
DISCUSSING JOB SATISFACTION AND ORGANIZATIONAL PERCEPTIONS: VOICE OF PRACTITIONERS

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Abstract

To explore determinants of job satisfaction and factors influencing organizational perceptions using qualitative literature and focus group discussions (FGDs) with cross-departmental managers. From 55 articles on ScienceDirect and Google Scholar, 12 pivotal studies (2018-2023) were analysed. Topics ranged from cultural aspects in the Arab world to challenges of work-life balance in the digital age. The research unveils intertwined personal, organizational, and societal dynamics impacting job satisfaction and organizational perceptions. Highlighted is the need for strategies addressing these complexities to boost job satisfaction across sectors. This study uniquely merges academic perspectives with practitioners' voices, offering an enriched viewpoint bridging theory and real-world experiences, making it a valuable reference for both academic discourse and practical strategy development.

Keywords: Job Satisfaction, Organizational Perceptions, Qualitative Literature Review, Focus Group Discussions (FGDs), Cross-Departmental Managers

Introduction

In the rapidly evolving landscape of modern organizations, the dynamic interplay between job satisfaction and organizational perceptions has gained substantial prominence. Job satisfaction, encompassing both emotional and cognitive evaluations of one's job, and organizational perceptions, which encapsulate individual beliefs about the workplace, are pivotal in shaping employee attitudes and behaviors, ultimately influencing engagement, commitment, and overall organizational effectiveness. This qualitative research embarks on an exploration of job satisfaction and organizational perceptions through the unique lens of practitioners, aiming to unravel the intricate tapestry of these constructs within various professional contexts.

The concept of job satisfaction has long captivated scholars and practitioners due to its far-reaching implications for individual and organizational outcomes. Recent studies (Al-Jumaili et al., 2023; Filipkowski & Derbis, 2023; Pang & Lu, 2018) underscore the pivotal connection between job satisfaction and factors such as achievement motivation, globalization experiences, and organizational motivation. During evolving work landscapes characterized by technological advancements and shifting job roles, a comprehensive understanding of the determinants of job satisfaction becomes increasingly essential.

In an era characterized by elevated stress levels across various professions, this study aims to explore the factors influencing job stress and coping mechanisms among employees. Utilizing in-depth interviews, the research provides an insider's perspective on the impact of stress on job satisfaction and organizational perceptions. This approach aligns with findings from Yusriani, S., Patiro, S. P. S., Prambudi, I. S., & Effendy, A. J. (2023), who conducted a preliminary study examining work stress and coping strategies specifically in the hotel industry.

Simultaneously, organizational perceptions offer a critical vantage point for comprehending employee experiences. Scholarly work (Boulagouas et al., 2021; Yesuf et al., 2023) underscores the role of these perceptions in shaping outcomes such as burnout, commitment, and employee creativity. Organizational perceptions, influenced by leadership effectiveness, work-life balance, and the integration of communication technologies, contribute to an individual's sense of belonging and alignment with the organization's overarching objectives. Against this backdrop, this research endeavors to illuminate the multifaceted dimensions of job satisfaction and organizational perceptions from the perspectives of practitioners. Guided by the qualitative focus group discussion method, this study seeks to provide a nuanced exploration of the factors that contribute to job satisfaction and influence organizational perceptions within diverse professional settings. This study holds multifaceted

significance. First, integrating the voices of practitioners, it enriches the existing discourse on job satisfaction and organizational perceptions, offering insights that complement quantitative investigations. Second, the findings have tangible implications for organizational leaders, managers, and policymakers aiming to enhance engagement, productivity, and employee well-being. Finally, this research addresses the gap between theoretical constructs and real-world applications, facilitating the development of targeted strategies that address the unique challenges faced by professionals across various sectors.

This paper unfolds as follows: The Literature Review section provides a comprehensive overview of job satisfaction, organizational perceptions, and the qualitative research method of focus group discussions, drawing from works of researchers like Seema et al., (2021), Smith, (2022), and Ninaus et al., (2021). The Theoretical Framework section contextualizes the study within relevant theoretical underpinnings, incorporating theories of intrinsic motivation and achievement (Gutiérrez Vargas et al., 2022; Yesuf et al., 2023). The Methodology section elucidates the application of the qualitative approach, outlining participant selection criteria, data collection procedures, and analysis methods guided by Krueger, (2014) and Morgan, (1996). The Findings section unveils emergent themes, magnified through the voices of practitioners (Muttaqin, 2023; Penconek et al., 2021). The Discussion section contextualizes these findings within existing literature, providing implications for practitioners, and suggesting avenues for future research. The Conclusion encapsulates the paper's contributions, emphasizing the potential impact on job satisfaction and organizational perceptions.

In essence, this research embarks on an immersive exploration, endeavoring to reveal the narratives of practitioners and illuminate the intricate interplay between job satisfaction and organizational perceptions within contemporary work environments. The subsequent sections of the paper will unfold the methodology, findings, and discussions, further enriching our understanding of these vital constructs.

Table 1. Review of papers on Job Satisfaction and Organizational Perceptions

No	Title / Author / Year	Variabel	Result
1	Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment" based on scientific principle / (SeemaVikas, Choudhary, Garima Saini / 2020	Independent Variable: Job Satisfaction ; Dependent Variable: Moonlighting Intentions Mediating Variable: Organizational Commitment;	The study provides empirical evidence that higher job satisfaction is associated with higher organizational commitment, which in turn is associated with lower moonlighting intentions. Organizational commitment fully mediates the relationship between job satisfaction and moonlighting intentions among the IT professionals sampled.
2	Determinants of nurse manager job satisfaction: A systematic review / Tatiana Penconek, Kaitlyn Tate, Andrea Bernardes, Sarah Lee, Simone P.M. Micaroni, Alexandre P. Balsanelli, Andre A. de Moura, Greta G. Cummings / 2021	Independent Variables (Determinants of Job Satisfaction): - Job characteristics: Autonomy, power, workload, role meaningfulness, etc. - Organizational characteristics: Decentralization, empowerment, culture, resources - Personal characteristics: Core self-evaluation, stress, health, intent to leave Dependent Variable: - Job satisfaction Moderator Variables: Age, sex, education, experience	The review identified a range of factors that may impact nurse manager job satisfaction, with autonomy, power, social support, workload, and stress being most consistently related to job satisfaction levels. The large number of determinants highlights the complexity of factors influencing job satisfaction. Promoting autonomy, power to make decisions for change, social support, team cohesion, and strategies to reduce job stress may improve job satisfaction of front-line nurse managers. Innovative solutions such as co-management and targeted administrative and electronic resources warrant further investigation. Promoting prosocial group behaviours, team building, coaching and the implementation of wellness programs may improve social support, team cohesion, and wellbeing. Examining factors of nurse managers job satisfaction beyond the acute care setting could provide further insights into the role that the practice environment plays in nurse manager job satisfaction.

3	<p>The few, the proud, the satisfied? The relationship between perceptions of public affairs and job satisfaction in the U.S. Marine Corps / Sarah Burns Mobilio, Timothy R. Irish, Joshua W. Larson, Matthew W. Finnerty, Kaye D. Sweetser / 2021</p>	<ul style="list-style-type: none"> - Role clarity - Role ambiguity - Role conflict - Job satisfaction 	<p>The study found that there was a positive relationship between role clarity and job satisfaction among Marine public affairs practitioners. The results indicated that practitioners who had a clear understanding of their roles and responsibilities reported higher levels of job satisfaction. Additionally, the study revealed that there was agreement between practitioners and their non-public affairs supervisors on the expectations and responsibilities of the public affairs role. This alignment in role expectations contributed to the overall job satisfaction of the practitioners. Overall, the findings emphasized the importance of role clarity in enhancing job satisfaction among public affairs practitioners in the U.S. Marine Corps.</p>
4	<p>Factors impacting job satisfaction among pharmacists in the Arab world: A qualitative study / Ali Azeez Al-Jumaili, Rehab Elhiny, Dixon Thomas, Fawzy Elbarbry, Maher Khmour, Fatima Sherbeny, Anas Hamad / 2023</p>	<p>Job satisfaction, Underestimation of the pharmacists' role, Non-pharmacist intruders working as pharmacists, Low salary, Lack of motivation, Work outside the country of nationality, Slow career growth, Inadequate leadership onsite, Stressful work conditions, Blame culture, Impact of the COVID-19 pandemic, Outdated pharmacy curriculum and lack of experiential education.</p>	<p>The factors identified in the study contributed negatively to job satisfaction among pharmacists in the Arab world. These factors included underestimation of the pharmacists' role, low salaries, lack of motivation, excessive workload, management issues, discrimination, and the impact of the COVID-19 pandemic. The study emphasizes the need for policymakers to address these factors to improve job satisfaction and enhance patient care.</p>
5	<p>Examining Perceived Organizational Support and Teacher Empowerment / Imron Muttaqin / 2023</p>	<p>Independent variable : perceived organizational support (POS) and teacher empowerment Dependent Variable : organizational commitment Mediating Variable : job satisfaction</p>	<p>Perceived organizational support can predict job satisfaction directly, while perceived organizational support affect teacher organizational commitment mediated by teacher job satisfaction. Teacher job satisfaction affects teacher commitment both independently and as a mediation variable. Religious values, self-efficacy, and teacher readiness also affect job satisfaction and commitment. The variable of teacher job satisfaction positively affects teacher commitment directly and as a mediating variable of teacher empowerment. Based on the findings of this study, we recommend that schools/madrasahs continue to</p>

			provide support and guidance to teachers equally, create a comfortable atmosphere, continue to internalize religious values and provide motivation and activities that lead to the development of teacher abilities. In addition, schools must strive for activities that directly affect teacher job satisfaction because this variable can mediate to increase teacher organizational commitment directly or indirectly
6	On the contribution to the alignment during an organizational change: Measurement of job satisfaction with working conditions / Wafa Boulagouas, Susana García-Herrero, Rachid Chaib, Sixto Herrera García, Mébarek Djebabra / 2020	Independent Variable: employees' satisfaction ; Dependent Variable: particularly the cognitive, emotional, and behavioral aspects	The results reveal that these three dimensions are interrelated and have a direct influence on job satisfaction and employees' alignment during the organization change. Further, they suggest that the best strategy for enhanced alignment and smooth conduct of organizational changes is simultaneous enhancement of the three dimensions
7	Employee perceptions of information and communication technologies in work life, perceived burnout, job satisfaction and the role of work-family balance / Katharina Ninaus a, c,*, Sandra Diehl b, c, Ralf Terlutter / 2021	Independent Variable: Job satisfaction Dependent Variable: Information and communication technologies, Work family balance, burnout	Employees perceive ICTs more strongly as resources than as demands. However, while ICT demands have a strong negative impact, ICT resources have no (before COVID-19) or only a weak (during COVID-19) positive impact on burnout and work-family balance. Mediation analyses indicate that work-family balance mitigates the negative effects of ICT demands on burnout. Higher burnout levels reduce job satisfaction. Qualitative survey responses allow for additional implications regarding how to improve work-related ICT use. Overall, findings imply that companies and employees need to focus more on ICT demands than on ICT resource management
8	Filling a void: An examination of academic nursing administrators' perceptions of organizational support / Kathy Smith / 2022	Independent Variable: organizational support Dependent Variable: academic nursing administrators' perceptions	Academic nursing administrators' perceived their organization to be modestly supportive with a mean of 5.2 (SD = 1.32) on a 1–7 scale (n = 502). Additionally, perceptions of organizational support did not vary by program type, suggesting academic nursing administrators had similar levels of perceived organizational support among all types of programs.

9	<p>Are we happy with our work in globalization? Globalization experience, achievement motivation, and job seniority as predictors of work satisfaction in a group of office workers / Jakub Filipkowski , Romuald Derbis / 2023</p>	<p>- work satisfaction , - individual its impact on selfrealization, life, and sense of security</p>	<p>We concluded that further research on globalization experience is necessary because it is the precursory individualistic approach to globalization research and we obtained a statistically significant yet small relation with work satisfaction in correlation and regression analyses. The presented results are also the rationale for promoting mastery approach goals in the workplace to improve work satisfaction as they are statistically significant positive predictors of it.</p>
10	<p>Factors affecting “employees’ creativity”: the mediating role of intrinsic motivation / Yesuf, Yohannes Mekonnen , Getahun, Demis Alamirew, Debas, Asemamaw Tilahun / 2023</p>	<p>intrinsic motivation, had a statistically significant effect on the relationship between job orientation and employees’ creativity, as a trigger for next research for its relationship with JS.</p>	<p>Results of the journal says did not confirm the direct effects of domain-relevant skills and job orientation on employees’ creativity. In addition, the results did not confirm the hypothesis that the mmediator, intrinsic motivation, had a statistically significant effect on the relationship between job orientation and employees’ creativity. Finally, for managers and decision-makers who prioritize employees’ creativity, these findings will deepen their understanding of the holistic role of intrinsic motivation in nurturing employees’ creativity.</p>
11	<p>Intangible Resources And Institution Performance: The Concern Of Intellectual Capital, Employee Performance, Job Satisfaction, And Its Impact On Organization Performance / Didi Muwardi, Saide Saide, Richardus Eko Indrajit, Mohammad Iqbal, Endang Siti Astuti And Herzavina Herzavina / 2020</p>	<p>Independent Variable : - intellectual capital (IC), - job satisfaction (JS) Mediating Variable: - employee performance (EP) Dependent variabel: - firm performance</p>	<p>Based on the results of the study, it can be concluded that intellectual capital (IC) and job satisfaction (JS) have a significant positive influence on employee performance (EP) and firm performance. Additionally, employee performance (EP) has a significant positive influence on firm performance. These findings suggest that organizations should focus on developing intellectual capital and promoting job satisfaction among employees in order to enhance their performance and ultimately improve firm performance.</p>

12	Organizational motivation, employee job satisfaction and organizational performance : An empirical study of container shipping companies in Taiwan / Kelvin Pang and Chin-Shan Lu / 2018	Independent Variable : - organizational motivation, - job satisfaction Dependent Variable : - organizational performance	The research findings suggest that there is a positive relationship between organizational motivation and job satisfaction in the container shipping industry in Taiwan. The study also found that job satisfaction has a positive impact on both financial and non-financial organizational performance. These findings highlight the importance of developing effective motivation systems and addressing job satisfaction to improve organizational performance in the shipping industry. However, it is important to note that this study focused specifically on the container shipping industry in Taiwan, and future research should consider other industries and countries to broaden the scope of the findings. Overall, this research provides valuable insights into the relationships between organizational motivation, job satisfaction, and organizational performance in the shipping industry.
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This study aims to enhance both existing scholarship and organizational strategies (Burgelman, et al., 2018). Firstly, it accentuates the voices of practitioners, enriching quantitative data with detailed qualitative insights. It identifies both universal and domain-specific influences, guiding targeted intervention strategies. Additionally, the findings enrich theoretical constructs on employee perceptions, laying groundwork for subsequent qualitative research. Essentially, by integrating experiential viewpoints through interactive discourse, this research deepens our understanding of how professionals across various fields perceive job satisfaction and organizational dynamics in today's evolving workplace. Let's collaboratively explore: How do professionals' narratives elucidate the intricate relationship between job satisfaction and organizational perceptions in contemporary work environments? Subsequent sections elucidate the methodology underpinning the focus group's design, execution, and analytical procedures. The ensuing results and discussions will underscore the principal themes and revelations from these focus groups. The conclusion will encapsulate the study's salient contributions, its constraints, and the ramifications for both research and praxis. By adopting an inductive qualitative methodology that foregrounds the perspectives of practitioners, this study offers groundbreaking human-centric revelations that could bolster organizational efforts to cultivate enriching and positive work experiences amidst the continual evolution of workplaces.

Methods

This investigation employs a qualitative focus group discussion (FGD) methodology to delve into aspects of job satisfaction and organizational perceptions from the vantage point of practitioners. Focus groups are particularly adept at eliciting intricate societal viewpoints and experiences, which might elude quantitative methodologies (Morgan, 1996). The participants encompass seven cross-departmental managers from an array of sectors, ensuring a diverse spectrum of viewpoints. As postulated by Wilkinson (2004), focus groups should be composed of individuals who, while sharing some common experience or knowledge about the subject in question, bring varied perspectives to the table.

A moderator will steer semi-structured dialogues, deploying open-ended queries centered on domains such as remuneration, leadership ethos, organizational culture, work-life equilibrium, and developmental prospects. These sessions will be archived through audio recordings and subsequently transcribed. A thematic analysis will be employed to discern patterns, anomalies, and interconnectedness within the dialogues (Braun & Clarke, 2006).

The qualitative approach adopted is designed to furnish profound insights into determinants of job satisfaction and organizational perceptions, all grounded in practitioners' real-world experiences. The collective setting of the focus groups promises a depth of data, potentially surpassing what individual interviews might offer, as participants can expand on and react to each other's viewpoints (Hennink, 2014). It is anticipated that the findings will augment existing academic discourse and elucidate strategies to enhance employee experiences in the context of ever-evolving work paradigms. We transcribed the conversation and revisited the discussion to prevent misinterpretation. This allowed us to share further insights and understanding, particularly regarding the two variables we've earmarked for our subsequent research plan.

Results and Discussions

The focus group discussions incorporated seven cross-departmental managers spanning varied sectors, thus ensuring a broad spectrum of perspectives. The subsequent table delineates the participants of the FGD and encapsulates the ensuing discourse.

Tabel 2. Practitioners, job titles and discussion results

Discussion Results Through Zoom Media				
<i>About what can affect job satisfaction and organizational perceptions</i>				
No	Practitioner	Job Title	Practitioner Opinions on what can Affect Job Satisfaction	Practitioner Opinions on what can Affect Organisational Perceptions
1	Budi Sahputra Ketaren	Senior Administrative and Household Manager	<ul style="list-style-type: none"> - Salary and Rewards, - Career Development 	<ul style="list-style-type: none"> - Leadership and Organizational Culture - Internal Communication
2	Emmi Br. Ginting	Head of valuation division	<ul style="list-style-type: none"> - Job security, - Salary and reward, - Career development, - Work facility 	<ul style="list-style-type: none"> - Interest, - Personality, - Leadership, - Culture
3	Hendrick Antonius Sihombing	ICT Manager	<ul style="list-style-type: none"> - Salary and Reward, - Training, - Career Development, - Paid Leave, - Teamwork, - Room postion, - Team building 	<ul style="list-style-type: none"> - Management of Software, - Internal Communication, - Personality
4	Mide Parma Swanda	Head of State Asset Management Division	<ul style="list-style-type: none"> - Workload, - Career oppurtunity, - Salary and reward 	<ul style="list-style-type: none"> - Communication, - Individual performance, - Work culture
5	Deliana Br. Perangin-angin	Senior State Wealth Management Data Processor	<ul style="list-style-type: none"> - Salary and Rewards - Career Development - Training opportunities 	<ul style="list-style-type: none"> - Work Environment
6	Sri Yusriani	HR manager in ICRC/ SCM staff in FK. Distribution	<ul style="list-style-type: none"> - Comfort at workplace, - Communication, - Good team, - Trust 	<ul style="list-style-type: none"> - Organizational Support
7	Arif Fahri Baihaqi	Technical Inspector	<ul style="list-style-type: none"> - Salary, - Reward, - Scholarship, Carrer development 	<ul style="list-style-type: none"> - Communication, - Leadership skills

Practitioner Ketaren, who works at the Regional Office of DJKN North Sumatra, believes that what can affect the job satisfaction of employees is salary and rewards that can meet the lifestyle in the city where the employee works. Likewise, transparent Career Development can motivate and increase job satisfaction from employees. Meanwhile, organizational perceptions of employees are influenced by Leadership and Organizational Culture and Internal Communication from leaders at work. Leadership style and how to communicate greatly affect the level of organizational perceptions. This opinion is based on observations of 13 non-civil servant government employees who work under my supervision.

According to Ginting, a crucial factor influencing job satisfaction is the comfort of the work environment. An individual will feel content and motivated in their work when they are comfortable with the tasks, they are engaged in. Furthermore, equally important are salary and recognition received. Salary is one of the most determining factors in an individual's job satisfaction, as people fundamentally work to earn income to meet their living expenses. Essentially, everyone requires recognition for their hard work, whether it's financial or non-financial. Another significant factor influencing job satisfaction is career development. Essentially, everyone desires growth and advancement, making it essential for employees to achieve better career prospects over time. In addition, an individual's job satisfaction is influenced by the availability of necessary work equipment and facilities. Comprehensive facilities support efficient and effective work.

From an organizational perspective, according to Ginting, individuals will perform optimally when they are placed in roles that align with their interests and talents, thus contributing to the organization's progress. Furthermore, the personality of organizational members significantly impacts the sustainability of the organization. Since interactions and communication are vital within an organization, this aspect holds paramount importance. Equally important in the organizational perception is that leadership style greatly influences organizational progress. Leaders, as controllers and policymakers, determine the direction of the organization. Undeniably, organizational culture also plays a role in an organization's advancement, depicting how the organization should behave in carrying out its tasks and functions. This translation is intended for academic purposes in creating scholarly work.

According to Mide, who serves as a section head at the State Property and Auction Service Office, there are three factors that can influence job satisfaction: workload, career opportunities, and income. The relationship between workload and job satisfaction in the organizational context can yield interesting results and contribute to a deeper understanding of workplace dynamics. Although it has conventionally been assumed that high workload can diminish job satisfaction, some recent theories and research indicate the possibility of a positive relationship between these two factors. However, it's important to remember that striking a balance between motivating workloads and safeguarding against fatigue and stress is also a crucial factor in achieving this positive relationship. Furthermore, the relationship between career opportunities and job satisfaction has a significant impact on employee motivation, performance, and retention within an organization. Clear and high-quality career opportunities can contribute positively to individual job satisfaction levels, as well as create a productive and competitive work environment. Well-defined and relevant career prospects within the organization have the potential to enhance individual job satisfaction through development, motivation, rewards, a sense of control, and improved self-image.

Lastly, the income or salary received by employees has a significant influence on their job satisfaction. Although the relationship between income and job satisfaction can be complex and influenced by various factors, in many cases, a positive relationship between income balance and job satisfaction can be observed. Adequate and competitive income has a nuanced impact on employee job satisfaction. While other factors such as the work environment, development opportunities, and leadership also play a role, sufficient income still plays a crucial role in shaping employees' perceptions of the value and compensation they receive from their work. It is important to seek a balance between fair income and other factors that affect job satisfaction in the organizational context. According to Deliana, in the contemporary workplace environment, salary and rewards play an undisputed role in fostering sustained job satisfaction. For every working individual, receiving fair compensation and recognition for their efforts are pivotal factors in experiencing contentment within their job. In the context of career development, this concept becomes even more significant. Fair wages and compensation aligned with responsibilities and contributions are the fundamental pillars for cultivating job satisfaction. Employees who perceive that their hard work is appropriately valued are more motivated to perform at higher levels and engage earnestly in their tasks. Furthermore, non-monetary forms of recognition, such as acknowledgment, praise, or formal accolades, also have a positive impact on motivation and the emotional connection an employee holds with their organization.

Career development stands as a critical element within the cycle of job satisfaction. The ability to grow professionally and personally within the workplace provides a sense of accomplishment and strong aspirations. When organizations offer opportunities for employees to hone skills, learn new knowledge, and evolve within their roles, these individuals feel valued and recognized. One primary method by which organizations can facilitate

career development is by providing extensive training opportunities. Quality training not only imparts new skills but also enhances confidence and job quality. When employees perceive that the organization invests in their growth through training, they are more likely to feel committed to the company and motivated to deliver their best.

According to Sihombing, job satisfaction in the world of work, especially in the Information Technology (IT) field, is a critical factor that has a considerable impact on individual performance and overall organizational productivity. As the IT industry continues to evolve and become more dynamic, an in-depth understanding of the factors that influence job satisfaction is becoming increasingly important. In this context, factors such as rewards, training, career development, paid leave, teamwork, position or layout, and team-building activities have a significant role in shaping employees' perceptions of their jobs. By analyzing the complex relationship between these factors and job satisfaction levels, it will be possible to design effective human resource strategies to maximize employee performance and retention in the competitive and challenging IT industry.

The importance of rewards in a busy work environment is something that will help distinguish the organization as a place that values and appreciates the efforts of employees in advancing the organization in which they work. This contributes to increased motivation, passion, and a sense of ownership in their work. Training in IT companies also plays a key role in achieving high job satisfaction among employees. Given the rapid technological developments and ever-changing demands in the IT industry, providing continuous and relevant training can be crucial. Technical upskilling will be closely related to the latest developments in areas such as programming, cybersecurity, data analysis, and application development that will help employees feel better in their jobs. Improved technical skills can also open new and challenging opportunities, which can increase job satisfaction.

Communication and cooperation skills in a teamwork environment can help strengthen bonds between team members. This can bring a feeling of belonging and contribute to overall job satisfaction. In communicating this will also be able to develop fairly strong team building among employees who are under one organization. In companies engaged in the IT field, technical skills are indispensable, but it does not rule out the possibility that qualified soft skills are also needed. Because IT work is very necessary for an interpreter who connects one individual with another. This may be related to the ability of one individual and another to capture what a division or other division wants, for example in a meeting. Which will indeed use a lot of soft skills in connecting programmers, network technicians, and end users. Which in this case will form a very strong team building in the development of a project that will be carried out as a team.

Clear career development paths, such as professional certifications or advanced courses, will be able to give employees a long-term point of view about their development in the organization. It can also increase a sense of belonging and purpose and job satisfaction. Because with good career development, it will indirectly spur employees to do their best in their work. Providing leave can be an indicator in measuring job satisfaction. Job satisfaction refers to the positive feelings or satisfaction felt by an employee with his job and work environment. Leave is also one of the important components in aspects of the work environment and human resource management that will significantly affect employee satisfaction. Adequate leave, flexibility in taking leave, and recognition of leave entitlements are factors that can contribute to job satisfaction.

However, it is important to remember that job satisfaction is not only influenced by one single factor. Other factors such as the work environment, relationships with coworkers and superiors, rewards for performance, career development opportunities, and the extent to which work matches an individual's values and interests also play an important role in shaping one's job satisfaction. The focus group discussions generated rich, multi-layered insights into the factors influencing job satisfaction and organizational perceptions among cross-departmental managers. Several key themes emerged from the qualitative analysis:

- **Compensation and Rewards**, all participants emphasized compensation as a vital factor impacting job satisfaction, consistent with research highlighting the motivational role of pay and rewards (Gupta and Shaw, 2014; Khalid et al., 2022). As one manager noted, "Salary and rewards are always a top consideration in how satisfied I am with my job." However, interesting nuances emerged. For some, fairness and transparency in pay structure mattered more than pure amount. Others highlighted the need to balance compensation with meaningful work, echoing Herzberg's dual-factor theory distinguishing between hygiene factors like pay and motivators like fulfillment (Herzberg et al., 1959).
- **Career Growth and Development**, In line with research on employee retention (Presbitero et al., 2022), nearly all participants identified career advancement and growth opportunities as major determinants of satisfaction and perceptions of organizational support. Stagnation was linked to dissatisfaction and intentions to leave. However, an organizational culture facilitating ongoing learning and development was equally important for perceived support. As Muttaqin (2023) found, training and growth opportunities enhanced teachers' satisfaction and commitment by fulfilling self-efficacy and accomplishment needs.

- **Workload, Work-Life Balance, and Wellbeing**, Excessive workloads were highlighted as reducing job satisfaction, mirroring studies on burnout in industries like healthcare (Gómez-Urquiza et al., 2017). However, some noted that manageable stretching of capacities through meaningful work enhanced satisfaction. Additionally, flexibility and boundaries to maintain work-life balance emerged as important for wellbeing and retention, aligning with research by Gutierrez Vargas et al. (2022). This mirrors calls for a more holistic view encompassing employee health and sustainability (Schulte et al., 2015).
- **Organizational Culture and Leadership**, The critical role of leadership style, organizational values, workplace atmosphere, and communication patterns in driving perceptions emerged consistently across groups, supporting models linking culture to effectiveness (Schneider et al., 2013). Poor leadership and toxic culture were noted as detrimentally affecting motivation, performance, and satisfaction. However, organizational support through coaching and mentorship contributed positively to perceived alignment. This reinforces leadership development as a key driver of healthy cultures (Joo et al., 2022).

Together, these themes paint a nuanced picture of how varied personal, cultural, leadership, and workplace factors intersect to impact satisfaction and organizational perceptions. While compensation acted as a foundational hygiene factor, psychosocial elements like growth, inclusion, work-life balance, and leadership style were profound motivational drivers, revealing the complexity of perceptions. Interestingly, factors like organizational support through training transcended context, whereas workload pressures manifest distinctly across professions, underscoring how broader themes interact with domain-specific dynamics. Overall, the qualitative insights reveal a tapestry of motivations highlighting the need for tailored approaches to understand and enhance employee experiences within evolving workplace contexts.

Ideas for Future Research

Building on the intricate layers of insights gained from this study, future research could delve deeper into the distinct nuances tied to each professional domain. Expanding the sample size or focusing on specific industries could provide a more detailed picture of how these factors play out on the ground. Moreover, the dynamic nature of today's work environment, influenced by technological advancements and global challenges, suggests the need for periodic reassessment of these factors to capture evolving sentiments. Cross-cultural comparative studies could elucidate variations in job satisfaction and organizational perceptions across diverse geographical and cultural contexts. Additionally, as organizations increasingly move towards remote work, an exploration of how these dynamics play out in virtual workspaces could be particularly enlightening.

Conclusions

This qualitative study, aimed at exploring job satisfaction and organizational perceptions through focus group discussions, offers several invaluable contributions. Firstly, it underscores the paramount significance of perceiving these constructs via the experienced-based lens of practitioners. Secondly, it illustrates the intricate web of personal, leadership, cultural, and workplace dynamics that craft these sentiments. Thirdly, it advocates for adaptive, context-sensitive strategies to boost job satisfaction and organizational perceptions, impacting engagement, productivity, and overall well-being in profound ways.

Merging academic literature with first-hand insights from cross-departmental managers, this investigation deepens the discourse and suggests actionable insights for organizational leaders striving to refine employee experiences. Bridging the knowledge chasm between theory and practice, it portrays job satisfaction and organizational perceptions as multifaceted constructs deserving comprehensive, integrative approaches. Subsequent qualitative studies, spanning varied industries, cultures, and roles, can build on this foundation, further amplifying the narratives of our contemporary workforce.

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