



ISSN 2827-8151 (Online)

SRAWUNG: Journal of Social Sciences and Humanities

<https://journal.jfpublisher.com/index.php/jssh>

Vol. 5, Issue 3, (2026)

doi.org/10.56943/jssh.v5i3.1011

Factors Influencing Job Satisfaction and Work Commitment: A Structured Literature Review for Cambodia's Provincial Department of Labour and Vocational Training

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ABSTRACT

Job satisfaction and work commitment are significant in both the private and public government institution sectors. For effective staff management, the human resource unit needs to understand clearly the factors that influence the job satisfaction and work commitment of employees in the institutions and try to take care of them. This study focused on investigating the factors influencing job satisfaction and work commitment of employees at the Provincial Department of Labour and Vocational Training in Cambodia. The conceptual model was developed based on the integration of underlying theories such as Herzberg's Two-Factor Theory and Social Exchange Theory. The study highlighted the seven determinants of job satisfaction, consisting of training and development, rewards and recognition, working conditions, teamwork, employee participation in decision-making, workplace environment, and workload, while job satisfaction itself plays as a mediator. With the synthesis of the foregoing empirical papers, the findings exhibited that the proposed factors have a significant influence on job satisfaction. Besides, job satisfaction significantly mediates between determinants and work commitment. The proposed conceptual framework provides a theoretical foundation for future empirical research in Cambodia's Provincial Department of Labour and Vocational Training.

Keywords: Job Satisfaction, Rewards and Recognition, Training and Development, Work Commitment, Working Conditions

INTRODUCTION

The institutional performance and sustainability of public service delivery require an awareness of the elements that affect workers' job satisfaction and work commitment inside this institution. In 2026, the number of employees was 4,434, which represents a decline of 0.67% compared to 2025, when there were 4,464 employees (MLVT-DAS, 2026). The provincial department is a public institution of the state under the Ministry of Labour and Vocational Training (MLVT), which is responsible for implementing the ministry's strategic plan and policy to achieve the goals set out (MLVT, 2024).

The Department of Labour and Vocational Training (DLVT) has focused on building capacity and developing human resources, enhancing human resource capacities to have both knowledge and skill (MLVT, 2024). Human resource management (HRM) is essential in institutions where management must pay attention to and consider all aspects of how people work and manage within government institutions (MLVT, 2024).

Research has demonstrated that higher job satisfaction levels positively influence employee work commitment and relate to discipline, respect, workplace environment, work motivation, and learning opportunities (Machmud, 2025). The literature has identified numerous elements that affect work dedication and job satisfaction. The elements included employee engagement, benefits, leadership style, chance for advancement, career development and training, organizational culture, workplace culture, recognition, work-life balance, and interpersonal relationships (Samsudin et al., 2024). Positive work environments and supportive HRM policies greatly increase staff work commitment and job satisfaction, according to studies done in both public and business sectors (Armstrong & Taylor, 2023).

Several previous studies relate to human resource management, especially involving the determinants of job satisfaction and work commitment in business sectors in Cambodia like banking and private higher education institutions (Chor et al., 2025; Som et al., 2024; Sovannara et al., 2023). Nonetheless, limited research still exists concerning public servants employed by provincial government departments, especially those under the MLVT. Therefore, the general objective of this structured literature review is to develop the conceptual framework for determinants of employees' satisfaction and commitment.

The study specifically aims to (1) ascertain how factors such as training and development, rewards and recognition, working conditions, teamwork, employee participation in decision-making, workplace environment, and workload affect job satisfaction and (2) examine the effect of job satisfaction on work commitment within the public sector in Cambodia.

LITERATURE REVIEW

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory: The main concept of this theory is the difference between motivation factors and hygiene factors. There are two factors affecting job satisfaction, which are divided into two categories: (1) hygiene factors, including job security, salary, fringe benefits, and physical working conditions, which are considered less important to job satisfaction than motivation factors. Hygiene factors are related to avoiding unpleasantness. (2) Motivational factors such as job autonomy and recognition of employee achievement result in job satisfaction because of the individual's needs for self-actualization and self-growth (Miah & Hasan, 2022). Herzberg's Two-Factor Theory states that there are certain factors that connect to the content of work and provide satisfying experiences for workers; these factors are called motivators or satisfiers and include success, recognition, accountability, advancement, level of desire, energy, and interest and refer to their transformation in action (Büyükbese et al., 2023).

Social Exchange Theory

Social exchange theory as a theoretical basis for developing the psychological process by which work value and institutional commitment affect retention intention through work involvement (Yeh & Huang, 2025). Social exchange theory has also been used to analyze job happiness, emphasizing the reciprocity of interaction between workers and their institution. According to social exchange theory, workers who believe their institution offers them just compensation, perks, and working conditions are more likely to show a better level of dedication and job satisfaction in return (Isiaka et al., 2025). Social exchange theory explains how employees interact with one another and how this ultimately affects their attitudes and actions; as a result, the social exchange theory is predicated on the idea that workers in a given institution have both favorable and unfavorable opinions about it, which influences their level of communication or discontent (Melkamu, 2023).

Proposed Factors for the Study

1. Training and Development (TD)

Training and development are strategic human resource processes that enhance staff abilities, competencies, and knowledge. While training is short-term and concentrates on immediate job performance, development is long-term and concentrates on job advancement and preparing staff for future responsibilities. The best training and development initiatives increase job satisfaction (Elagaili et al., 2024). Training and development equip employees with the necessary skill set for their current and future jobs, leading to improved performance at

work and benefiting the institution. Additionally, when the institution invests in training and development, workers feel inspired, appreciated, and respected, which boost job happiness (Elagaili et al., 2024). Training and development have a significant impact on employee job satisfaction (Wajidi et al., 2023). Training and development is the heart of continuous efforts designed to gain the competency of staff and institutional implementation (Nor, 2023).

H1: Training and development has a significant effect on job satisfaction.

2. Rewards and Recognition (RR)

Rewards and recognition are a technique used in the workplace to thank staff members for their efforts and accomplishments. It increases motivation, raises spirits, and enhances retention. From both a financial and non-financial standpoint, incentives and recognition are strategically important in boosting employees' motivation. Salaries, bonuses, and incentives are examples of financial benefits that support extrinsic motivation. Meanwhile, acknowledgement, gratitude, and the chance for personal growth strengthen employees' intrinsic drive (Syaaf & Buntuang, 2025). Rewards and recognition had a positive correlation with employee job satisfaction at the institution (Thwin et al., 2023). Reward plays a significant role in meeting a person's physiological and financial needs. High performers are more content with their jobs when they receive more extrinsic rewards (Mahazir et al., 2024).

H2: Rewards and recognition have a significant effect on job satisfaction.

3. Working Conditions (WC)

Working conditions are important to establish a good working environment and requirement to ensure that employees are committed to performing their tasks, such as high job satisfaction reducing job stresses and creating a positive working environment, work commitment, and an institution that creates a good, comfortable, and safe working environment can satisfy employees and high levels of job satisfaction (Jahan & Atiq, 2023). Working conditions (such as reorganization, job duties, and restructuring) are becoming commonplace in businesses that aim to boost workers' productivity, effectiveness, efficiency, and commitment to their job in order to meet the demands of the business and social market and maintain competitiveness (Boulagouas et al., 2021).

H3: Working conditions have a significant effect on job satisfaction.

4. Teamwork (TW)

Teamwork is the cooperative effort of a group of individuals working together to achieve a common goal. It entails blending individual abilities, views, and information so that a combined outcome known as synergy is more than what any one person could achieve on their own. Teamwork linked to a gain in job satisfaction, job performance, and task completion rates (Phulpoto et al., 2023). Teamwork is necessary to make connections between individual workers and other workers to achieve institutional goals and missions and objectives (Juliwardi et al., 2024). Teamwork is a scenario when several autonomous individuals collaborate to achieve a common objective (Chinenye, 2025). Teamwork is yet another important element affecting worker performance. Collaboration and communication are fostered by effective cooperation, allowing members to support one another in addressing problems and finishing tasks (Ananda & Eriza, 2023).

H4: Teamwork has a significant influence on job satisfaction.

5. Employee Participation in Decision-Making (EP)

Employee participation in decision-making is a management style in which employees participate in shaping institutional decisions, rules, and plans rather than only following directives from above. It includes giving managers direct decision-making authority as well as offering criticism. Employee participation in decision-making refers to the involvement of employees by owners and management in direct decisions about their work and indirect decisions through their representatives (Amoah-Mensah & Amerley Okorley, 2024). Employee participation in decision-making (EP) is a process whereby workers of the institution exercise the right to influence institutional decisions when there is a communication gap between employee and organization (Abdulwahab et al., 2021).

H5: Employee participation in decision-making has a significant effect on job satisfaction.

6. Workplace Environment (WE)

The workplace environment includes the social, psychological, and physical aspects in which you work. It encompasses the working environment, leadership style, corporate culture, and your immediate workplace. When combined, these factors have a big impact on your motivation, daily output, and general job satisfaction. The workplace

environment means developing a culture that encourages an optimistic outlook about jobs and promotes interest and excitement in people who value social contact and are crucially concerned about employee well-being (Armstrong & Taylor, 2023). The workplace environment consists of factors that impact employee morale (Astika et al., 2022). The workplace environment encompasses all factors surrounding workers that can influence their experience at work (Astika et al., 2022).

H6: Workplace environment has a significant effect on job satisfaction.

7. Workload (WL)

Workload is the entire quantity of work, tasks, or responsibilities given to a machine, person, or institution over a given time. It outlines the amount of work and system resources needed to accomplish a particular object. The volume of work, or work record, can describe the volume produced by employees in a certain section, which is called “workload” (Astika et al., 2022). Workload is a result of modern civilization and has a significant impact on modern people’s daily routines and productivity (Zhau & Wang, 2024). Workload is a fundamental concept in the management of human resources and refers to the amount and complexity of tasks assigned to staff (Souisa et al., 2025). Workload is several activities that staff must complete within a certain period that can affect staff job satisfaction (Mandjar & Turangan, 2023).

H7: Workload has a significant effect on job satisfaction.

8. Job Satisfaction (JS)

Job satisfaction is an employee’s degree of satisfaction, joy, and fulfillment at work. It is a subjective metric that is often divided into how a person feels, thinks, and acts at work. Job satisfaction was described as an enjoyable emotional condition brought forth for an appraisal of job experience (Armstrong & Taylor, 2023). A worker is a private employee who tends to sense job satisfaction, which continues to change from time to time (Astika et al., 2022). Worker work satisfaction refers to staff evaluating their work experience and conditions (Wajidi et al., 2023). Public sector institutions, like the local government, should prioritize the implementation of effective job satisfaction strategies to boost staff performance and work commitment (Osei et al., 2024).

H8: job satisfaction has a significant effect on work commitment.

9. Work Commitment (WOC)

Work commitment is a worker's commitment to their work and institutional goals. It shows a sense of obligation, an emotional connection, and a readiness to make extra effort to support the institution's success. Generally speaking, highly dedicated employees are more productive, less likely to miss work, and more satisfied with their jobs overall. The study is to assess the connection between worker job satisfaction (JS) and work commitment (WOC) by investigating the moderating effects identified by Gupta and Agrawal (2025). Staff work commitment is the relative strength of an individual's identification with and involvement in the particular institution (Maikudi et al., 2025). Work commitment may be demonstrated in various ways, such as putting in more effort, taking on greater responsibility, and being willing to pick up new skills to further the institution's success (Som et al., 2024).

Conceptual Framework

The conceptual framework for this study is developed through the integration of Herzberg's Two-Factor Theory and Social Exchange Theory. Herzberg's Two-Factor Theory provides the primary theoretical basis by explaining that workplace characteristics associated with motivator factors and hygiene factors shape employees' job satisfaction (Herzberg et al., 1959; Herzberg, 1966). In this study, training and development, rewards and recognition, and employee participation in decision-making are conceptually derived from Herzberg's motivator factors, whereas working conditions, teamwork, workplace environment, and workload are conceptually associated with hygiene factors. Furthermore, Social Exchange Theory complements this perspective by proposing that when employees perceive favorable organizational treatment and support, they reciprocate through positive attitudes and behaviors, including greater job satisfaction and stronger work commitment (Blau, 1964; Cropanzano & Mitchell, 2005).

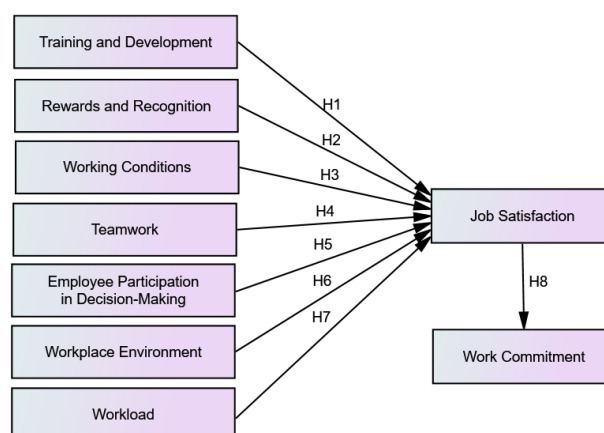


Figure 1 Conceptual Framework
Source: Proposed by the researchers (2026)

RESEARCH METHODOLOGY

This study employed a Structured Literature Review (SLR) using document analysis to systematically identify, review, evaluate, and synthesize existing literature on the factors influencing job satisfaction and work commitment in Cambodia's Provincial Departments of Labour and Vocational Training. Document analysis is a qualitative research method involving the systematic examination and interpretation of published documents to generate meaningful insights and empirical knowledge (Morgan, 2022). The selected studies were subsequently analyzed and synthesized using thematic analysis following the approach of Braun and Clarke (2006), enabling the identification of recurring themes and integration of evidence across the literature. Particular attention was given to examining the relationships between training and development, rewards and recognition, working conditions, teamwork, employee participation in decision-making, workplace environment, workload, job satisfaction, and work commitment.

RESULTS AND DISCUSSION

This study employed a systematic literature review approach to examine the antecedents and consequences of job satisfaction within organizational and educational settings across multiple countries. A total of 32 academic articles published between 2021 and 2026 were gathered from various indexed journals and databases, selected based on their relevance to job satisfaction as either a dependent, independent, or mediating variable. These articles were then screened and categorized according to their thematic focus, resulting in eight distinct clusters of variables associated with job satisfaction, namely training and development, rewards and recognition, working conditions, teamwork, employee participation in decision-making, workplace environment, workload, and work commitment. The following sections present each thematic cluster in turn, summarizing the key findings of the reviewed studies before discussing the patterns, similarities, and contextual variations observed across them.

Link between Training and Development and Job Satisfaction

Refer to Table 1 below; many studies showed that training and development had a significant effect on job satisfaction (JS), which is supported by Hasanah et al. (2024), Soegiarto et al. (2024), Wajidi et al. (2023), and Amen et al. (2021).

Table 1 Training and Development and Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
"The Influence of Career Development and Training on Job Satisfaction in Karawang District Employees, Indonesia"	Multiple Regression	Training and Development Influenced Job Satisfaction	Hasanah et al. (2024)

Research Topic	Analysis Method	Finding	Authors
“The Influence of Training and Development Program, Job Autonomy, and Organizational Culture on Employee Job Satisfaction and Performance, Indonesia”	PLS-SEM		Soegiarto et al. (2024)
“The Impact of Efficient Training and Development on Employee Job Satisfaction, Pakistan”	Multiple Regression		Wajidi et al. (2023)
“The Impact of Training & Development in Educational Institutions of Pakistan for Job Satisfaction and Employee Retention”	Multiple Regression		Amen et al. (2021)

Source: Constructed by the researchers (2026)

Training and development consistently emerge as antecedents of job satisfaction across the four studies summarized in Table 1, despite differences in organizational setting and geographic context. Hasanah et al. (2024) and Soegiarto et al. (2024) situate their analyses within the Indonesian public and private sector respectively, while Wajidi et al. (2023) and Amen et al. (2021) extend the discussion to the education sector in Pakistan. The convergence of multiple regression and PLS-SEM as the dominant analytical approaches suggests that the positive relationship between structured training programs and employee satisfaction holds regardless of the statistical technique employed. This pattern indicates that employees who perceive their organization as investing in their skill development tend to report higher levels of job contentment, as training exposure often signals organizational commitment to career growth and competence building. The consistency of these findings across two distinct national contexts strengthens the argument that training and development function as a cross-cultural predictor of job satisfaction rather than a context-bound phenomenon.

Link between Rewards and Recognition and Job Satisfaction

Focused on Table 2 below, there are several studies that indicated that rewards and recognition significantly affected job satisfaction, which is supported by Ardian et al. (2026), Eucharía (2025), Khan et al. (2024), and Muthuswamy and Almoosa (2023).

Table 2 Rewards and Recognition and Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
“The Effect of Generation Diversity, Rewards, Recognition, and Work Loyalty on Employee Job Satisfaction in Indonesia”	Multiple Regression	Rewards and Recognition Influenced Job Satisfaction	Ardian et al. (2026)
“Recognition and Reward as Correlate of Employee Job Satisfaction in Public Service	PLS-SEM	Recognition and rewards significantly	Eucharía (2025)

Research Topic	Analysis Method	Finding	Authors
Organization in Yanagoo, Bayesa State"		influenced job satisfaction	
"The Impact of Recognition and Rewards on Workers' Satisfaction: A Sociological Analysis of Rural Industries in Khyber Pakhtunkhwa, Pakistan"	Multiple Regression	Rewards and Recognition Influenced Job Satisfaction	Khan et al. (2024)
"Impact of Rewards and Recognition on Job Satisfaction in AL Alisa City, Saudi Arabia"	Multiple Regression		Muthuswamy & Almoosa (2023)

Source: Constructed by the researchers (2026)

The studies compiled in Table 2 collectively affirm that rewards and recognition remain a persistent driver of job satisfaction across varied institutional settings, ranging from generational workforce dynamics in Indonesia (Ardian et al., 2026) to public service organizations in Nigeria (Eucharía, 2025) and rural industrial labor in Pakistan (Khan et al., 2024). Muthuswamy and Almoosa (2023) further corroborate this relationship within the Saudi Arabian labor market, suggesting that the reward-satisfaction link transcends both sectoral and cultural boundaries. Taken together, these findings imply that recognition, whether financial or symbolic, addresses a fundamental psychological need for validation among employees. When organizations fail to acknowledge individual or collective contributions, employees are more likely to experience diminished morale, which in turn undermines overall job satisfaction. The recurrence of multiple regression as the preferred method across three of the four studies also points to a shared methodological tradition in examining this variable, lending further credibility to the robustness of the observed relationship.

Link between Working Conditions and Job Satisfaction

Many research findings illustrated that working conditions significantly affected job satisfaction (Table 3), which is supported by Admiraal (2023), Moslehpour et al. (2023), Walczak and Vallejo-Martín (2021), and Toropova et al. (2021).

Table: 3 Working Conditions Influenced Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
"Teachers' Working Conditions and their Job Satisfaction in Primary and Secondary Education, Netherlands and Flanders"	Multiple Regression	Working conditions influenced job satisfaction	Admiral (2023)
"Unraveling the Puzzle of Turnover Intention: Exploring the Impact of Home-Work Interface and Working Conditions on Effective Commitment and Job Satisfaction, Vietnam"	CFA SEM		Moslehpour et al (2023)

Research Topic	Analysis Method	Finding	Authors
“Working Conditions and their impact on work satisfaction in migrating and non-migrating workers, Factor Structure of the Polish Version of the Working Conditions Questionnaire, Poland”	CFA SEM		Walczak & Vallejo-Martin (2021)
“Teacher Job Satisfaction: The Importance of Schools’ Working Conditions and Teacher Characteristics, Sweden”	CFA SEM		Toropova et al (2021)

Source: Constructed by the researchers (2026)

Unlike the preceding two variables, the studies underlying Table 3 originate predominantly from European contexts, namely the Netherlands, Flanders, Poland, and Sweden, with the exception of Moslehpour et al. (2023), who examined the Vietnamese labor force. This geographic clustering suggests that working conditions as a research theme have received particular scholarly attention within European education systems, where teacher welfare and institutional support structures are closely monitored. Admiraal (2023) and Toropova et al. (2021) both focus on the teaching profession, indicating that physical and administrative conditions in schools, such as classroom resources, workload distribution, and institutional support, directly shape teachers' satisfaction levels. Meanwhile, Walczak and Vallejo-Martín (2021) extend the discussion to migrant and non-migrant workers, implying that the effect of working conditions on satisfaction may also be moderated by employment status and mobility. The prevalence of confirmatory factor analysis and structural equation modeling in three of the four studies further reflects a methodological preference for testing latent constructs when examining working conditions as a multidimensional variable.

Link between Teamwork and Job Satisfaction

As seen in Table 4 below, many research results revealed that teamwork significantly influenced job satisfaction, which is supported by Sebayang et al. (2026), Priya and Christopher (2024), Hasanudin et al. (2024), and Ahmad et al. (2023).

Table 4 Teamwork and Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
“The Effect of Work Motivation and Teamwork on Employee Performance with Job Satisfaction as an Intervening Variable in as Asahan District Office, Indonesia”	Multiple Regression	Teamwork influenced on job satisfaction	Sebayang et al. (2026)
“Teamwork Self-Efficacy and Employee Satisfaction: A Sequential Framework to Build Employee Cohesion, India”	PLS-SEM		Priya & Christopher (2024)
“Leadership, Teamwork, and Person-Organization Fit as determinant of job	Multiple Regression		Hasanudin et al. (2024)

Research Topic	Analysis Method	Finding	Authors
satisfaction: A study among Public Sector Employees, Malaysia”			
“Examining the Effect of Teamwork and Employee Job Satisfaction in an Organization, Indonesia”	Multiple Regression		Ahmad et al. (2023)

Source: Constructed by the researchers (2026)

The findings summarized in Table 4 reinforce the notion that collaborative work relationships contribute meaningfully to employee satisfaction, with two of the four studies drawn from the Indonesian workforce context, namely Sebayang et al. (2026) and Ahmad et al. (2023), while Hasanudin et al. (2024) from Malaysia and Priya and Christopher (2024) add a comparative dimension by examining teamwork self-efficacy in the Indian labor market, proposing a sequential framework in which perceived team competence precedes satisfaction outcomes. Sebayang et al. (2026) further position job satisfaction as an intervening variable between work motivation and teamwork on the one hand and employee performance on the other, suggesting that teamwork alone may not directly translate into performance gains without the mediating influence of satisfaction. Hasanudin et al. (2024) similarly frame teamwork alongside leadership and person-organization fit as joint determinants, indicating that teamwork rarely operates as an isolated predictor but rather interacts with broader organizational and leadership variables to shape employee attitudes.

Link between Employee Participation in Decision-Making and Job Satisfaction

According to Table 5, there are many research studies whose results showed that employee participation in decision-making significantly affected job satisfaction, which is supported by Maikudi et al. (2025), Alwadi (2024), Arusei and Okoth (2022), and Abdulwahab et al. (2021).

Table 5 Employee Participation in Decision-Making and Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
“The Mediating Effect of Job Satisfaction on the relationship between Employee Participation and Employee Commitment in Public Universities in Adamawa State, Nigeria”	Multiple Regression	Employee participation influenced job satisfaction	Maikudi et al (2025)
“Teacher Participation in Decision-Making and its Relationship to Job Satisfaction in Middle Schools in Riyadh, Saudi, Arabia”	SPSS Multiple Regression		Alwadi (2024)
“Career Advancement and Participatory Decision-Making of Teacher Predictors	SPSS Multiple Regression		Arusei & Okoth (2022)

Research Topic	Analysis Method	Finding	Authors
on Job Satisfaction in Public Primary School in Nandi County, Kenya”			
“Influence of Participatory Decision Making on Job Satisfaction: The Moderating Effect of Staff Experience, Malaysia”	SEM		Abdulwahab et al. (2021)

Source: Constructed by the researchers (2026)

Table 5 illustrates that participatory decision-making has been examined predominantly within educational institutions, as evidenced by Alwadi (2024) in Saudi middle schools and Arusei and Okoth (2022) in Kenyan primary schools, alongside Maikudi et al. (2025), who situate the discussion within Nigerian public universities. This concentration within the education sector suggests that teacher and staff involvement in institutional decisions is regarded as a particularly salient determinant of satisfaction in academic environments, where professional autonomy is often valued highly. Abdulwahab et al. (2021) contribute a moderating perspective by introducing staff experience as a boundary condition, implying that the strength of the participation-satisfaction relationship may vary depending on employee tenure. Collectively, these studies suggest that when employees, particularly those in knowledge-intensive professions such as teaching, perceive themselves as active contributors to organizational decisions rather than passive recipients of directives, their sense of ownership and satisfaction tends to increase correspondingly.

Link between Workplace Environment and Job Satisfaction

Table 6 highlighted that workplace environment had a significant impact on job satisfaction, which was studied by Navila and Kurniawati (2025), Israel (2024), Abdullah et al. (2022), and Halim et al. (2021).

Table 6 Workplace Environment and Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
“The Effect of Workspace Environment and Compensation on Employee Performance with Job Satisfaction as an Intervening Variable; Study on Employees of Permuda Tirta Kanjuruhan Regency, Malang”	PLS-SEM	Workplace Environment Influenced Job Satisfaction	Navila & Kurniawati (2025)
“Workplace Environment of Job Satisfaction for Procurement Professionals in the Private Sector of Tanzania”	Multiple Regression		Israel (2024)
“The Effect of Teacher Self-Efficacy, Workplace Stress, Workplace Environment, and Teacher Engagement to Improve Job Satisfaction: A Study on Public and Private Universities of Iraq”	PLS-SEM		Abdullah et al (2022)

Research Topic	Analysis Method	Finding	Authors
“Workplace Environment, Leader Communication, and Hotel Employee Retention: Job Satisfaction as a Mediator, Malaysia”	Multiple Regression		Halim et al. (2021)

Source: Constructed by the researchers (2026)

The studies in Table 6 demonstrate that workplace environment is frequently examined in conjunction with other organizational variables rather than as a standalone predictor. Navila and Kurniawati (2025) pair workplace environment with compensation, while Abdullah et al. (2022) incorporate teacher self-efficacy, workplace stress, and engagement into a single explanatory model within Iraqi higher education institutions. This methodological tendency suggests that scholars increasingly recognize workplace environment as one component within a broader constellation of factors that jointly shape satisfaction outcomes, rather than an isolated determinant. Halim et al. (2021), focusing on the Malaysian hotel industry, further situates job satisfaction as a mediating mechanism between workplace environment, leader communication, and employee retention, indicating that a favorable physical and social work environment may retain its influence on organizational outcomes primarily through the satisfaction it generates among employees. Israel (2024) extends this discussion to procurement professionals in Tanzania, reinforcing the applicability of workplace environment as a determinant of satisfaction across both service and industrial occupational groups.

Link between Workload and Job Satisfaction

Depending on Table 7, several studies found that workload significantly influenced job satisfaction, which is supported by Mony (2026), Mandala et al. (2025), Zhau and Wang (2024), and Jermisittiparsert et al. (2021).

Table 7 Workload and Job Satisfaction

Research Topic	Analysis Method	Finding	Authors
“The Influence of Workload on Employee Performance through Job Satisfaction with Transformational Leadership as Moderating Variable in the Region Revenue Management Agency of Buru Regency”	PLS-SEM	Workload Influenced Job Satisfaction	Mony (2026)
“The Effect of Workload and Work Environment on Employee Performance with Job Satisfaction as Mediator, Indonesia”	PLS-SEM		Mandala et al. (2025)
“Study Relationship between Workload, Job Satisfaction, Relational Psychological Contract, Turnover Intention of Public Servants, Taiwan”	SEM		Zhau & Wang (2024)
“The impact of the workload on the job satisfaction: Does the job stress matter?”	PLS-SEM		Jermisittiparsert et al. (2021)

Source: Constructed by the researchers (2026)

The studies presented in Table 7 collectively point toward workload as a variable that rarely operates in isolation, as each study incorporates at least one additional moderating or mediating construct. Mony (2026) introduces transformational leadership as a moderating variable, while Mandala et al. (2025) treats job satisfaction as a mediator between workload, work environment, and employee performance. Jermisittiparsert et al. (2021) advance this discussion further by questioning whether job stress accounts for the relationship between workload and satisfaction, implying that excessive workload alone may not diminish satisfaction unless it manifests as psychological strain. Zhau and Wang (2024), examining Taiwanese public servants, extend the discussion beyond satisfaction to relational psychological contract and turnover intention, suggesting that unmanaged workload carries consequences that extend beyond immediate job attitudes into longer-term employment relationships. These findings collectively imply that the workload-satisfaction relationship is contingent upon how employees interpret and cope with task demands rather than workload volume alone.

Link between Job Satisfaction and Work Commitment

Table 8 showed that job satisfaction significantly affected work commitment, which is supported by Krzyżowska (2025), Farah (2024), Rachmawati and Suyatno (2021), and Ong et al. (2021).

Table 8 Job Satisfaction and Work Commitment

Research Topic	Analysis Method	Finding	Authors
“Job Commitment and Job Satisfaction in Women Affected by domestic violence, Poland”	SPSS	Job satisfaction influenced work commitment	Krzyżowska (2025)
“The Interaction between Work Culture, Work Motivation, and Job Satisfaction with Employee Work Commitment, Indonesia”	Multiple Regression		Farah (2024)
“The Effect of Principals’ Competencies on Teachers’ Job Satisfaction and Work Commitment, Indonesia”	PLS-SEM		Rachmawati & Suyatno (2021)
“The Influence of Discipline, Work Environment, and Work Commitment on Job Satisfaction, Indonesia”	SPSS		Ong et al. (2021)

Source: Constructed by the researchers (2026)

The final set of studies summarized in Table 8 shifts the analytical direction, positioning job satisfaction as an antecedent of work commitment rather than as the outcome variable examined in the preceding seven tables. Krzyżowska (2025) offers a distinctive contribution by examining this relationship among women affected by domestic violence in Poland, suggesting

that the satisfaction-commitment link may be shaped by personal circumstances external to the workplace itself. Farah (2024) and Rachmawati and Suyatno (2021) situate the discussion within Indonesian organizational and educational contexts respectively, with the latter emphasizing principals' competencies as a contributing factor to both teacher satisfaction and commitment. Ong et al. (2021) similarly examine work commitment within the Indonesian context, alongside discipline and work environment. Taken together, these studies suggest that job satisfaction functions not merely as a terminal outcome but as a precursor to deeper organizational attachment, indicating a reciprocal or sequential relationship between the constructs examined throughout the preceding sections of this review.

CONCLUSION

This research provided an interpretation of a conceptual framework and empirical studies that identify the factors influencing job satisfaction and work commitment among employees at the Provincial Department of Labour and Vocational Training. The underlying theories of Herzberg's Two-Factor Theory and Social Exchange Theory were applied to the fundamentals of the conceptual framework of this research. Moreover, three previous empirical studies were used to determine the key determinants of job satisfaction and work commitment, comprising training and development, rewards and recognition, working conditions, teamwork, employee participation in decision-making, workplace environment, and workload.

The proposed conceptual framework provides practical guidelines for policymakers and managers in Cambodia's Provincial Department of Labour and Vocational Training to develop an evidence-based human resource management strategy that enhances employees' job satisfaction and work commitment, which is also serving as a theoretical foundation for future empirical research. Getting these best empirical results, these results offer the groundwork for additional investigation employing a sophisticated statistical model such as structural equation modeling (SEM) to investigate the relationship among constructs.

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