

## THE ROLE OF ORGANIZATIONAL SUPPORT, PAYROLL SYSTEM AND WORK MOTIVATION IN IMPROVING TEACHERS' JOB SATISFACTION: A SYSTEMATIC LITERATURE REVIEW

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Keywords	Abstrak
Organizational Support Payroll System Work Motivation Job Satisfaction Teacher Performance	<i>This article presents a systematic review of the role of organizational support, payroll systems, and job motivation in improving teacher job satisfaction. By collecting and analyzing various previous studies, this study identified a significant relationship between these three factors and job satisfaction. This research uses the literature review method to collect and analyze various relevant academic sources, namely literature studies by collecting data from journals, books, articles, and certain other writings. Then using a qualitative descriptive research method with the Systematic Literature Review (SLR) model, which is a systematic and structured approach to identify, evaluate, and synthesize all relevant evidence related to organizational support that has a significant effect on teacher job satisfaction. The results showed that strong organizational support was shown to increase teachers' sense of engagement and commitment, while a fair and transparent pay system contributed to intrinsic motivation. Additionally, high work motivation plays an important role in creating a positive work environment, which in turn increases overall job satisfaction. These findings provide valuable insights for education policymakers and school leaders in designing effective strategies to improve teacher welfare and performance.</i>
Dukungan Organisasi Sistem Penggajian Motivasi Kerja Kepuasan Kerja Kinerja Guru	<i>Artikel ini menyajikan tinjauan sistematis mengenai peran dukungan organisasi, sistem penggajian, dan motivasi kerja dalam meningkatkan kepuasan kerja guru. Dengan mengumpulkan dan menganalisis berbagai penelitian terdahulu, studi ini mengidentifikasi hubungan signifikan antara ketiga faktor tersebut dan kepuasan kerja. Penelitian ini menggunakan metode kajian literatur untuk mengumpulkan dan menganalisis berbagai sumber akademik yang relevan, yakni studi kepustakaan dengan mengumpulkan data-data dari jurnal, buku, artikel, serta tulisan-tulisan tertentu lainnya. Kemudian menggunakan metode penelitian deskriptif kualitatif dengan model Systematic Literature Review (SLR) yakni pendekatan yang sistematis dan terstruktur untuk mengidentifikasi, mengevaluasi, dan mensintesis semua bukti yang relevan terkait dukungan organisasi yang berpengaruh signifikan terhadap kepuasan kerja guru. Hasil penelitian menunjukkan bahwa dukungan organisasi yang kuat terbukti meningkatkan rasa keterikatan dan komitmen guru, sementara sistem penggajian yang adil dan transparan berkontribusi pada motivasi intrinsik. Selain itu, motivasi kerja yang tinggi berperan penting dalam menciptakan lingkungan kerja</i>

*yang positif, yang pada gilirannya meningkatkan kepuasan kerja secara keseluruhan. Temuan ini memberikan wawasan berharga bagi pengambil kebijakan pendidikan dan pimpinan sekolah dalam merancang strategi yang efektif untuk meningkatkan kesejahteraan dan kinerja guru.*

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## **1. INTRODUCTION**

Teachers play an important role in shaping the future of society through their dedication to educating the next generations. However, their job satisfaction and performance are affected by a variety of factors, including stakeholder engagement and organizational support. Over the past few years, extensive research has been conducted to explore the impact of stakeholder engagement and organizational support on teacher job satisfaction (Del Rosario and Z. Andal 2024).

In the context of education, teacher job satisfaction is a very important aspect to create a productive and effective learning environment. Job satisfaction not only affects teachers' motivation and performance, but also has a direct impact on the quality of education received by students. One of the key factors that contribute to teacher job satisfaction is organizational support, payroll systems and work motivation, which includes various forms of attention and resources provided by educational institutions.

High job satisfaction among employees can provide long-term benefits for the company. According to Kuswadi (Kuswadi 2004), employee satisfaction contributes to increased profits through several ways, including satisfied employees tend to produce better quality work, have higher levels of productivity, stay longer in the company, and create satisfied customers. Conversely, low job satisfaction can be detrimental to the company by lowering productivity, increasing employee turnover, and reducing the company's profits (A. S. Munandar 2011). Thus, it is important for organizations to understand and improve the factors that affect employee job satisfaction in order to achieve optimal results.

The perception of organizational support is a concept first introduced by Eisenberger et al. in 1986 and has become a major focus in the management and work psychology literature. This concept refers to employees' beliefs about how much the organization values their contributions and cares about their well-being. In the context of teachers, this perception of support is very important because it can affect their level of engagement, commitment, and job satisfaction.

Perception of organizational support or *Perceived Organizational Support* It can be measured through a variety of indicators, including awards given to employees, opportunities to develop skills, existing working conditions, and the company's concern for employee well-being (Susmiati and Sudarma 2015). Several studies have proven a relationship between the perception of organizational support and employee performance. The results of scientific research show that there is a significant link between the organizational support felt by employees and their performance improvement.

The payroll system also plays an important role in creating job satisfaction. Fair and transparent pay can increase teachers' intrinsic motivation, so they feel appreciated for their contributions. Conversely, an inadequate or non-transparent payroll system can lead to dissatisfaction that leads to decreased motivation and performance (Kristina, 2021; Putra (Arlizon, 2021). Therefore, it is important for educational institutions to design a payroll system that is not only competitive but also reflects the values of fairness.

Work motivation is another factor that greatly affects teachers' job satisfaction. Motivation can be triggered by a variety of factors, including recognition of achievements, opportunities for growth, and a positive work environment. When teachers feel motivated, they will be more enthusiastic about carrying out their duties, which in turn will increase their job satisfaction (Tukiyo 2015). Therefore, understanding the relationship between job motivation and job satisfaction is essential for the development of education policy.

In this context, a systematic literature review (SLR) is needed to identify and analyze the relationship between organizational support, payroll systems, and job motivation on teachers' job satisfaction. By collecting and analyzing previous studies, this article aims to provide a deeper insight into how these three factors interact with each other and contribute to improved teacher job satisfaction (Lismeida and Meilani 2017).

Through this research, it is hoped that practical recommendations can be obtained for stakeholders in the education sector to design effective strategies in increasing organizational support, improving the payroll system, and encouraging teachers' work motivation. Thus, increasing teacher job satisfaction will not only benefit the educators themselves but will also have a positive impact on the overall quality of education

## **2. RESEARCH METHODS**

The literature review method used in this study is to collect and analyze various relevant academic sources, to understand the concept of organizational support, payroll system and work motivation, as well as its impact on teachers' job satisfaction, as well as to identify research gaps that can be used as a basis for further study (Yam 2024). This study uses research or literature study, namely by collecting data from journals, books, articles, and certain writings, using qualitative descriptive research methods on these documents, then describing and analyzing them.

This study also uses the model *Systematic Literature Review* (SLR) is a systematic and structured approach to identify, evaluate, and synthesize all relevant evidence related to a particular topic or research question. This method aims to provide a comprehensive overview of the existing literature (Maghfirah and Agustina 2023). The literature search process is carried out systematically in various academic databases to identify studies that meet these criteria. Then, the researchers filtered the studies found which would then be analyzed and synthesized to produce comprehensive findings regarding the relationship between organizational support and teacher job satisfaction. The results of this SLR are expected to provide deeper insights into the role of organizational support in the context of education, as well as recommendations for managerial practices and further research.

## **3. RESULTS AND DISCUSSIONS**

### **Teacher Job Satisfaction**

Teacher job satisfaction is a diverse issue that is influenced by a variety of factors, including compensation, working conditions, and interpersonal relationships. Research shows that job satisfaction significantly impacts teacher well-being, performance and ultimately student outcomes. Key aspects that contribute to teacher job satisfaction include financial security, professional development opportunities, and a supportive work environment.

In the discussion of teacher job satisfaction, there are several theories put forward by several experts, such as the two-factor theory introduced by Frederick Herzberg, this theory distinguishes between motivator factors (which increase satisfaction) and hygiene factors (which can cause dissatisfaction). In the context of teachers, motivator factors can include recognition of achievements, and responsibilities, while hygiene factors include working conditions and salary.

Then, there is also the so-called value theory which states that teachers' job satisfaction is influenced by the extent to which individual values are fulfilled in their work. Teachers who feel their values are valued in a work environment tend to have higher levels of satisfaction (Yenti 2015). Furthermore, according to perception theory, job satisfaction is the result of an individual's perception of their job. If teachers feel that their work is in line with the desired expectations and standards, then they will feel satisfied (A. Munandar 2021).

The theory of Self-Efficacy emphasizes the importance of an individual's belief in his or her ability to achieve a goal. Teachers who have high self-efficacy tend to be more satisfied with their work because they feel they are able to face the challenges that exist (Tukiyo 2015). Teacher job satisfaction is a positive or negative feeling experienced by teachers towards their work, which can affect attitudes and behaviors in carrying out teaching and learning tasks. This concept is important because job satisfaction is directly related to the quality of education and teacher performance.

Teacher job satisfaction can be defined as a pleasant or unpleasant emotional state that teachers feel about their work. According to Robbins & Judge, job satisfaction is a positive feeling about the job, which results from the evaluation of the characteristics of the job. This includes feelings of like or dislike, satisfaction or dissatisfaction with various aspects of work, and rewards received (A. Munandar 2021).

Teachers' job satisfaction can be measured through several dimensions, some of which are, the work itself, namely the extent to which the tasks given are interesting and provide opportunities for learning. Salary and intensive, i.e. the level of compensation received and how this compares to individual expectations. Supervision, namely the quality of support and guidance provided by the principal or superiors. Working conditions, namely the facilities and physical environment where the workplace works. Interpersonal relationships, namely the quality of interaction with colleagues and students. Opportunities for promotion, i.e. opportunities for career development and position improvement (Tukiyo 2015).

The main research for teachers is income, with research showing that higher compensation correlates with increased job satisfaction (Assaf and Antoun 2024). About 80% of teachers state financial security as an important factor in their job satisfaction. Opportunities for career advancement and professional growth are

essential. Teachers who experience better career development report higher job satisfaction (Wang, 2024; Star, 2024).

Teachers who are satisfied tend to show better performance, including higher attendance and active involvement in the learning process. A high level of satisfaction can increase teachers' motivation to innovate in teaching methods as well as contribute more to the school environment. Good job satisfaction contributes to an overall improvement in the quality of education, as satisfied teachers are more likely to create a positive learning experience for students.

Positive relationships with colleagues and students, along with supportive leadership, significantly increase job satisfaction. Conversely, high workload stress and inadequate professional development can lead to dissatisfaction (Diagne 2023). Teacher job satisfaction is an important factor in creating an effective educational environment. By understanding and improving aspects that affect job satisfaction, such as working conditions, organizational support, madrasah head skills, madrasah environment, salary and interpersonal relationships, schools can improve teacher performance and overall education quality.

The studies reviewed showed that teachers who felt valued and had high confidence in their abilities (self-efficacy) tended to be more satisfied with their work. The results of the SLR confirm that in order to improve teacher job satisfaction, it is important for educational institutions to pay attention to aspects such as financial security, professional development opportunities and a supportive work environment. Thus, increasing teacher job satisfaction is not only beneficial for the individual but also contributes to the overall quality of education.

### **Perception of Organizational Support**

Perceived Organizational Support refers to employees' beliefs about the extent to which the organization values their contributions and cares about their well-being. This concept was first introduced by Eisenberger et al. in 1986 and has become important in the literature of management and work psychology.

In the discussion of Perception of Organizational Support, there are also several theories put forward by several experts, such as the theory of organizational support introduced by Eisenberger which states that employees' perception of organizational

support affects their well-being and performance (Kurniawan, Praningrum, and Dharmayana 2022). Employees will feel supported and valued when the organization shows concern for their contributions and their well-being.

Furthermore, the theory of social exchange was put forward by Gouldner which stated that the relationship between employees and the organization is reciprocal. When employees feel support from the organization, they feel obligated to make a better contribution in return (Indah Cahyanti 2022).

Then, there is the theory of organizational justice which focuses on how employees assess fairness in the organization's treatment of them. Procedural and distributive fairness can affect the perception of organizational support, where employees will feel more supported if they feel treated fairly.

Finally, the theory of organizational commitment which explains how the perception of organizational support can increase employee commitment to the organization. Employees who feel supported tend to be more committed to achieving organizational goals (Sari 2019).

The perception of organizational support is the employee's confidence in the organization's commitment to them, which is reflected in the appreciation for the employee's contribution and concern for the personal well-being of the employee (Sari 2019). According to Robbins & Judge, this perception includes the extent to which employees believe that the organization values their contributions and cares about their well-being. This can encourage employees to be more engaged and committed to their work. The perceived support from the organization can improve employee motivation and performance, as they feel valued and recognized. Employees who have a positive perception of the organization's support tend to show better work behavior and higher loyalty to the company.

Several indicators can be used to measure the perception of organizational support, such as financial (salary, bonus) and non-financial (recognition, praise) rewards for employee contributions. The organization's attention to employee well-being, including listening to complaints and providing support when needed. Then, the opportunities for promotion and career development offered by the organization (Hapis 2022).

The perception of organizational support plays an important role in improving teachers' job satisfaction. This concept refers to the extent to which teachers feel that



the organization they work for values their contributions and cares about their well-being. This can create a positive work environment, where teachers feel valued and motivated to give their best in the learning process (Kurniawan, Praningrum, and Dharmayana 2022).

Research shows that indicators such as financial and non-financial rewards, concern for employee well-being, and career development opportunities have a significant impact on the perception of organizational support. The results of SLR confirm that creating a supportive work environment can increase employee engagement and productivity, as well as reduce turnover rates, thereby contributing to the overall success of the organization.

### **Payroll System**

In the discussion of the payroll system, there are several theories put forward by several experts, such as those put forward by Mulyadi (in Devi Lestari: 2014: 23) the system is basically a group of elements that are closely related to each other, which function together to achieve certain goals.

According to James A. Hall (2001: 5) A system is a group of two or more interrelated components or subsystems of subsystems that come together to achieve a common purpose."

Salary is generally a payment for the delivery of services carried out by employees who have the level of manager, while wages are generally payments for the delivery of services carried out by implementing employees (labor). Generally, salaries are paid on a fixed monthly basis, while wages are paid based on working days, working hours or the number of units of products produced (Mulyadi, 2016:309)

According to Sadono Sukirno (2004) salary is a direct payment based on a certain period of working time, such as a week, month or year (Novian Ardiansyah Yusuf 2015).

The payroll system is a mechanism used to determine the amount of salary that an educator will receive. This system involves a variety of factors, from academic qualifications, teaching experience, to workload. In the payroll system, there are main components, namely basic salary, allowances, incentives and deductions (Kaengke 2021).

In the teacher salary system, there are several factors that affect the amount of teacher salary, including academic qualifications, then certified teachers where the teacher has allowances for the certificates he has, while other factors are workload,



working period, then school level and school location. In addition to the factors that affect the amount of teachers' salaries, the payroll system also has several challenges, including a significant salary gap between teachers, an unbalanced cost of living with salary increases and too much focus on financial aspects can reduce teachers' intrinsic motivation to teach (Siahaan and Meilani 2019).

The teacher payroll system has a very important role in improving the quality of education. With a good payroll system, it is hoped that teachers can work better and make optimal contributions to students.

### **Work Motivation**

Work motivation is a force that awakens, directs and influences employee behavior in carrying out their duties. According to Hasibuan, work motivation functions to increase employee morale, productivity, and satisfaction, as well as create a good work atmosphere. Factors that affect work motivation include salary, work environment, and recognition of achievements. It is important for companies to create an environment that supports work motivation. This can be done through the efforts of training, reward and career development programs to increase employee morale and productivity.

Work motivation is one of the important factors that affect employee performance in various sectors. A number of studies have established a significant relationship between work motivation and employee performance. Such a literature review on healthcare workers reveals that increased motivation is directly correlated with improved service quality and performance metrics (Mutmainah, Yulia, and Susanto 2024). Other research also emphasizes that motivated employees are more likely to engage positively with their tasks, leading to increased productivity and organizational growth (Syiva et al. 2023).

The implications of work motivation go beyond individual performance to the overall productivity of the organization. Motivated employees contribute to a positive work environment that encourages collaboration and initiative. Research shows that organizations that prioritize employee motivation see a noticeable increase in productivity and a decrease in job turnover (Syiva et al. 2023). This highlights the importance of implementing motivational strategies in organizations to maintain high performance levels.

Analysis using the SLR method shows that work motivation plays a crucial role in improving employee performance and job satisfaction in various sectors. Research shows a significant relationship between work motivation and productivity, with various factors, such as salary, work environment, and recognition contributing to those motivations. SLRs identify that organizations that focus on motivational strategies such as training, and rewards, experience increased productivity and a positive work environment which in turn reduces employee turnover.

### **The Role of Organizational Support in Increasing Teacher Job Satisfaction**

Organizational support plays a crucial role in improving teachers' job satisfaction, as revealed in various studies. This support covers administrative and moral aspects, which significantly affect teachers' work motivation and teachers' job satisfaction (Mardiyah, Indrawati, and Utari 2023). Previous research has shown that organizational support can increase motivation that contributes to job satisfaction (Maghfirah and Agustina 2023). However, some studies also note that the influence of organizational support on job satisfaction is not always significant, pointing to the need for more research to understand these dynamics in depth.

Teacher job satisfaction is a key element in creating a productive educational environment. Organizational support, which includes resources, training, and recognition, plays a crucial role in improving this job satisfaction. Research shows that the support provided by schools can significantly affect teachers' motivation and job satisfaction. Therefore, it is important to understand how organizational support can be optimized to improve teacher job satisfaction.

Organizational support refers to the employee's perception of how much the organization cares about the welfare of teachers. In the context of education, this support can be in the form of management policies that support adequate facilities, as well as opportunities for professional development. Research shows that when teachers feel supported by an organization, they tend to be more satisfied with their work, which leads to increased motivation and performance.

Various studies show that organizational support has a positive impact on teachers' job satisfaction. Previous research revealed that when teachers feel supported by their organization, both administratively and morally, they tend to be more satisfied with their work. This support not only increases work motivation but also creates a

positive work environment where teachers feel valued and motivated to give their best in the learning process.

Research shows that organizational support plays a crucial role in improving teacher job satisfaction, with various studies highlighting its positive and negative impacts. The relationship between perceived organizational support and job satisfaction is complex, often influenced by mediating factors such as collective progress and stakeholder engagement. It is important to understand the different dimensions of this organization's support to get a clearer picture of its effect on teacher job satisfaction.

Several studies have shown that perceived organizational support is positively correlated with job satisfaction among elementary school teachers. One of the factors that acts as a mediator in this relationship is collective effectiveness, which can increase job satisfaction among teachers (Zhu, Xia, and Xie 2024). In addition, increased involvement from each stakeholder, including parents and the community, also contributes to improved teacher satisfaction and performance (Del Rosario and Z. Andal 2024). Research by Solikhah et al. also shows that organizational support, when combined with individual resilience, can significantly increase job satisfaction and organizational commitment among teachers (Sholikhah, Wolor, and Malzara 2023).

Previous research conducted by Arshadi and Hayavi and Afzali et al. (Afzali, A., Amir Arash, M., and Loghman, H.-S. 2014; Arshadi, N., and Hayavi, G. 2013) on employees of national drilling companies in Iran shows that the perception of organizational support has a positive impact on employee performance. This means that when companies pay attention to the well-being and contribution of their employees, their performance will improve. The findings of this study indicate that the perception of organizational support is an important factor that can affect and improve a person's performance and satisfaction. Therefore, it is important for leaders to understand the level of organizational support that employees feel in order to improve their performance.

Many studies have shown a positive relationship between organizational support and teacher job satisfaction. For example, research by Pratami and Muryatini (2022) found that organizational support has a significant effect on teachers' job satisfaction. When teachers receive adequate support from management and co-workers, they are

more likely to feel valued and motivated to do their jobs well. This creates a better working atmosphere and has a positive impact on student learning outcomes.

The results of research on the role of organizational support in increasing teachers' job satisfaction showed mixed results. A study found that organizational support had a positive and significant influence on teachers' job satisfaction through job motivation, where the increase in support was directly proportional to the increase in satisfaction (Mardiyah, Indrawati, and Utari 2023). Research by Purnawati et al (2019) also confirms that organizational support directly contributes to increasing teacher job satisfaction. In contrast, some studies state that not all aspects of organizational support have a significant effect, especially in certain contexts such as those found at SMAN 1 Klaten (Winola and Raharja 2023).

On the other hand, there are also interesting findings regarding the negative correlation between perceived organizational support and job satisfaction. A study found that among kindergarten teachers, higher perceptions of support did not necessarily lead to increased job satisfaction (Afriani Srg and Irna Aviani 2024). These findings suggest that although organizational support is generally considered a positive factor in fostering job satisfaction, the nuances of its impact warrant further exploration.

The organizational support felt by teachers is also related to their commitment to the institution. Research shows that when teachers feel emotionally and professionally supported, they are more likely to commit and feel satisfied with their work (Musyaropah and Sari 2024). This shows the importance of the organization in creating a positive work environment.

Organizational support has an important role in increasing teachers' job satisfaction. By creating a supportive work environment through appropriate policies and practices, schools can increase teachers' motivation and job satisfaction. Further research is needed to explore the different dimensions of organizational support as well as their impact on job satisfaction in different educational contexts. With a deep understanding of the support role of these organizations, it is hoped that education leaders can take strategic steps to improve teacher welfare and the overall quality of education.

Overall, although organizational support has the potential to improve teacher job satisfaction, the complexity of this relationship suggests the need for more research. In

particular, it is important to explore how individual perceptions and external factors can influence the dynamics between organizational support and job satisfaction. With a deeper understanding of these factors, educational institutions can design more effective strategies to support teachers and improve their job satisfaction.

An analysis using the SLR model regarding the role of organizational support in improving teachers' job satisfaction shows that this support includes administrative and moral aspects that significantly affect their motivation and job satisfaction. Studies indicate that when teachers feel supported by an organization, whether through management policies, training, or recognition, they tend to be more satisfied and motivated by their work.

### **The Role of the Payroll System in Increasing Teacher Job Satisfaction**

The payroll system has a very crucial role in increasing teacher job satisfaction. Salary is not just a financial reward, but also an indicator of appreciation for teachers' services and contributions in educating the younger generation. A good payroll system can be a motivation for teachers to improve their performance and achieve the targets that have been set.

In a study conducted by OO, AE, & OE (2016), findings were obtained that confirmed how important it is for organizations to have an adequate compensation package design for employees. They said that compensation has a special role for employees, especially in the formation of employee commitment at work. In the research conducted, they concluded that compensation has a significant and positive influence on organizational commitment and employee performance.

Similar research results were also presented by Kelechi et al. (2016) where they found that the compensation system has a positive effect on employee productivity. They also recommend that organizational leaders continuously develop compensation procedures that will help them attract, motivate, retain, and retain their employees. In addition to organizational leaders, the role of the government is also very important. As reported by Inuwa (2016) that the lack of funding from the government, in the form of small salary scales and untimely and inconsistent salary payments, and salary differentiation for teachers with different statuses have also caused job dissatisfaction that tends to reduce overall teacher performance (Siahaan and Meilani 2019).

From the above explanation, it can be concluded that the compensation system has an influence not only on employee job satisfaction in the form of increasing

employee motivation, dedication and work commitment but also on the productivity and effectiveness of employee work and the organization as a whole.

There are several factors related to the payroll system that can affect teachers' job satisfaction, including a transparent and clear payroll process and then an objective and fair performance assessment will ensure that salary increases are given to teachers who are indeed accomplished, there are opportunities for career development and additional benefits such as health insurance, pension benefits and other facilities.

Analysis using the SLR method shows that the payroll system has a significant impact on teachers' job satisfaction, which affects their motivation and performance. Research shows that a well-designed compensation package can increase employee commitment and productivity, as well as reduce dissatisfaction due to low and untimely pay. Transparency in the payroll process and objective performance appraisals are also important to ensure that salary increases are given fairly. Therefore, the improvement of the compensation system is urgently needed to improve the quality of education.

### **The Role of Work Motivation in Increasing Teacher Job Satisfaction**

The role of job satisfaction in increasing teachers' job satisfaction is very significant, because high motivation can encourage teachers to be more committed to their duties. According to research by Yanni, teachers who are satisfied with their jobs tend to show better disciplined behavior and productivity (Yanni A et al. 2022). This shows that work motivation not only affects performance, but also plays an important role in creating a positive work environment.

Previous research has also shown a significant relationship between work motivation and employee performance. As a study by Siregar, et al. and Azhari & Supriyatin found that work motivation has a positive effect on employee performance. This shows that increased motivation can improve the work results of individuals in the organization. Research by Indarti confirms that motivation and work discipline simultaneously contribute to employee performance by 10.7%.

Further research supports this idea, showing that motivation is a key driver of employee performance. Some motivational theories provide a framework for understanding how motivation affects work behavior to understand how motivation affects work behavior. Maslow's hierarchy of needs, Alderfer's ERG theory, and Herzberg's two-factor theory are fundamental in this field (Luterek 2018). Some of these theories suggest that meeting basic needs and providing intrinsic rewards significantly

increases motivation, thereby improving performance outcomes. For example, recognition of achievements can boost morale and encourage employees to strive for higher performance.

Another study by Siregar, et al. also revealed that there was a positive relationship between work motivation and teachers' job satisfaction. When teachers feel recognized for their achievements and have opportunities to grow, their job satisfaction increases, which in turn increases motivation to teach better. This shows that recognition and support from superiors are very important in maintaining teachers' morale (Ahmadiansah 2016).

Overall, work motivation plays a role as one of the main drivers in increasing teacher job satisfaction. With support, awards, and opportunities to develop, it will motivate teachers to give their best in the learning process, thus having a positive impact on the overall quality of education.

Teachers' job satisfaction is greatly influenced by motivation, playing an important role in increasing their commitment and productivity. Through SLR analysis, it can be concluded that the study shows a positive relationship between work motivation and performance, as expressed by Yanni and Siregar. Motivational theories, including Maslow's hierarchy of needs and Herzberg's theory of Two Factors, support that recognition of achievement and intrinsic reward increases motivation, which in turn improves teachers' job satisfaction and their performance outcomes.

### **The Role of Organizational Support, Payroll System, and Work Motivation in Increasing Teacher Job Satisfaction**

One of the key elements that affects teacher job satisfaction is organizational support. Teachers' sense of ownership and accountability for their work can increase when schools offer a supportive atmosphere, such as adequate resources, ongoing training, and good communication between leaders and teachers. Teachers who receive this kind of support will feel strong and valued, which can increase their job satisfaction. In addition, research shows that teachers are more likely to be satisfied with their jobs in organizations that provide good support (A. A. Rayu, 2021).

Improving teachers' job happiness is also significantly influenced by a fair and open pay system. Teachers will feel they are being properly compensated financially when they believe that the compensation structure provided is appropriate for their workload and contribution. One of the things that motivates educators to go the extra



mile and improve the quality of their teaching is fair compensation. On the other hand, teachers may be less motivated and satisfied with their jobs if their compensation is insufficient or disproportionate to their workload. Therefore, it is crucial for educational organizations such as schools to ensure that payroll is handled openly and in accordance with applicable regulations (H. M. Suryana 2020) .

In addition, teachers' motivation in the workplace has a great impact on their level of satisfaction with their work. Teachers' morale can be enhanced by intrinsic motivation, which includes things like opportunities to develop skills, praise for effort, and a sense of accomplishment. Teachers will be better prepared to give their best in the classroom when they are driven by internal and external influences. Motivation in the workplace can be supported by incentive schemes, training opportunities, and teaching autonomy. Higher levels of job satisfaction are closely correlated with higher levels of motivation.

Organizational support, payroll system, and work motivation are intertwined in increasing teacher job satisfaction. Strong organizational support can increase work motivation, while an effective payroll system can ensure that the motivation is maintained. Simultaneously, the combination of these three aspects can significantly increase teacher job satisfaction. For example, research at SMK Negeri Dander Bojonegoro shows that organizational and leadership support has a significant influence on job satisfaction through work motivation (Mardiyah, Indrawati, and Utari 2023).

Salary structures, job incentives, and organizational support all contribute to improved teacher job satisfaction at the same time. Teachers will be more satisfied in their position when they collaborate effectively and help each other. Teachers' work motivation is supported by positive organizational support, and strengthened by the incentives provided by a fair pay system. Thus, combining these three components can result in a productive workplace, which increases teacher job satisfaction and raises the standard of education in general (D. P. Rachmawati 2023).

#### **4. CONCLUSION**

Based on the systematic review conducted, it can be concluded that organizational support, a fair pay system, and work motivation have an interrelated and significant

role in increasing teachers' job satisfaction. Strong organizational support creates a conducive environment for teachers to thrive, while a transparent and competitive pay system promotes a sense of appreciation and fairness among educators. In addition, high work motivation contributes to the teacher's enthusiasm and commitment in carrying out their duties. Therefore, in order to effectively increase teachers' job satisfaction, educational institutions need to integrate these three aspects in their policies and practices, so as to not only support teachers' welfare, but also improve the overall quality of education.

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