

SYSTEMATIC REVIEW

The Role of Job Satisfaction on Psychosocial and Mental Health in Oil & Gas Employees: A Systematic Review

Nur Dalilah Mohd Rani¹, Nur Zafifa Kamarunzaman^{2,3}

¹ Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia.

² Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 70300 Seremban, Negeri Sembilan, Malaysia.

³ The Institute for Research on Socio-Economic Policy, Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia.

ABSTRACT

Introduction: The job criteria for the Oil and Gas (O&G) industry greatly value operational precision, production targets, and cost efficiency. In the meantime, employment fulfilment predicts happiness and job performance at work. Workers' mental health has recently been one of the most contentious problems, and the oil and gas industry is no exception. **Methods:** Through a comprehensive examination of major academic databases such as Scopus, Web of Science (WoS), and Dimensions.ai, this paper proposes to investigate the mediation influence of employment fulfilment across psychosocial aspects and mental health among O&G employers. The current study combined different research designs, and the assessment was conducted in accordance with the ROSES (Reporting Standards for Systematic Evidence Syntheses) publication requirement. ROSES provides four essential phases in article selection: identification, screening, eligibility, and quality assessment. **Results:** According to the findings, 11 articles met the ROSES criteria. Thematic analysis was performed to identify emerging themes related to the study issue of this work. Based on the investigation, there were two prominent themes: 1) motivation and 2) performance. **Conclusion:** This study is unique due to the fact it helped to bridge the gap and improve knowledge regarding the function of job satisfaction in the oil and gas industry. Future research should investigate the impact of additional factors influencing employees' mental health in Malaysia.

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Corresponding Author:

Nur Zafifa Kamarunzaman, PhD

Email: nurzafifa@uitm.edu.my

Tel: +606-6342707

INTRODUCTION

In highly evolved corporate cultures, increased productivity has been a primary concern. In developing countries, maximising output is also an important role. Employee job happiness has been discovered to be a key component in influencing productivity and piqued the public's curiosity. Although mental health is thought to affect employees' health and operational safety, the Oil and Gas (O&G) business is regarded as a laggard in managing employees' psychosocial elements and mental health (1). In today's world, generating job happiness is critical, and individual psychology plays a vital part. Most firms prioritise their employees' mental health to increase productivity (2,3,4,5,6,7). Satisfaction at work

boosts confidence, performance, and effectiveness. It results in better and more productive employees.

Job satisfaction is one of the most researched subjects in organizational behaviour (8). This satisfaction behaviour is influenced by an individual's inner energies, which can impact the direction of a person's conduct, effort, and tenacity in dealing with work challenges (9). Employees happy with their jobs may demonstrate various behaviours that direct them to carry out their responsibilities. Persistence reflects how hard people work and how long they persevere when faced with hurdles. Job satisfaction has three dimensions: the first is an emotional reaction to job satisfaction, the second is satisfied by meeting employees' job expectations, and the third is the employees' diverse attitudes (10).

Additionally, the O&G industry utilises a broad workforce, including permanent and contract employees and outsourced staff from both good and service organisations. With such a variety of backgrounds, there

are social interactions that could potentially lead to workplace bullying, affecting employees' psychological factors such as anxiety (11) and burnout, which would then trigger work-family conflicts (12), distress, and lower job satisfaction (13, 14). As a result, there will be a bad work environment, psychological safety climate, and vice versa (15), impacting work safety and health performance.

Previous studies have focused on certain human resource behaviours related to motivation models as moderators and mediators of job satisfaction in Western culture (16, 17, 18). The research presented here is exceptionally unusual, given that it helped to bridge the gap and improve awareness about the importance of job satisfaction in the oil and gas sector. Nevertheless, evidence for this is currently lacking in Malaysian studies on job satisfaction (18, 19, 20). With all that has been said in mind, this study aims to add to the existing literature by proposing research questions to investigate the function of job satisfaction as a mediator across psychosocial factors and mental health among O&G employees, specifically in Malaysia. The following section contains the research methodology, results, and discussion and concludes with the study's conclusion.

METHODOLOGY

A systematic literature review (SLR) was conducted to examine the global pattern of mental health disorders in O&G professionals. An SLR thoroughly recognises and integrates research relevant to each cycle phase using systematic, precise, and replicable methodologies (21).

The Review Protocols – ROSES

The study was governed by the ROSES review methodology. ROSES, or Reporting Standards for Systematic Evidence Syntheses, is a set of guidelines for systematic reviews and maps in environmental management (22). The rationale for choosing ROSES over PRISMA is due to various explanations based on diversified issues presented by (22). The first distinction is between environmental systematic reviews and systematic maps. Systematic reviews and mapping are conducted utilising precise and repeatable techniques to maximise impartiality while seeking to minimise bias throughout the entire evaluation. Systematic reviews are widely used to assess the effectiveness of management actions or the impact of a natural or manmade occurrence. This methodology has lately been applied to address broader issues regarding complex systems, such as understanding how and beneath which circumstances an intervention or action will have the most impact.

ROSES aims to allow researchers to ensure that they provide precise data with the appropriate level of detail. The writers began their SLR by developing relevant review research questions in light of this review process. The authors then explain the systematic searching

technique, which consists of three major sub-measures: identification, screening (inclusion and exclusion criteria), and eligibility. The authors then move to the quality appraisal of the selected articles, revealing the technique used to ensure the quality of the articles to be examined. Finally, the authors explain how the data were abstracted for review, processed, and validated.

Formulation of Research Question

The researcher needs to include at least one research question to guide the entire Systematic Literature Review (SLR) process (23). The recommendation by (24) and (25) to the researchers was to formulate a specific research question in their SLR. This study's research questions were developed using PICO. PICO is a tool that assists authors in developing suitable research questions for the review. PICO is based on three essential ideas: population or problem, interest, and context. According to these fundamentals, the authors have included three main aspects in the review: O&G employees (Population), the impact of job satisfaction (Interest), and Global (Context), which then guide the authors to formulate its main research question: What is the role of job satisfaction as a mediator between the psychosocial factors and mental health among O&G employees globally?

Systematic Searching Strategies

The systematic searching strategies process has three main processes: identification, screening, and eligibility.

1. Identification

Identification is a method for investigating synonyms, related concepts, and alternatives for the study's major keywords: O&G employees, job satisfaction, psychosocial aspects, and mental health state. Its goal is to generate more possibilities for the specified database to look for additional related articles for the review. Search terms are chosen based on study questions, according to (26). The online thesaurus, keywords used in prior studies, keywords provided by Scopus, and keywords suggested by experts were all employed in the identification process. The authors modified the existing keywords on the two principal databases, Scopus and Web of Science. They created a whole search string (based on the Boolean operator, phrase searching, truncation, wild card, and field code functions). These two databases can be the leading archives in a systematic literature review because they have advanced searching functions, tend to be comprehensive (indexing more than 5000 publishers), control article quality, and have a multidisciplinary focus, including environment management-related studies (22). Dimensions.ai was chosen as an additional database. Combinations of keywords such as "job satisfaction", "O&G workers", "psychosocial factors" and "mental health" were used whenever suitable, using phrase searching and Boolean operators (OR, AND). The search in these three databases, Scopus, Web of Science, and Dimensions.ai,

yielded 23 articles. The search strings used in the study are shown in Table I.

Table I The search strings and terms used in this study

Terms	Search Strings
Psychosocial factors	"Psychosocial factors"
Oil and Gas	"Oil and gas" OR "petrochemical"
Employees	"workers" OR "workforce"
Job Satisfaction	"Job satisfaction"
Mental health	"Mental health" OR "mental illness"

2. Screening

The second procedure was screening, in which publications were either included or eliminated from the research (through the database or manually by the authors) based on criteria (see Table II). Given the importance of 'research field maturity,' as emphasised by (27), the screening method was confined to articles published between 2007 and 2022. This date was chosen because there was enough published research to perform a complete review. Because empirical research publications give primary data, the authors selected to review these. Only those written in English were evaluated to avoid ambiguity. When the screening process was completed, seven more items were eliminated, yielding 15 articles.

Table II The inclusion and exclusion criteria

Criteria	Inclusion	Exclusion
Publication time-line (in years)	2007 to 2021	Before 2006
Document type	Empirical research, full-text articles	Conference proceedings, non-full-text articles, chapters in a book, book series, books
Language	English	Non-English

3. Eligibility

The third procedure is eligibility, in which the writers physically examine the retrieved articles to ensure that all remaining articles (after the screening process) meet the criteria. This was accomplished by reading the titles and abstracts of the articles. This procedure removed two papers for the following reasons: focus on an area other than O&G, lack of empirical research, and the methodology portion is not well defined and published as a chapter in the book. In the end, only 11 articles were chosen.

Quality Appraisal

The remaining articles were given to the two experts for quality assurance to ensure the content's quality. The articles must be free of bias, and any with poor

methodology must be excluded (28). There are two main things to consider in the section on quality appraisal: 1) who should appraise the quality, and 2) the criteria for determining quality.

Who should appraise the quality? – It can be done by experts or by the researchers themselves. To reduce bias, however, the number of reviewers should ideally be greater than one (29). If the researchers themselves are evaluating the quality, they can do so in two ways. Before splitting the task, the reviewers can appraise the selected papers together to ensure they are on the same page and coding the papers similarly. The other option is for reviewers to evaluate each study independently (30).

Criteria for determining quality – The criteria for assessing the quality of the articles can be found in various sources. (31) listed three criteria to evaluate the quality of the articles: 1) Are the review's inclusion and exclusion criteria appropriate and well-described? 2) Is it feasible that the literature search covered all relevant studies on the topic? 3) Did the selected publication use blind reviewers to assess the study's quality/validity? Additionally, researchers can rely on the best evidence synthesis technique, in which selected articles are appraised by the systematic review team based on predefined guidelines before deciding whether the studies are scientifically admissible or not (32). Finally, according to (33), researchers can independently examine the methodological aspects of studies.

According to (33), the remaining articles should be classified into three quality levels: high, moderate, and low. (34), on the other hand, have listed the quality assessment criteria. Each criterion is scored on a scale of 1 (Yes), 0.5 (Partly), and 0 (No). Generally, researchers should only include articles with at least 50% quality. Assume an author evaluates the quality using the AXIS quality assessment tool, including 20 quality criteria. In that case, the researchers will only consider articles with scores greater than 10.0 (50% of 20.0 full marks). Only articles ranked as high or moderate should be assessed. The experts concentrated on the methodology of the articles to determine the quality rating. Both writers agreed that the quality of the articles should be at a modest level for them to be included in the review. Before selecting whether or not to include or exclude papers from the review, the authors assessed any potential conflicts. The quality assessment resulted in the inclusion of 11 papers. The articles are shown in Table III.

Data Extraction and Analysis

After deciding which articles to review, researchers should focus their research on extracting relevant data from the chosen articles. The qualitative method was used in this study. (26) state that using qualitative and mixed approaches that allow researchers to undertake

iterative contrasts across the primary data sources is the best strategy to synthesise or analyse integrative data. Thematic analysis was used to describe themes and sub-themes based on trends and linkages discovered in the abstracted data (35). Figure 1 depicts the review’s systematic search approach.

Table III Summary of Search Results

	Country	Authors	Methods	Motivation	Performance
1	Iran	Mazloumi et al., 2012	QN		/
2	China	Yin et al., 2014	QN		/
3	Singapore	Yuen et al., 2018	QN		/
4	UAE	Al-Ali et al., 2019	QN		/
5	Norway	Havold, 2007	QN		/
6	Germany	Andersen et al., 2007	QN	/	
7	Norway	Olaniyan et al., 2016	QN	/	
8	Sri Lanka	Wickramasinghe, 2010	QN	/	
9	Switzerland	Shan et al., 2022	QN	/	
10	China	Wei et al., 2016	QN	/	
11	Canada	Paille, 2011	QN	/	

RESULTS AND DISCUSSION

Background of the selected articles

The authors were successful in obtaining 11 relevant papers. Two topics emerged from the thematic analysis, namely motivation and performance. Two articles were published in 2022, 2018, 2016, and 2007 correspondingly, while one article was published in 2014, 2012, 2011, and 2010.

The Themes

1. Performance

According to (36), this is the first study on the Work Ability Index (WAI) conducted in Iran. The findings revealed that psychosocial factors such as job skill discretion, job demands, job strain, social support, and job insecurity influenced WAI among employees in an Iranian petrochemicals industry. In this study, job stresses, job insecurity, and job demands were found to be the most negatively related to a limited WAI. This was noticeable in terms of job strain. Long-term stress may decrease functional capacities and workability, eventually leading to work-related sickness, which increases stress and renders employees handicapped. Job uncertainty has been linked to poor job performance, higher absenteeism, poorer safety, and an increased chance of accidents and injuries.

In contrast, (37) discovered in a seafarer population study that monetary rewards significantly impact job satisfaction. Fortunately, monetary incentives can significantly negatively impact employee and workplace motivation by lowering job satisfaction and motivation. The survey results also showed that an employee would like to work in situations that provide better physical comfort and convenience and that the absence of such conditions, among other things, can have a detrimental impact on an employee’s mental and physical well-being. The distribution of questionnaires also revealed that if a seafarer’s satisfaction with the working environment increases by 1%, job satisfaction increases by 0.173%. This means that the working environment affected total job satisfaction, thus supporting the hypothesis created. According to (38), various circumstances, such as the incentive system, a high level of stress, occupational characteristics, and the dispositional effect, can contribute to mariners’ contentment or dissatisfaction. The finding emphasises the significance of job satisfaction in mediating the effects of these factors on job performance. Considering the structural routes depicted are statistically significant ($P=0.05$), each hypothesis is generally validated. In this scenario, the multiple squared correlations (R^2) for job satisfaction and performance are 0.77 and 0.20, respectively. The significantly low squared correlations for job performance are judged appropriate for modelling complicated human behaviour and performance.

A survey was conducted among a multinational workforce

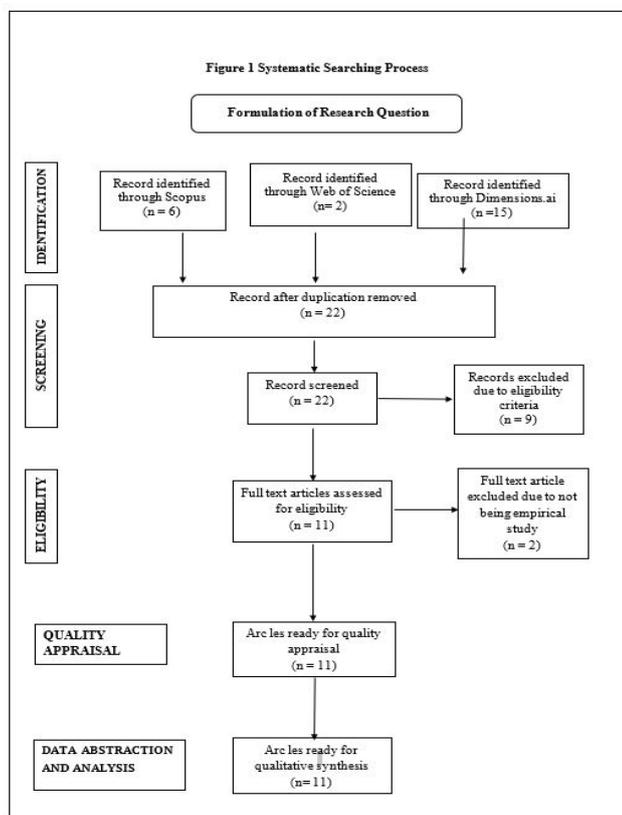


Figure 1: Systematic Searching Process

from 10 different countries operating on Norwegian-owned boats abroad, and the results underlined the importance of safety orientation due to the high-risk vocation of seafarers (39). Employees will feel more satisfied with their jobs due to the safety orientation. The opposite reactions to the same factors appear to be negative and positive safety behaviours. Some factors seem to impact poor safety attitudes, whereas others appear to affect excellent safety attitudes. However, this study raises the possibility of varied effects among cultures.

In addition, 740 questionnaires were received in the study conducted by (40), which distributed 855 questionnaires. There were 212 girls (28.6%) and 528 males (71.4%) among the participants. The findings also show that job happiness significantly and favourably affects job performance among UAE O&G employees. Job satisfaction has a negative significant effect on respondents' intention to leave their current job. This is because happiness or mental well-being has a cumulative influence on several elements that lower turnover intention. Furthermore, job satisfaction has a substantial and favourable impact on job performance. In contrast to the previous finding, job satisfaction has a negligible negative impact on employee turnover intention.

2. Motivation

Job satisfaction is preceded by motivation. Research by (41) addressed job satisfaction among European Maritime Pilots due to irregular working hours. Although there is no direct causal link between shift work and specific social, physical, or mental disorders, research has shown that working unsocial hours detrimentally influences individuals. With the exception of one country, most pilots in this survey claimed that work stress caused one or more health problems, i.e., strain. Negative job attributions have been shown not to influence job satisfaction (stressors). On the other hand, job satisfaction is both strongly and negatively connected to the strain level. Aside from coworkers, there were high relationships between practically all job satisfaction sub-values and health, showing that the vast majority of people are healthy.

Furthermore, employee motivation is influenced by the leadership. Employees who evaluated their boss as authentic reported higher job satisfaction, reduced job insecurity, and less intent to leave their firms, according to (42). Furthermore, the findings demonstrated an indirect relationship between authentic leadership and psychological capital (PsyCap). Finally, whether or not the captain was the employees' direct boss had no bearing on the validity of the leaders. After controlling for the influence of PsyCap, the direct effect of authentic leadership on quit intentions ($B = -.25, p = .001$) and work

satisfaction ($B = .21, p = .001$) was statistically significant but not on job security ($B = -.13, p = .11$). None of these bootstrap confidence intervals have zero in their border, it can be concluded that it supports the direct effects of authentic leadership on employee job satisfaction, work insecurity, and intention to resign via PsyCap.

Aside from leadership, work demands impact job satisfaction and turnover intention. Work demands are positively related to turnover intention but negatively related to job satisfaction, as demonstrated in (43). The intention to leave a job is negatively associated with job satisfaction. By estimating a series of multiple regression equations using the procedure provided in the section on data analysis procedure, the hypotheses were evaluated in examining the mediator effect of work satisfaction. The data support the notion that work-related time pressures are considerably positively correlated with intention to leave. The link between work time demands and intention to leave is greatly reduced when job satisfaction is present.

Also, job satisfaction is strongly related to employees' occupational health and is one of the key measures used to assess employees' quality of work and life. Job satisfaction is a form of work consequence and outcome. On the other hand, according to the findings of the (44) study, employee work stress has a negative impact on job satisfaction. Work stress is the psychological and physical impact on employees of working stresses. At the same time, it has been established that dedication can improve organisational work satisfaction. Job satisfaction is thought to be significantly predicted by organisational commitment. At the same time, (45) evaluates the extent to which job satisfaction mediates the relationship between workplace stress and work outcomes such as employer desire to leave and citizenship behaviour (CB). Stress was shown to be associated with worse job satisfaction ($r = -.297, p = .1$) but not with higher CB ($r = .043, ns$). Job satisfaction was negatively connected with a desire to leave ($r = .605, p = .01$), but positively correlated with CB ($r = .195, p = .05$).

Furthermore, work stress would impact motivation, perhaps leading to poor mental health and work-family conflict. In the meantime, safety participation improved job satisfaction and mental wellness. Work and family are the most important and visible aspects of a person's life, according to a survey conducted by (46). The following are the implications of the results for safety research. First, strain-based work-family conflict (WFC) had a substantial direct effect on safety involvement, consistent with earlier research that revealed negative connections between strain-based WFC and OCB, job expectations, and safety perception. Second, they identified evidence that job satisfaction can operate as a moderator in the association between strain-based WFC and safety engagement.

DISCUSSION

This study aims to answer the main research question of the paper: What is the impact of job satisfaction on psychological factors and mental health among O&G employees globally? A Systematic Literature Review (SLR) has been conducted to fulfil the objective, and resulting 11 papers were screened and selected. The findings highlighted two essential themes: motivation and performance. Motivation is the impetus for job satisfaction where a good working environment, excellent leadership skills by the superior, work demands with bearable stress levels, and quality work life preserve employees' contentment. Meanwhile, to boost the employee's performance, it needs security in the psychosocial factor (such as job demands, social support, and job insecurity) and monetary rewards. Motivated at work and achieving high job satisfaction in the selected profession are two significant traits employees look for (47). Motivational energy may typically contribute to driving any task faster and easier, and both elements positively affect individuals and organisations (48, 49).

In other notes, the concept of psychological agreement has become a focus area for leadership study. For example, (50) has mentioned that academics and practitioners have paid specific attention to psychological contracts as emulated in many publications in The Social Sciences Citation Index (SSCI). The impact of psychological contracts on job happiness raises employees' chance of being motivated, and job satisfaction fosters organisational citizenship behaviour (51). The last few decades, (52) have studied ineffective workplace job satisfaction patterns and their relationship to psychological contracts. Their studies labelled these tendencies as organisational transgression, workplace aggressiveness, and unethical behaviour. Furthermore, when the correct leadership style is applied, job satisfaction serves as a driving catalyst in the development of staff retention. As a result, the team's consistency and performance will improve.

In another study, (53) highlighted that motivation significantly impacts their performance to reduce employee turnover and retain productive personnel. Since recruitment and staff training are expensive investments, top management are encouraged to develop and implement effective policies that can enhance employees' performance and growth. Improving staff motivation, which promotes morale and results in outstanding performance, is also one of the organisation's goals. In recent years, most modern firms have attempted to encourage employee well-being to enhance productivity. Similarly, happiness in the workplace should be fostered since it is a sign of good mental health and increases motivation, performance, and outcomes at work (54).

The second theme discovered is job satisfaction, associated closely with the first theme above. It is interesting to acknowledge that job satisfaction could be the precursor and an essential element to the success of any firm. Besides, employee retention is motivated by job satisfaction (57), primarily influenced by trust, good environment and social relationships, salary and perks, and fairness. Hence, the Human Resources Department's main strategy is to develop a conducive work environment to sustain their good employees as long as possible (59). Similarly, work stress reckons an individual's job satisfaction (58). Employee turnover might be attributed to burnout due to stress and lengthy work hours (60, 61).

Maintaining a healthy work-life balance is essential for overall well-being and contributes directly to job satisfaction (62). However, maintaining work-life balance as an ideal ideology did not come easy when the company's culture and policy contradicted this value, imbuing imposter syndrome among the employees. This syndrome potentially fosters a feeling of incompetence, self-doubt and increasing job insecurity. This would lead to poor mental health that compromises the individuals' self-confidence and businesses (63). Although mental health has become a buzzword recently, the issue should not be taken lightly. In preserving high productivity, firms and employees should take a proactive and preventative approach, resulting in fewer mistakes and protecting the safety of all employees (64).

The findings have some implications. First, based on the results, 11 articles were included in the analysis, despite the inclusion criteria considering the maturity period of the subject matter. This demonstrates a limitation of grey literature from other publications excluded in this search, such as non-empirical papers, magazines, and books. Future research could consider analysing these publications alongside the empirical articles to enrich the search outcomes. Secondly, managers need appropriate training to create and retain motivation and job satisfaction in the workplace. Fostering positive vibes in the workplace, where respect towards everyone's needs is exercised, could help keep employees in the challenging O&G setting. Future research could also focus on assessing the employees' subjective health disparities and the psychosocial risks that affect employees' mental health.

CONCLUSION

In conclusion, emphasising employee motivation and performance towards job satisfaction in the workplace should be given attention. Various industries are increasingly calling for action to address gaps in workplace mental health regulations. Although management previously treated people like machines, the O&G industry mainly overlooked mental health.

Currently, the primary concern of the O&G industry is physical health; however, although working in the O&G fields is demanding and stressful because employees frequently live in remote areas far from their families, face sleep problems, skin irritations, and other difficulties, the industry does not prioritise mental health. Promoting good mental health in the workplace is a complex process that necessitates collaboration at all levels of leadership.

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