Factors Affecting Job Dissatisfaction in Asia: A Systematic Review

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Abstract
Employee job dissatisfaction is a prevalent issue arising from unmet expectations, leading to adverse perceptions and discontent. This literature review delves into the factors contributing to job dissatisfaction in 22 Asian countries from 2020 to 2024, a region characterized by rapid economic growth and digital transformation. The review classifies these factors into environmental and organizational, drawing insights from diverse studies. Environmental factors encompass job and financial insecurity, perceived low professional standing, and inadequate job recognition, while organisational factors involve issues such as inadequate remuneration, absence of occupational safety, unfavourable working culture, and detrimental managerial practices. Adhering to the PRISMA model, this systematic review curated articles from ScienceDirect and SAGE databases. Subsequent to applying inclusion and exclusion criteria, ten articles underwent comprehensive analysis. The findings underscore prominent contributors to job dissatisfaction, including client hostility, deficient incentive structures, unsatisfactory managerial assistance, and excessive workloads, across different industries in the Asian context. Comprehending these factors can assist researchers and professionals in formulating strategies to enhance job satisfaction and overall organizational efficacy.
Keywords: Job Dissatisfaction, Factors, Asia, Impact

Introduction
Job dissatisfaction arises when employees' expectations remain unmet, resulting in negative perceptions and discontent. While it is common for individuals to experience dissatisfaction at some point, the decision to explore better opportunities or endure an unsatisfactory role varies from person to person (Jaradat, 2020). Dykstra (2020) succinctly describes job dissatisfaction as occurring "when an employee feels bad about their job.

This literature review aims to offer insights into job dissatisfaction by examining studies conducted across 22 Asian countries from 2020 to 2024. The Asian region was selected

due to its rapid economic growth and significant advancements in digital transformation policies, particularly following the COVID-19 pandemic. Additionally, the strong regional integration efforts to foster closer discussions and cooperation have helped buffer the impact of global shocks, such as supply chain vulnerabilities (Asian Development Bank, 2024).

The review focuses on factors contributing to job dissatisfaction from two key perspectives: environmental factors and organisational factors. Environmental factors include job and financial insecurity, perceived low professional status, and poor job recognition. Organisational factors encompass issues such as being underpaid, lack of health safety, poor working culture, and toxic management practices.

By understanding these factors, this review aims to provide a comprehensive overview of the underlying causes of job dissatisfaction in the Asian context, offering valuable insights for both researchers and practitioners in the field of human resource management and organisational behaviour.

Objectives
This systematic literature aims to answer the following objectives:
1. To identify and analyse factors contributing to job dissatisfaction in Asia
2. To examine the impact of job dissatisfaction on both employees and the organization

Methodology
This systematic review was initiated by searching keywords related to factors affecting employees' job dissatisfaction across various databases. The PRISMA model was implemented to gather relevant literature to address the objectives of this review.

Journal articles were selected from two primary databases: ScienceDirect and SAGE journal databases. The searching process began with using the keywords "Factors" and "Job Dissatisfaction". The keyword search yielded 6,829 articles from the two databases initially. After removing duplicates, 6,687 records remained. Proceeding with screening the articles, we limited the years from 2020 to 2024, which considers more recent literature post-pandemic. Filtering by years and types of articles to journal articles reduced the number to 189. Then, we checked for eligibility access for full-text articles, and the identified articles were also screened according to the subject area. As our review aims to examine Asian countries, the keyword "Asia" was included, limiting the identified literatures to 60. This method is known as the inclusion and exclusion criteria method. A more detailed description is shown in Tables 1 and 2, including the inclusion and exclusion criteria of the systematic review.

The keywords "Factors", "Job Dissatisfaction", and "Asia" from the years 2020 to 2024 eventually remained in 60 research articles. To focus and limit search results, the remaining subject areas included Social Sciences, Nursing and Health Professions, Psychology, and Education, while areas in Computer Sciences, Agricultural Science, and Accounting were removed. Remaining source types such as Book chapters, Case Reports, Practice Guidelines, and Review Articles were also removed. The remaining papers were then screened and reviewed based on their titles and abstracts; only those relevant to the content of this study were selected. A total of 10 out of 25 articles were included in this review study. These

selected journal articles were downloaded from publication servers and saved in PDF format for an in-depth review. The flowchart of the systematic review process is shown in Figure 1.

Table 1
Inclusion criteria of the systematic review

Inclusion Criteria Presented in Order	Particulars	No. of literatures identified	No. of literatures remained
Key Terms	"Job dissatisfaction", "Factors"	6829	6687 (After duplicates are removed)
Year	From Years 2020 to 2024	1807	1807
Subject Area	Social Sciences, Nursing and Health Professions, Psychology, Education	733	733
Document Type	Research Article, open access	189	189
Keyword	"Asia"	60	60

Table 2
Exclusion criteria of the systematic review

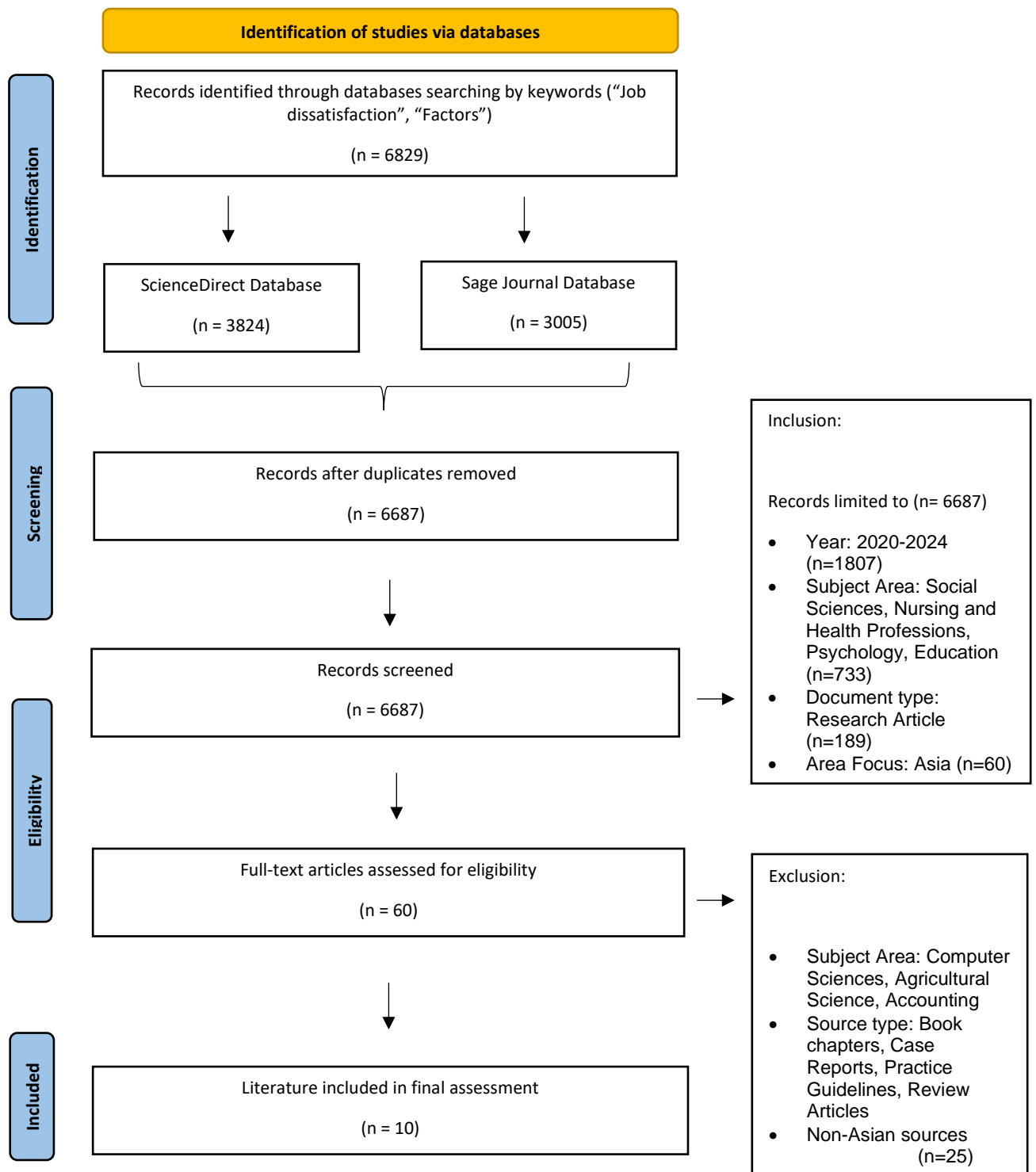| Exclusion Criteria Presented in Order	Particulars	No. of literatures identified	No. of literatures remained
Subject Area	Computer Sciences, Agricultural Science, Accounting	31	29
Source Type	Book chapters, Case Reports, Practice Guidelines, Review Articles	4	25

Figure 1: PRISMA flowchart for a systematic review of factors affecting job dissatisfaction in Asia

Finding

Summary of selected literatures

Table 3

Summary of Selected Articles

Author (Year)	Title of article	Country	Industry	Participants	Main Findings
Pandey, P., Singh, S., & Pathak, P. (2021)	An exploratory study on factors contributing to job dissatisfaction of retail employees in India	India	Retail	437 participants. Male (n=165) and female (n=272) in India	The study found that several factors contribute to job dissatisfaction among front-end employees in the Indian retail industry. These include conflicts between roles, aggressive behaviour from customers, abusive supervision, how employees perceive their job, exhaustion from work, and perceptions of an unethical work environment.
Azeez Al-Jumaili, A., Elhiny, R., Thomas, D., Elbarbry, F., Khdour, M., Sherbeny, F., & Hamad, A. (2023)	Factors impacting job satisfaction among pharmacists in the Arab world: A qualitative study	Saudi Arabia	Pharmacy	110 participant comments, which were part of a broader survey involving over 2,000 pharmacy professionals across the Arab World.	The finding highlights 12 main themes in influencing job dissatisfaction in pharmacy professionals which include: under-appreciation of the profession, non-pharmacist intruders, low salary, pharmacists facing discrimination when working outside their countries, impact of COVID-19 (negatively impacts the economy), lack of motivation, bias in the public sector,

					high workload, organisational issues, pharmacy education issues, Organization management effect, and institutional management
Aung, Z. M., Santoso, D. S., & Dodanwala, T. C. (2023).	Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry	Myanmar	Construction	280 staff-level non-managerial professionals of 35 private construction organisations in Yangon, Myanmar	The study found that inadequate reward and recognition directly predicted a decline in job satisfaction and employees becoming increasingly dissatisfied.
Alrawahi, S., Stina Fransson Sellgren, Salem Altouby, Nasar Alwahaibi, & Mats Brommels. (2024)	Stress and job satisfaction among medical laboratory professionals in Oman: A cross-sectional study	Oman	Medical lab	Cross-sectional study that involves 336 responding surveys from medical laboratory professionals in eight hospitals in Oman.	The study found that the most important dissatisfaction factors, leading to job stress, are insufficient support for professional development, poor relations with supervisors and co-workers, as well as heavy workload. Findings show that males are more satisfied than females and feel less stress at work.
Pu, B., Sang, W., Ji, S., Hu, J., & Phau, I. (2024).	The effect of customer incivility on employees' turnover intention in hospitality industry: A chain mediating effect of emotional exhaustion and job satisfaction.	China	Hospitality	452 employees using the hierarchical regression method and PROCESS Macro	The study found that customer incivility and emotional exhaustion have a negative effect on job satisfaction and a positive impact on the intention of turnover

Yean, T. F., Johari, J., Yahya, K. K., & Chin, T. L. (2022).	Determinants of Job Dissatisfaction and Its Impact on the Counterproductive Work Behavior of University Staff	Malaysia	Education	266 university staff (administrative and academic) from 3 public universities in Malaysia. *Majority were female, married, and above 40 years old, with most being permanent staff.	Role conflict did not significantly affect job dissatisfaction, but role overload, role ambiguity, and organisational constraints did. Organisational constraints had the strongest impact on job dissatisfaction, followed by role overload and role ambiguity. Job dissatisfaction is linked to counterproductive work behaviour
Lee, C., Lee, B., Choi, I., & Kim, J. (2023)	Exploring Determinants of Job Satisfaction: A Comparison Between Survey and Review Data	Korea	F&B	Through online survey: 200 current employees + 200 former employees in the restaurant industry. *Majority were female from Seoul, 6-10 years work experience. Through big data on JobPlanet: 11,446 big data provided by former & current employees of the restaurant industry	Both methods of data collection showed similar results - Work-life balance, company culture, and management had a significant positive impact on job satisfaction, and advancement opportunities and compensation system was insignificant.
To, W. M., Gao, J. H., & Leung, E. Y. W. (2020)	The Effects of Job Insecurity on Employees' Financial Well-Being and Work Satisfaction Among Chinese Pink-Collar Workers	Macau	Banks, gaming, insurance, and hotels	334 employees working in service organisations	Job insecurity negatively affects employees' personal financial well-being, while work satisfaction is influenced by personal financial well-being, both directly and

					indirectly through family financial well-being. The analysis also showed moderate stress on family financial well-being and slight stress on personal financial well-being among people in Macao, influenced by economic factors like GDP fluctuations and the impact of the COVID-19 pandemic.
Zeng, Z., Liu, J., Xie, Q., Wu, Y., Wang, H., & Lu, L. (2020)	A National Cross-Sectional Survey on Work Environment Associated With Psychological Well-Being and Job Satisfaction Among Chinese Employees.	China	2196 counties/municipal districts in 29 provinces in China (excluding Tibet Autonomous Region, Hainan, Hong Kong, Macao, and Taiwan)	4442 employees	Long work hours, high job demands, and low job autonomy were linked to lower job satisfaction. Employees in non-party/ government organisations or public institutions had lower job satisfaction and worse psychological well-being compared to those in other enterprises. Non-managerial employees reported worse job satisfaction than managerial employees.
Ghasemy, M., Rosa-Díaz, I. M., & Gaskin, J. E. (2021)	The Roles of Supervisory Support and Involvement in Influencing Scientists' Job Satisfaction to Ensure the Achievement of SDGs in Academic Organizations	Malaysia	Higher education (HE) sector in Malaysia for science disciplines	579 scientist	Supervisory support, involvement, and affective states (mood) significantly influenced job satisfaction among academics with science backgrounds.

					Supervisory support had a more than double effect on job satisfaction. Interpersonal conflict strongly affected negative affect, highlighting its significant impact.

Discussion

Environmental Factors that Cause Job Dissatisfaction

Job and Financial Insecurity (Political and Economic Uncertainties)

Zeng et al (2020), found that workers in foreign or private companies in China had worse mental health and lower job satisfaction because they felt insecure about their jobs. During the global financial crisis that began in 2008, these workers were the first and most affected in China. Additionally, China's policies on reform and opening up have led to more contract workers. These temporary jobs often come with more job insecurity and a lower quality of life compared to permanent positions (Zeng et al., 2020).

In Macao, pink-collar workers, who are mostly in service jobs, are especially impacted by job insecurity, which directly lowers their job satisfaction (To et al., 2020). Macao's economy heavily depends on the service sector, especially its famous gaming industry. Gaming revenue dropped by almost 40% between 2014 and 2016 due to the Chinese government's crackdown on corruption and extravagance (McCartney, 2016). Starting in April 2020, gaming revenue fell by over 90% year-on-year because of the COVID-19 pandemic, putting huge pressure on Macao's service industries (Macao Gaming Inspection and Coordination Bureau, 2020).

Rising living costs and property prices are also making life harder for young adults in Macao, especially those getting married and starting families (To et al., 2020). Studies show that financial stress among employees changes how they behave, worsens the work atmosphere, and decreases job satisfaction (To et al., 2020).

Perceived Low Professional Status and Poor Recognition

Professional status refers to how people view their standing, reputation, or respect within their job field. It involves personal judgments about one's position, authority, or prestige compared to others in the same profession. Perceived low professional status and not getting enough social recognition or appreciation greatly contributes to job dissatisfaction among employees (Alrawahi et al., 2024; Al-Jumaili et al., 2023).

Aung et al (2023), also supported that when non-managerial employees do not get enough recognition, they are less satisfied with their jobs. Al-Jumaili et al (2023), reported that pharmacists in Arab countries feel their professional status is low. They believe their role is underestimated and not appreciated compared to pharmacists in the Western world, which affects their job satisfaction. One main reason for this perception is the presence of non-

pharmacist intruders — people without a licence who take on the role of a pharmacist. This confuses customers and undermines their trust in real pharmacists, making licensed pharmacists feel undervalued and underestimated.

Customer Aggression & Incivility

This issue particularly affects frontline service employees who often deal with abusive customers. These customers may threaten, grumble, or even physically abuse the workers. Pandey et al (2021), study shows that verbal and physical abuse are more common in Indian retail organisations. This is due to the significant power distance between customers and frontline workers and the low social status of retail jobs. Regularly facing abuse makes employees feel emotionally drained and likely to quit (Lindblom et al., 2020).

Pu et al (2024), also found that rude behaviour from customers negatively affects employees' job satisfaction and increases their emotional exhaustion and desire to leave their jobs. Chinese hospitality employees, in particular, are guided by traditional values like prioritising harmony and avoiding conflict. This leads them to try to minimise trouble when dealing with rude customers. However, the prolonged suppression of negative emotions gradually makes them dissatisfied with their work and more likely to consider leaving the hospitality industry (Pu et al., 2024).

Organisational Factors That Cause Job Dissatisfaction
Underpaid

Al-Jumaili et al (2023), found that low salaries are the main reason for job dissatisfaction among pharmacists in Arab countries. They are unhappy with their jobs primarily because they feel burdened with a high workload, high risks, and high responsibilities, all while receiving low pay, especially during the COVID-19 pandemic. Financial income significantly influences how much risk people are willing to take at work. People are more willing to handle stress if they receive higher pay (Al-Jumaili et al., 2023).

Lack of Health and Safety

Lack of health and safety is a major source of job dissatisfaction in laboratory settings (Alrawahi et al., 2024). This issue is linked to the fact that medical laboratory personnels are often exposed to dangerous working conditions. For instance, a study in Kenya in 2018 found that 49.5% of laboratory workers faced hazards from poorly placed equipment and chemicals in the laboratories (Tait et al., 2018). This highlights the importance of having safe and adequate working conditions.

Poor Working Culture
i. **Culture Mismatch**
Company culture influences job satisfaction. When there is a mismatch between employees' expectations and company culture, job satisfaction decreases (Lee et al., 2023). For example, hierarchical cultures may decrease engagement and job satisfaction if it does not align with employees that values collaboration and empowerment.

ii. **Role Overload (burnout) and Ambiguity**
Excessive workload was reported as one of the major contributors to job dissatisfaction. Due to budget cuts and hiring freezes, Government University staff in Malaysia, including both

academics and administrative personnel are facing increased workloads, stress, and often have unclear job descriptions, ultimately resulting in job dissatisfaction and counterproductive work behaviour (Yean et al., 2022). Zeng et al. (2020) research on the non-managerial employees in China also indicates that high job demands significantly and negatively influenced their job satisfaction.

Pharmacists and medical lab personnels in Arab countries reported that they are given an excessive workload with a low salary. This situation arose due to a shortage of pharmacists relative to the number of patients and workload required, requiring them to work long hours and in stressful conditions (Al-Jumaili et al., 2023). Medical laboratory personnels in Oman also experience high workloads which makes them feel dissatisfied with their job (Alrawahi et al., 2024).

Work exhaustion involving emotional, physical, and mental exhaustion was reported to have a significant impact on job dissatisfaction. Particularly, retail employees in India are experiencing emotional exhaustion which resulted from the refusal of leaves, mental exhaustion stemmed from sales pressure and managing customers, and physical exhaustion due to commuting and the physical demands of the job (Pandey et al., 2021). Similarly, hospitality employees in China are emotionally exhausted as they frequently operate in challenging work settings, necessitating a consistent display of energy and politeness towards customers, causing physical and mental health problems, and reduced job satisfaction (Pu et al., 2024).

iii. Work Life Imbalance

Besides, work-life imbalance leads to job dissatisfaction as it restricts employees' autonomy and flexibility in their work arrangements. Flexible policies, such as remote work options and voluntary use of annual leave, increase job satisfaction. Conversely, rigid working time systems can lead to inefficiencies and wasted time, causing dissatisfaction (Lee et al., 2023). The dissatisfaction can result in absenteeism or turnover, negatively impacting productivity. Additionally, Zeng et al (2020), study also supports the fact that longer weekly working hours and low autonomy negatively influenced job satisfaction, particularly the non-managerial employees in China. China's New Labor Law implemented in 2008 established a 40-hour workweek, but research shows this regulation is not effectively enforced, with the average workweek exceeding 50 hours (Zeng et al., 2020).

Additionally, a study by Pandey et al (2021), revealed that inter-role conflict, specifically family-work conflicts, is strongly associated with job dissatisfaction. Inter-role conflict refers to the tension or challenges that arise when the demands and expectations of different roles or positions in a person's life clash or interfere with each other. The irregular working hours, infrequent breaks, and demanding schedules disrupted other aspects of life, contributing to dissatisfaction. Pandey et al (2021), stated that inter-role conflict adversely affects female employees more than male employees. The reason is due to the continued expectation for women to manage household responsibilities despite increased participation in the workforce, alongside prevailing gender stereotypes. Another explanation is that women have commitments that are more social in family life than men, which might make them less satisfied at work and increase their level of stress (Alrawahi et al., 2024). Regardless of the

gender difference, both genders reported that inter-role conflict directly led to work-life imbalance and hence increase in job dissatisfaction.

iv.   Inadequate Resource Support from the Organisation

Government University staff in Malaysia are often given insufficient resources i.e. inadequate information, outdated tools, poor equipment, and unavailable support from colleagues that create challenges in performing their duties effectively, causing job dissatisfaction (Yean et al., 2022).

On the other hand, reduced social networks and support systems affects workers' well-being and job satisfaction, specifically the migrants working in China (Zeng et al., 2020). China is encountering the challenges of an ageing workforce and a shortage of labour supply. According to the International Labour Organization (2024), around 70% of migrant workers are employed in China's eastern areas, being one of the core workforces in China. Upon relocating in search of better opportunities, they often face the challenge of encountering a lack of social networks and support systems in their new environments (Zeng et al., 2020). This isolation can lead to feelings of loneliness and contribute to poor psychological well-being, exacerbating mental health issues like anxiety and depression. These challenges can make it difficult for migrants to cope with work-related stressors and maintain a positive outlook on their job circumstances, ultimately leading to reduced job satisfaction.

v.   Interpersonal Conflict

According to Ghasemy et al. (2021), interpersonal conflict strongly affects the affective states of scientists working in the Higher education (HE) sector in Malaysia, causing significant impact on job dissatisfaction.

vi.   Poor Relationship with Co-workers and Leaders and Interpersonal Conflict

Workplace relationships between employees and employers are critical for the success and overall health for all organisations. When these relationships are poor or strained, it can cause a detrimental impact on the employees' productivity, engagement, and retention, serving as one of the factors of job satisfaction (Alrawahi et al., 2024). Employees are concerned about their relationship with co-workers and the head of department as that signals if the organisation promotes a healthy and friendly working environment.

vii.   Routine task & Restrict Innovation

Lack of motivation is the contributor to job dissatisfaction especially in the hospital sector (Al-Jumaili et al., 2023). In the pharmacy sector, the necessity for repetitive routines restricts the introduction of new ideas in the profession. This lack of innovation is associated with poor job satisfaction (Al-Jumaili et al., 2023).

Poor Management and Supervisory Support

i.   Toxic Supervisory Behaviour

Study from Pandey et al (2021), shows that retail employees in India are exposed to an unethical climate, experiencing extreme exploitation, favouritism i.e. unfair rewards distribution, managerial indifference, and obscure evaluation practices. These contribute to job dissatisfaction.

Pandey et al (2021), identified that managerial abuse also indicates a stressful work environment where employees are not respected and valued for their efforts. In the Indian retail setting, it requires high teamwork, and managerial misconduct might reduce the team bond. Managerial abuse is manifested through misuse of authority, mistreatment of employees, threats of job termination, and indifference to employees' concerns (Pandey et al., 2021). Therefore, if employees perceive that they are being mistreated and belittled, they will feel dissatisfied.

ii. Poor Managerial Support

Ineffective or negative management culture, regulations, and processes directly contribute to job dissatisfaction (Lee et al., 2023). Supervisors play a crucial role in influencing employees' job satisfaction, with their actions and behaviours having significant implications. When employees experience a lack of trust or mistreatment from their supervisor, such as ignorance or violence, it can lead to personal anxieties, psychological exhaustion, and decreased performance (Lee et al., 2023). Moreover, ineffective handling of conflict situations negatively impacts satisfaction among employees (Ghasemy et al., 2021). It may cause emotions like pity, envy, and jealousy build up among employees, though not directly stemming from management or supervisor actions, exacerbating job dissatisfaction, and lead to intentional negative behaviours among workers (Ghasemy et al., 2021).

Managers play a crucial role in fostering a positive work environment and impacting employee turnover rates. Consequently, Al-Jumaili et al (2023), stated that poor management and a lack of managerial expertise or training were cited as contributing factors to job dissatisfaction. Several findings also support that managerial and administrative factors are key elements of job satisfaction and employee retention (Al-Jumaili, 2022; Berassa et al., 2021). Even satisfied pharmacists at work might also have an intention to leave their workplace if they experience moral hazard due to poor administrative support (Al-Muallem & Al-Surimi, 2019).

iii. Insufficient Support for Professional Development

According to Alrawahi et al (2024), one of the key dissatisfaction factors that lead to job stress is insufficient support for professional development. When expectations of professional development are high but not met, it can lead to job dissatisfaction. Particularly, the Medial Lab Personnels (MLPs) in Oman had high expectations for professional development, but these expectations were not fulfilled. This discrepancy between expectations and reality has caused a rather low job satisfaction as compared to the other non-Oman counterparts (Alrawahi et al., 2024).

Implication of the Review

The implications of the review highlight the factors contributing to job dissatisfaction and the leading consequences of job dissatisfaction in organisational performance, employees' well-being, and the economy. The literature found similarities in the consequences of job dissatisfaction in reducing employees' engagement, employees' productivity, and employees' retention. Job dissatisfaction also leads to poor mental health outcomes, including stress-related illnesses, burnout, and increased absenteeism. Factors of job dissatisfaction in the review categories with organisational and environmental factors include underpaid (Al-Jumaili et al., 2023), lack of health and safety (Alrawahi et al., 2024), poor working culture (Al-Jumaili et al., 2023; Alrawahi et al., 2024; Lee et al., 2023; Pandey et

al., 2021; Pu et al., 2024; Yean et al., 2022; Zeng et al., 2020), toxic management, and poor support (Alrawahi et al., 2024; Al-Jumaili et al., 2023; Ghasemy et al., 2021; Lee et al., 2023; Pandey et al., 2021), job and financial insecurity (To et al., 2020; Zeng et al., 2020), perceived low professional status and poor recognition (Alrawahi et al., 2024; Al-Jumaili et al., 2023), and customer incivility (Pandey et al., 2021; Pu et al., 2024). The findings on factors relating to job dissatisfaction highlight the importance for both organisation and policymakers to work on the job dissatisfaction issue and create a satisfying environment for the employees.

Hence, from the findings, it is recommended that policymakers implement policies that ensure fair wages and job security and promote worker rights and legal protections for employees who are facing abuse, for example, by establishing relevant departments and hotlines for the employees to report abusive issues. Policymakers also need to work collaboratively with the organization to offer more secure job contracts and comprehensive benefits packages to address the factors of financial and job insecurity. Additionally, employers should focus on developing a supportive workplace culture, for example, to address demotivational managerial practices and provide relevant training to supervisors to facilitate appropriate supervisory support. Employees' well-being also needed to be prioritised by introducing flexible working arrangements to ensure employees' work-life balance, providing resources and stress management training, and providing career advancement opportunities to boost the employees' recognition. Overall, the implications underscore a comprehensive approach that involves enhancing job and financial security, professional recognition, conflict resolution, compensation, and management practices to create a more supportive and satisfying work environment.

Conclusion
In conclusion, this systematic review highlights the job dissatisfaction factors in Asia which provide insight for policymakers and organisation to take effective action to solve the job dissatisfaction issue. Employees' satisfaction needs to be taken into account and ensure that employees feel valued and motivated to commit themselves to the job. This systematic literature review works to develop a deeper understanding on the factors leading to job dissatisfaction and future studies are recommended to focus more on the ways to overcome these job dissatisfaction factors in Asia.

Theoretical and Contextual Contribution
This research provides a significant theoretical contribution by synthesizing job dissatisfaction factors across diverse Asian contexts, revealing the intersection of environmental and organizational influences on employee well-being. By focusing on cultural nuances, such as the impact of hierarchical structures, customer incivility, and economic insecurities unique to Asia, this study enhances the global understanding of job dissatisfaction. Contextually, it underscores the importance of adapting workplace strategies to regional economic conditions, socio-cultural values, and organizational dynamics. The findings offer critical insights for policymakers and organizational leaders seeking to address job dissatisfaction in Asian markets, reinforcing the need for culturally tailored approaches to foster employee satisfaction and retention.

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