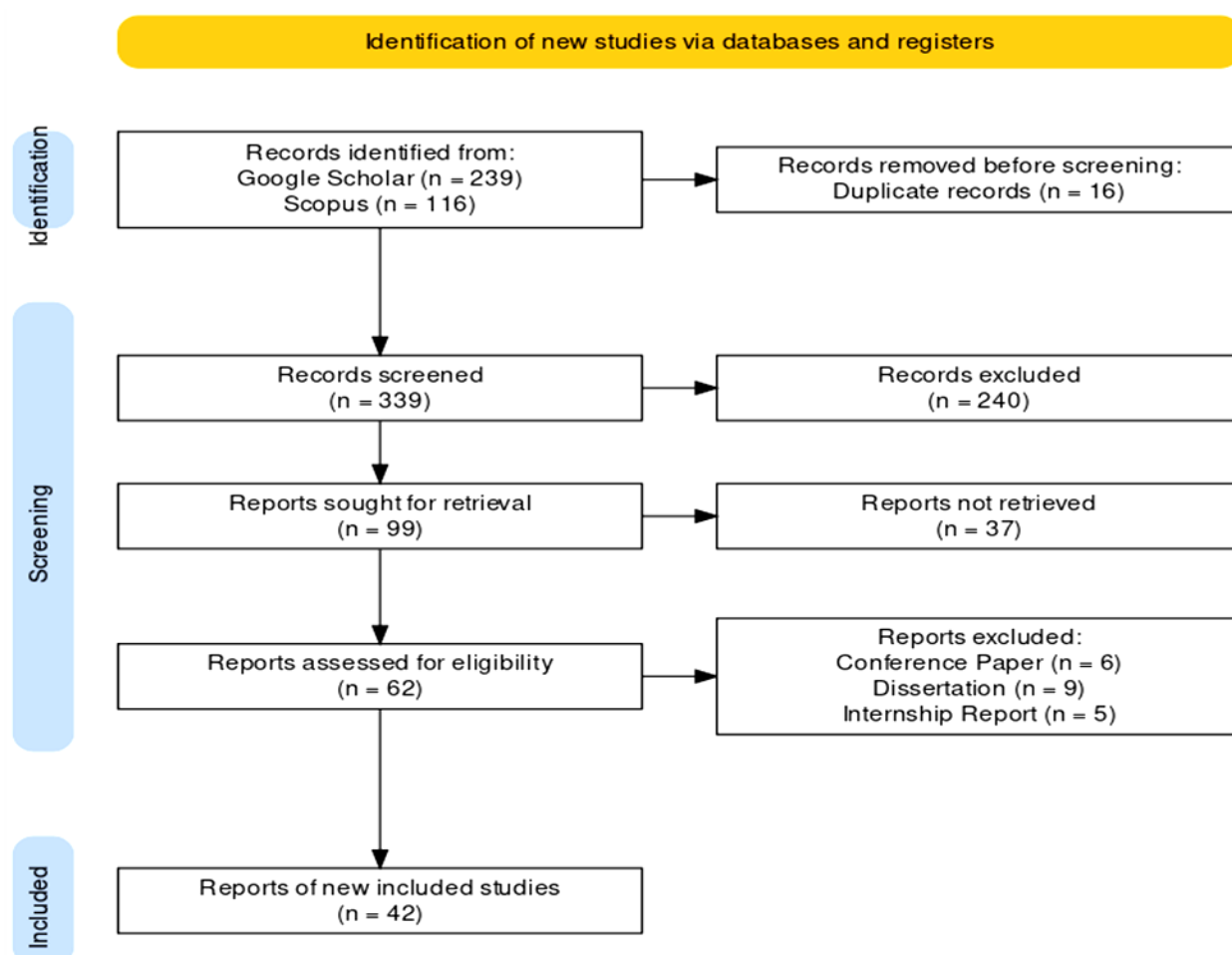


Fig 1: Prisma Framework

Bibliometric Data Analysis

The bibliometric study strategy used in this investigation involved 5 stages for data collection and a thorough review to determine which studies were the most influential. The following figure below illustrates the steps:

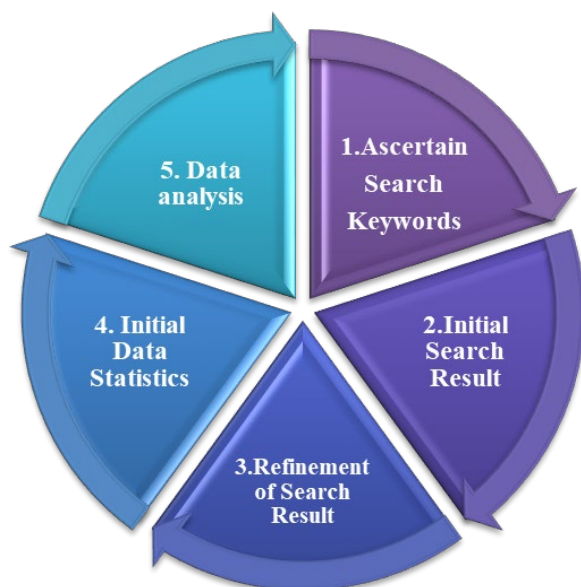


Fig 2: Five Phases of the Bibliometric Analysis Process

- i). **Ascertain Search Keywords:** In order to accomplish the objectives outlined in the previous discussion, a thorough analysis of the literature is conducted utilizing the term job satisfaction and the keywords "bank employees" OR "job satisfaction," with an emphasis on tracking abstracts, titles, and keywords with research paper articles.
- ii). **Initial Search Result:** A number of criteria were used in the selection process, such as journals published between 2013 and 2023.

a) Co-Authorship

- iii). **Refine the Search Results:** 42 reports from 2013 to 2023 are the total number of articles that were retrieved using the keywords and the given criteria.
- iv). **Initial Data Statistics:** Articles that fit the requirements were gathered and stored in RIS format. Researchers gather information such as their name, the publisher, the year the work was published, and the research outcome during this step.
- v). **Data Analysis:** Over the past 20 years, scientific mapping and bibliographic analysis have made extensive use of a wide range of applications and techniques. VOSviewer offers a variety of visualizations, including those of journals, authors, and bibliometric networks, in addition to its straightforward operation. This network's development pertains to co-authorship, co-occurrence, and citation. VOSviewer offers tools that enable writers to examine important study subjects and determine connections with other discussion points to address research objectives. VOSviewer was chosen because of its exceptional capacity to display, examine, and create bibliometric networks and maps.

Research Result and Discussion

Research Result

This section explains the terms "bank employees" OR "job satisfaction" and serves as the foundation for analyzing the literature sources. Journals from 2013 to 2023 that are indexed by Google Scholar and Scopus database that contain the literature sources used for this research. This study's goal is to research job satisfaction in greater detail through the analysis of bibliometric literature studies. To this end, the author uses VOSviewer to look into data pertaining to four (four) different aspects: coauthorship, co-occurrence, citations, and co-occurrence map based on text data. The description contains the results of the analysis that was done:

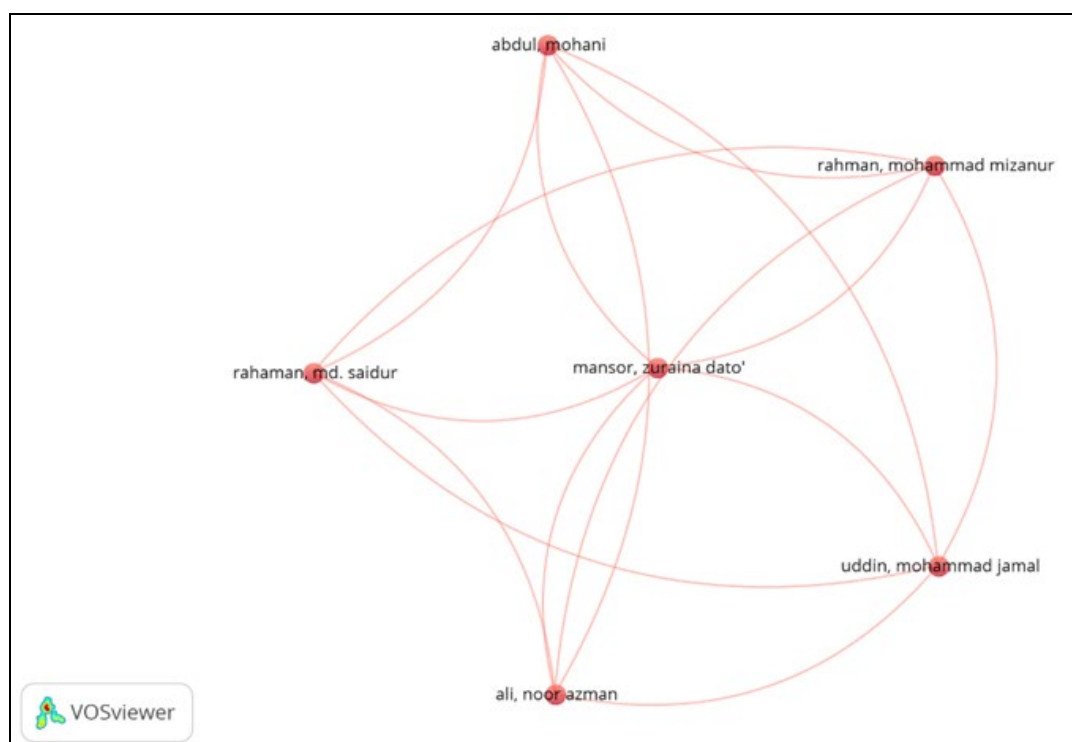


Fig 3: Co-authorship Network Visualization

The power of author collaboration in visualization networks is explained by the co-authorship factor. Circle shapes indicate the number of publications, lines indicate collaborations and colors indicate collaboration groups. Since authors are related to one another through networks, this finding highlights the co-authorship cooperation that exists between them when researching work satisfaction. There are 42 authors in all that

have studied job satisfaction in this research. Networked visualization is displayed in Figure 3. Authors who have research relationships are those who have connected networks. There is just one color network (red) in the co-authorship network shown in Figure 3. There is no other network like this one, and it is the strongest.

b) Co-Occurrence

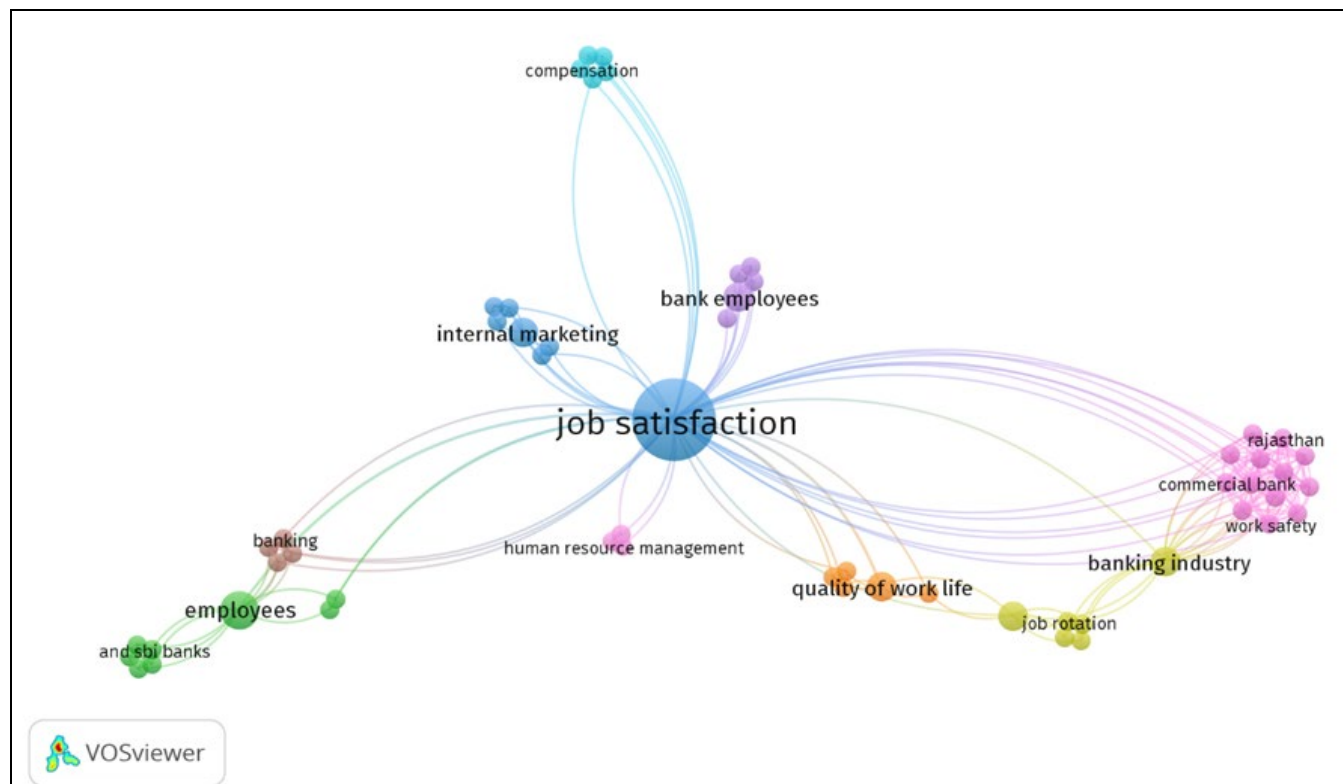


Fig 4: Network Visualisation of Keyword Metadata from Co-Occurrence

Figure 4 demonstrates the visualization of the keyword metadata on the topic of research on job satisfaction, where it is found that the phenomena of the keywords have several variations. It is evident from the co-occurrence aspect analysis that numerous clusters support in-depth study and advancement of the field of work satisfaction. Future studies may find this useful in connecting job satisfaction to other subjects, as seen in Figure 4.

The co-authorship aspect explains the power of author collaboration on the co-authorship aspect explains the power of author collaboration on visualization networks. Lines represent collaborations, colors represent collaboration groups, and circle shapes represent the number of articles (Kukah *et al.*, 2022). Authors have networks connected to each other, this result demonstrates the co-authorship collaboration that each author has in relation to each other when conducting research on job satisfaction (Fagan *et al.*, 2018). In this research, there are a total of 30 (thirty) authors that do research about job satisfaction. Figures 3 and 4 show networked and non-networked visualization. Authors with connected networks mean they have research relationships. The co-authorship network in figure 3 has only one color network (red). This network is the only network and the most powerful one. The co-authorship aspect explains the power of author collaboration on visualization networks. Lines represent collaborations, colors represent collaboration

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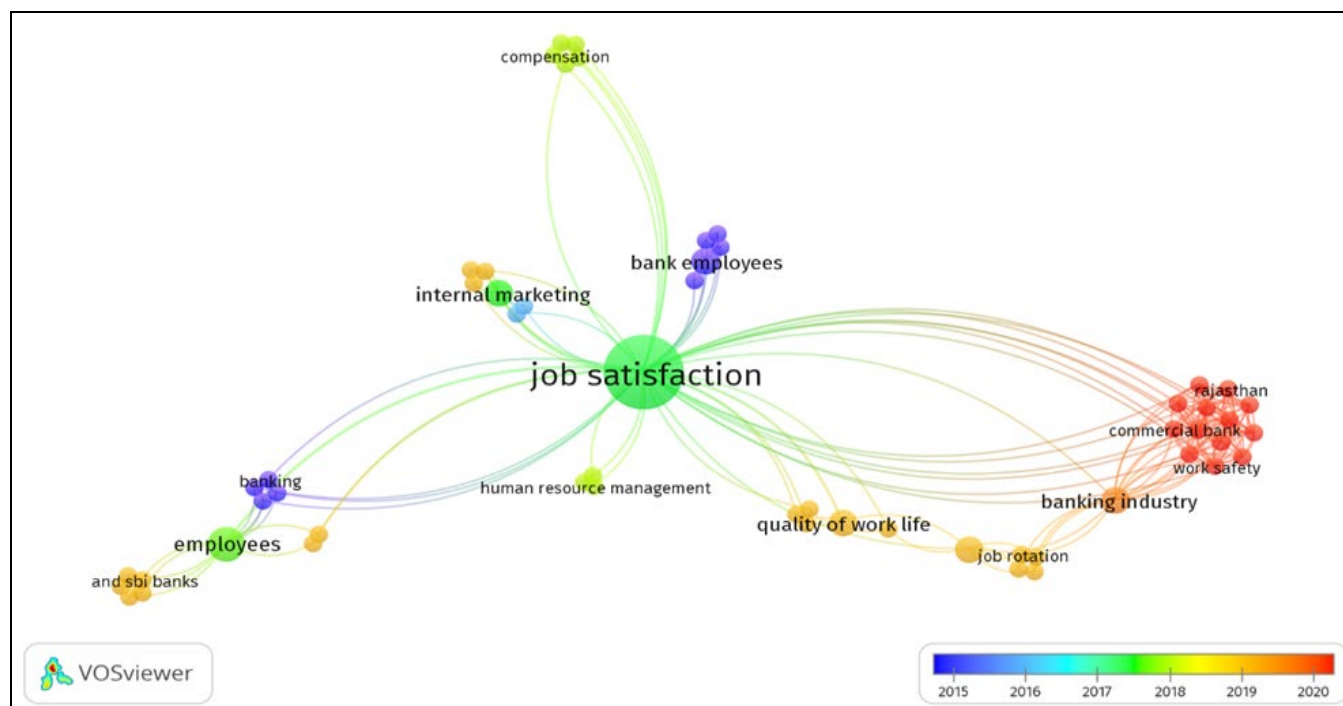


Fig 5: Overlay Visualisation of Keyword Metadata from Co-Occurrence

Figure 5 illustrates the rise in keyword overlay visualizations over time. The co-occurrence aspect results show that the study was conducted more recently when the keyword cluster was bluer. According to recent studies, people's conversations on job satisfaction and other relevant topics are becoming less common. Future demands should be considered while making recommendations for additional research, and for job satisfaction to grow and evolve, they ought to be consistent with other terms.

c) Citations

Relationships between authors, documents, and journals are visualized in co-citation analysis. The purpose of the study on job satisfaction with co-citations analysis is to show the number of distributed networks and the most referenced publications. As a result, in addition to employing a substantial number of citations, future researchers can also contribute to the field of work happiness and grow their network of other writers. The top 10 cited papers on the topic of job satisfaction are detailed in further detail in Table 1.

Table 1: Top 10 Cited Articles

No	Publication Year	Authors	Title	Journal	Cites
1	2019	Dhamija <i>et al.</i> ,	"Measuring of job satisfaction: the use of quality of work life factors"	"Benchmarking"	62
2	2015	Saner <i>et al.</i> ,	"The job satisfaction of bank employees in North Cyprus"	"Procedia economics and finance"	57
3	2013	Rahman & Iqbal	"A comprehensive relationship between job satisfaction and turnover intention of private commercial bank employees' in Bangladesh"	"International Journal of Science and Research"	50
4	2016	Bailey <i>et al.</i> ,	"The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship"	"International Journal of Bank Marketing"	49
5	2014	Hossain & Shamim	"Job satisfaction of bank employees in Bangladesh"	"Social Science Research Network"	44
6	2015	Monga <i>et al.</i> ,	"A study of job satisfaction of employees of ICICI bank in Himachal Pradesh"	"Human Resource Management Research"	39
7	2018	Puni <i>et al.</i> ,	"Transformational leadership and job satisfaction: the moderating effect of contingent reward"	"Leadership and Organization Development Journal"	39
8	2020	Shuvro <i>et al.</i> ,	"Measuring the level of job satisfaction of the employees of Grameen bank: an empirical study"	"Canadian Journal of Business and Information Studies"	22
9	2020	Cherif F	"The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector"	"International Journal of Sociology and Social Policy"	20
10	2013	Adhikari <i>et al.</i> ,	"Factors influencing job satisfaction of bank employees"	"Sumedha Journal of Management"	18

The top 10 articles on bank employees' job satisfaction are shown in Table 1. From Table 1 shows that the majority of citations were from studies done by Dhamija *et al.* (2019) [11] with 62 citations named "Measuring of job satisfaction: the

use of quality of work life factors ". Saner *et al.* (2015) [30] paper "The job satisfaction of bank employees in North Cyprus" is the second most cited article and has reached 57 citations. The third most cited paper is "A comprehensive

relationship between job satisfaction and turnover intention of private commercial bank employees' in Bangladesh" by Rahman *et al.* (2013) ^[19]. Most of the papers under review have a good number of citations.

Research Discussion

In recent years, many researchers have worked on job satisfaction in banks. In this study, the researcher reviewed 42 articles published in Scopus and Google Scholar. The most common factors identified are Job satisfaction, salary, organization commitment, promotion, quality of work-life balance, leadership, job stress, and promotion.

The results of the investigation show that nearly every factor has a major effect on job satisfaction. Examining the impact of a worldwide internal marketing metric on the commitment and job satisfaction of bank employees, for example, one of the papers by Bailey *et al.* (2016) ^[6] on the topic "The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship" discovered that internal marketing significantly improves employee commitment to the bank and work happiness. These then reciprocated affect the bank identity of employees. Through its effects on dedication and work happiness, internal marketing also has an indirect impact on employee bank identity. In another paper "Measuring of job satisfaction: the use of quality of work life factors" by Dhamija *et al.* (2019) ^[11]. Regarding the employees of banks in the private sector, It offers a theoretical justification for the facets of job satisfaction and work-life quality that are within the purview of the Indian banking sector. Additionally, it demonstrates the inverse relationship between an unfavorable work environment and job satisfaction. The goal of the study is to improve employees' overall job satisfaction by providing top management in organisations with relevant information.

Rahman & Iqbal (2013) ^[19] in their paper "A Comprehensive Relationship between job satisfaction and turnover intention of private commercial bank employees' in Bangladesh" highlighted the crucial elements that affect Bangladesh's private commercial banks' workers' job satisfaction. According to empirical findings, factors such as job security, opportunities for professional growth, opportunities for promotions, working autonomy, working atmosphere, remuneration packages, and financial benefits all contribute to employee turnover and job satisfaction. The study also shows that staff turnover in Bangladesh's private commercial banks is closely correlated with job satisfaction.

The next study by Puni *et al.* (2018) ^[40] is titled "Transformational Leadership and Job Satisfaction: The Moderating Effect of contingent reward," additionally, by reducing the influence of contingent compensation, it examines the connections between transformative leadership and employee job satisfaction. In organizational studies, leadership and job satisfaction have long been the main research topics. Employee work satisfaction is significantly predicted by four aspects of transformational leadership: intellectual stimulation, individualized concern, idealized influence, and inspirational motivation. Moreover, the findings indicate that, after accounting for all of its facets, contingent compensation, a transaction leadership feature, strengthens the advantages of transformational leadership—not the other way around. Suryaprakash & Mary (2019) ^[38] in their paper, "The Influence of workplace comfort towards job satisfaction among Private Bank Employees" found out that there is a significant correlation between age and gender, work timing and job rotation practices, training and

development practices, and designation. Therefore, the degree of comfort that each employee experiences varies and cannot be considered universal. Therefore, it is strongly advised that regular training and proper workplace amenity upgrades can have a good effect on employees' comfort at work and, in turn, affect job satisfaction. According to Jahufer (2015) ^[15] in his paper "Determinants of Job Satisfaction among Government and Private Bank Employees in Sri Lanka" Its main goal is to learn what the employees think about the different factors affecting their degree of job satisfaction. The independent sample t-test results indicate that there is a significant difference between overall job satisfaction and gender as well as between type of bank and overall job satisfaction, but not between overall job happiness and civil status.

In the same way, Somasekharan & Velmurugan (2019) ^[35], in their paper, "Factors influencing the job satisfaction of bank employees in Kerala: Evidence from five major private sector banks in Ernakulam district" have determined which of the five main private sector banks' factors influence employee happiness. Shed light on the areas that, in order to ensure a higher level of job satisfaction, need to be given specific attention during the hiring process, when providing them with various facilities, when maintaining working conditions at branches, and when determining the ideal socioeconomic profile of bank employees. Given that employee productivity is a crucial factor in determining total job satisfaction as well as the performance and competitiveness of the bank as a whole, research findings regarding the components determining job satisfaction and recommendations that flow from them, as previously mentioned, are highly significant in the modern banking industry. Similarly, Lamalewa *et al.* (2018) ^[17], in their paper "The influence of practices of human resources management, compensation, work satisfaction and motivation on performance of bank employees in Merauke City" gives a summary of the HRM idea. They argue that employee motivation and performance at work are favorably and significantly impacted by salary and human resource management. Employee contentment with compensation and working circumstances is a sign of appropriate HRM practices. It is recommended that the compensation structure be improved, that human resource management be implemented, and that employees who perform well on the job be promoted. While in another paper, Mainardes *et al.* (2019) ^[22] in their paper "Effects of internal marketing on job satisfaction in the banking Sector" the study show that internal marketing not only mediates the relationships between job happiness and financial and psychological rewards but directly affects job satisfaction as well. The findings imply that work satisfaction influences its subsequent constructs after being impacted by its antecedent constructs. Furthermore, it has been shown that internal marketing can both directly affect some employee behaviors in the banking industry and mediate and modify the relationships between these behaviors. Lastly, this study contributes to the area by investigating the moderating and mediating effects of internal marketing on particular employee behaviors.

Moreover, in another paper "The Role of Human Resource Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector" by Cherif. F (2020) ^[10] said that research has disclosed a favorable relationship between organizational dedication and work satisfaction. Employers may guarantee their staff's dedication by providing incentives and training programs that foster adaptability to changing circumstances.

Following paper “Job Satisfaction of Bank Employees in Bangladesh” by Hossain (2014) ^[13] emphasizes the relative significance of job satisfaction elements and how they affect workers' total job satisfaction. Five hypotheses were developed in his investigation; four were rejected as null, and one was accepted. Based on the data, four factors—work conditions, compensation, equity, and advancement—have a negative influence on bank employees' job satisfaction and are also thought to be the most crucial factors. A paper by Prabhakaran & Gisha (2019) ^[39] on “Factors that Affect the Job Satisfaction of Bank Employees: A Study with reference to commercial bank of Ethiopia” indicates that a number of elements are very significant to workers in terms of satisfaction. The study's conclusions indicate that having positive relationships with coworkers contributes to a state of great job satisfaction. This study also offers suggestions for raising job satisfaction, and it is strongly advised that banks give their staff members more financial benefits and facilities to raise job satisfaction levels. Furthermore, the bank ought to uphold the employment security of its employees and integrate contemporary technology into their work procedures.

Furthermore, Bhardwaj *et al.*, (2020) ^[8], “An analysis to understanding the job satisfaction of employees in the banking industry” describes the elements that can enhance one's level of job contentment. The study demonstrates a favorable relationship and association between job happiness and benefits, compensation, employment stability, advancement prospects, and positive working relationships. While in another article by Monga *et al.* (2015) ^[26] “A study of job satisfaction of employees of ICICI bank in Himachal Pradesh” investigates the level of job happiness within ICICI Bank employees and places it in the context of the organization, looking at factors that influence job satisfaction such as rewards, career development, policies for promotions, working conditions, and interpersonal connections. Both individually and as a matter of organizational concern, job happiness is crucial. The ex-post facto method was thought to be the most appropriate for comprehending the phenomenon of ICICI Bank workers' job happiness. Based on statistical findings, it appears that factors such as salary, interpersonal relationships, teamwork communication, superiors' attitude, and working conditions are more important in gauging job satisfaction among ICICI Bank employees in Himachal Pradesh than other factors. Lastly, it has been suggested that raising organizational variables—specifically, the system for performance rating, promotional tactics, position status, and associated rewards—may boost employee morale and job satisfaction at ICICI Bank. These are a few of the articles that this study has reviewed.

Conclusion

Thus, a thorough study of bank workers' job satisfaction has been provided by the current systematic literature research. The purpose of this research is to investigate and characterize the discourse surrounding job satisfaction from 2013 to 2023 through a systematic review employing the PRISMA method and bibliometric analytic tools to identify the 3 (three) primary factors: co-authorship, citation, and co-occurrence. Subsequently, 42 articles were selected based on keywords and further limitations. The study's findings, which were based on 42 publications, indicate that 4 (four) main categories account for a number of factors connected to job satisfaction, pay, organizational commitment, promotion,

quality of work-life balance, leadership, job stress, and advancement. It will pave the way for future study and is of great significance to both academia and the banking sector. Overall, it will serve as a useful resource for future researchers, particularly those examining titles associated with job satisfaction.

Limitations and Future Directions

The research has certain shortcomings, such as the fact that it only used two databases—Scopus and Google Scholar to gather the necessary data, which might have left out important information from other sources. The study period, which spans one decade from 2013 to 2023, is likewise seen as being relatively brief.

Thinking about the limits that were mentioned earlier. To include more comprehensive and full data in the study, the data must first be merged from other databases to increase its breadth. Secondly, if some useful and relevant articles are missed, additional research might encompass all publishing sources and document types. Thirdly, to go deeper into the text and enhance the competency and work satisfaction study, additional approaches, such as text analysis, may be used.

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