
A SYSTEMATIC LITERATURE REVIEW OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION WITH SPECIAL REFERENCE TO AGE, GENDER AND WORK EXPERIENCE

Mr. Mukund Pate

Research Scholar, Department of Management, Dr. Vishwanath Karad MIT World Peace University, Pune, Maharashtra
Email id: mukundpune@gmail.com

Dr. Dhanashree Tharkude

Associate Dean (External Relations), Department of Management, Dr. Vishwanath Karad MIT World Peace University, School of Leadership, Pune, Maharashtra
Email id: ghanashree.tharkude@mitwpu.edu.in

ABSTRACT

Job Satisfaction & Employee Engagement has gained significant attention in the recent times. Because of growing importance of job satisfaction & employee engagement, a lot has been studied in terms of research. Few researchers also extended their studies with employee engagement, job satisfaction & their relationship with demographics like work experience, race, employment type, age, education, income, marital status, gender etc. In this study, researcher has made an attempt to explore the relationship of select demographics i.e. age, gender, work experience with employee engagement and / or Job Satisfaction. This study is based on a secondary data which is gathered from papers, articles, thesis, surveys & online documents. A total of 105 articles / papers / theses / online documents has been studied as a part of literature review. Findings of this study shows that there is maximum number of literature studied for Gender as demographic compared to other demographics like Age & Work Experience in relationship with employee engagement and / or job satisfaction. Findings of this research can be useful for researcher for the knowledge implementation in employee engagement & job satisfaction research area with exploring extension of research beyond studied demographics in this paper. There can be a better future scope for any researcher to study the subject with different demographic or any particular demographic in detailed. Study in future scope can be explored for other constructs than studied in this paper i.e., employee engagement and job satisfaction. Future studies can be focused on specific countries and / or industries. It can be concluded that maximum number of studied literatures is from countries like USA & India in comparison to other countries. It is also observed that maximum number of studied literatures is from recent years like 2020, 2016, 2015 compared other years of publication. It is also seen that the construct Job Satisfaction is studied in maximum number of literature than employee engagement. Maximum number of literature has searched from google scholar & wiley databases compared to other databases.

KEYWORDS - *Literature review, Employee Engagement, Job Satisfaction, Demographic, Age, Gender, Work Experience.*

INTRODUCTION

Employee Engagement

As a result of global competitiveness, having satisfied hence engaged employees is a major goal of HR department of any organization. Having engaged employee in the organization has direct impact on the business performance. In order to stay ahead in this competitive edge, organizations need to

focus on employee satisfaction by way of providing system and processes required employees to be satisfied. In return the organization can expect efficiency & productivity, challenges at work for development, commitment & dedication.

Employees are the intellectual capital of an organization, using this intellectual capital in a efficient way has become a source of competitive advantage tool for any organization (Arthur, 1994). Employee engagement is an essential conceptual tool for making individual and organizational performance better. Being organization are becoming more & more demanding, employee engagement has become a crucial aspect than ever before (Sahoo & Mishra, 2012). Employee engagement is a vast concept that elaborates different aspects of human resource management. If any of the HR aspects is not addressed in the proper way, employees tend to fail to engage themselves in the job activities (Markos & Sridevi, 2010).

Definitions of Employee Engagement

Kahn (1990): The connecting of organization members to their work roles; in engagement, people employ and express themselves physically, and emotionally during work activities.

May et al. (2004) defines employee engagement as “How the employees dedicate themselves to their work, including not only cognition, but also the flexible application of their emotions and behaviors”.

Job Satisfaction

Job satisfaction comes from empowering employees to be self-directed and strong relationship with team members (Lin, 2007). An employee with a higher degree of job satisfaction is more positive towards his or her job than the employee with lowest degree of job satisfaction. (Robins & Judge, 2013). Job satisfaction refers to employees’ perceptions of how satisfying their work is or how it relates their values to be expressed in their job tasks (Locke 1976; Sokro et al. 2021).

Job satisfaction can be treated as one aspects of the life satisfaction; experiences during work influence discernments of the job, and vice versa (Davis & Newstrom, 1989). Some researchers coined that a valid extent of degree of job satisfaction is the most important information to have about any employee (Rosnowski & Hulin, 1992). Improving job satisfaction is a major concern for all levels of employees at workplace (Cranny, Smith, & Stone, 1992).

Definitions of Job Satisfaction

Edwin A. Locke (1976) defines job satisfaction as "a positive, enjoyable emotional state resulting from an appraisal of one's job or job experiences"

(Warr & Inceoglu, 2012) defines job satisfaction as an emotional condition of the individual about his/her position at work

Relationship between Employee Engagement & Job Satisfaction

Employee engagement and job satisfaction impacts employee performance & employee productivity in any organization. Organizations started using better compensation plans and strong relationship tools for engaging employees. To make employee happier and to feel them engaged organization use best HR practices (Kennedy & Malveaux, 2012). The study (Anton Vorina, Miro Simonič, Maria Vlasova, 2017) confirms that the employee engagement and job satisfaction has significantly positive relationship. Studies ((A. Garg, A and V. Kumar, 2012), S. Abraham. (2012), D.R. Avery, P.F. McKay, and D.C. Wilson (2007)) shows that Job satisfaction is a key driver for employee engagement

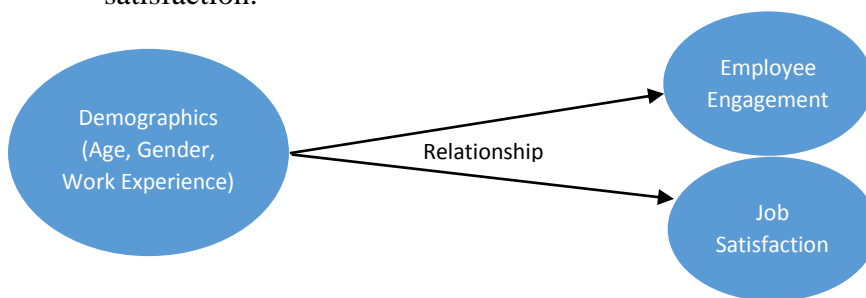
Relationship between Demographics and employee engagement and / or job satisfaction

Demographics play important role of mediator in a relationship between employee engagement & job satisfaction. A lot has been studied for demographics in relation with employee engagement & job satisfaction. In few studies it has been shown that demographic variables (gender, length of employment and marital status) do not impact employee engagement as well as job satisfaction. (Poornima Madan and Shalini Srivastava, 2015). The result shows that demographics variables (age, gender) impact employee engagement & job satisfaction (Yasir Aftab Farooqi, 2014). The study shows that the demographics (Age, Gender) has significant relationship job satisfaction & employee engagement (Joanne Cooper, Louise Thomson, Shimei Joylynn Quek, Louise Bramley, Rachel Houghton, Sarah Davis, 2021).

OBJECTIVES

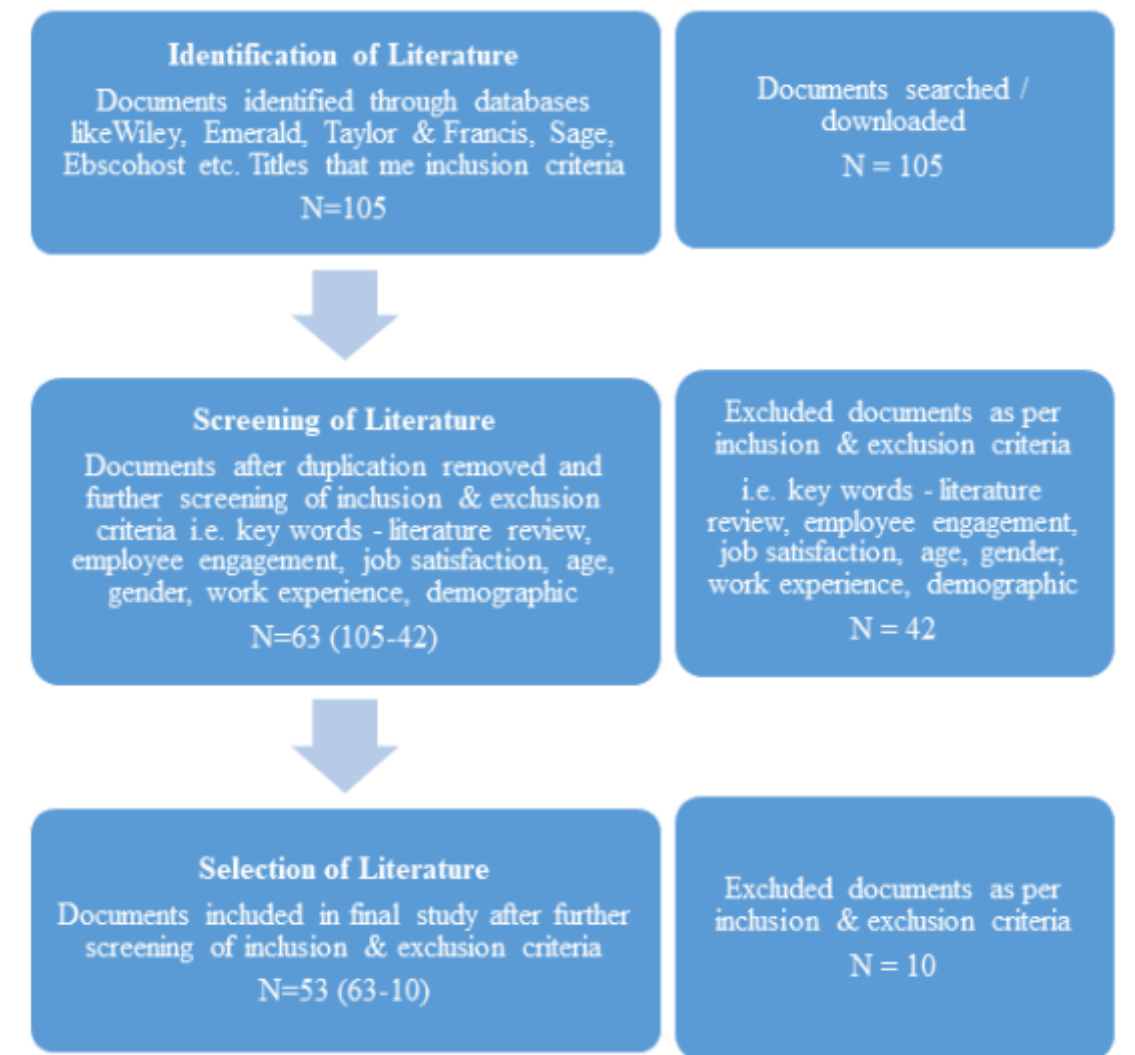
This study aims

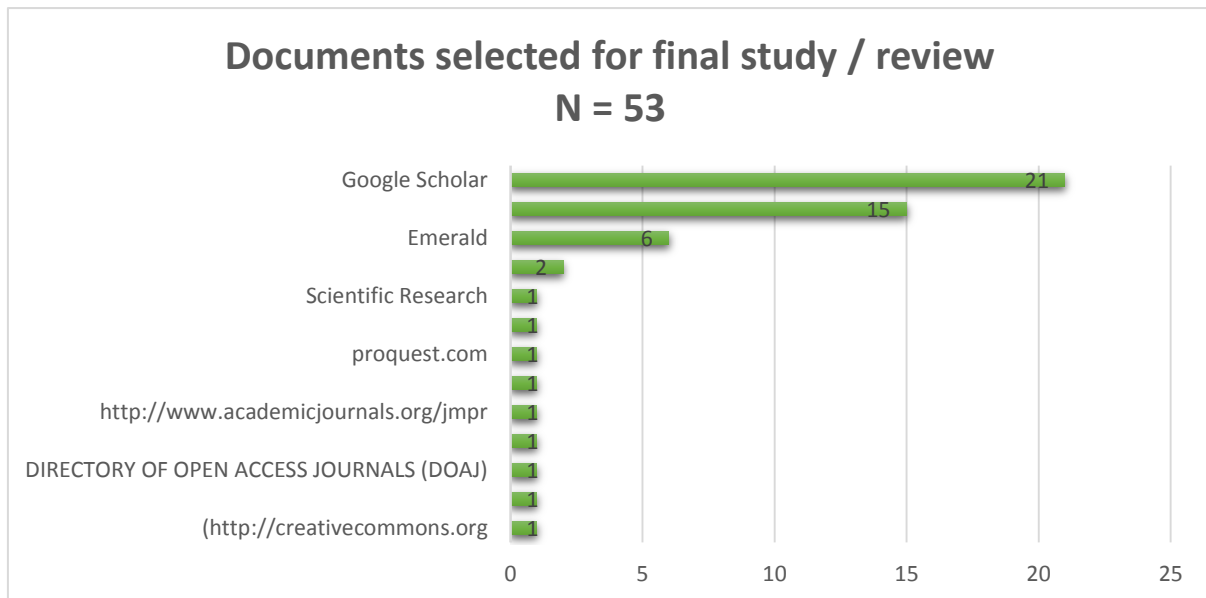
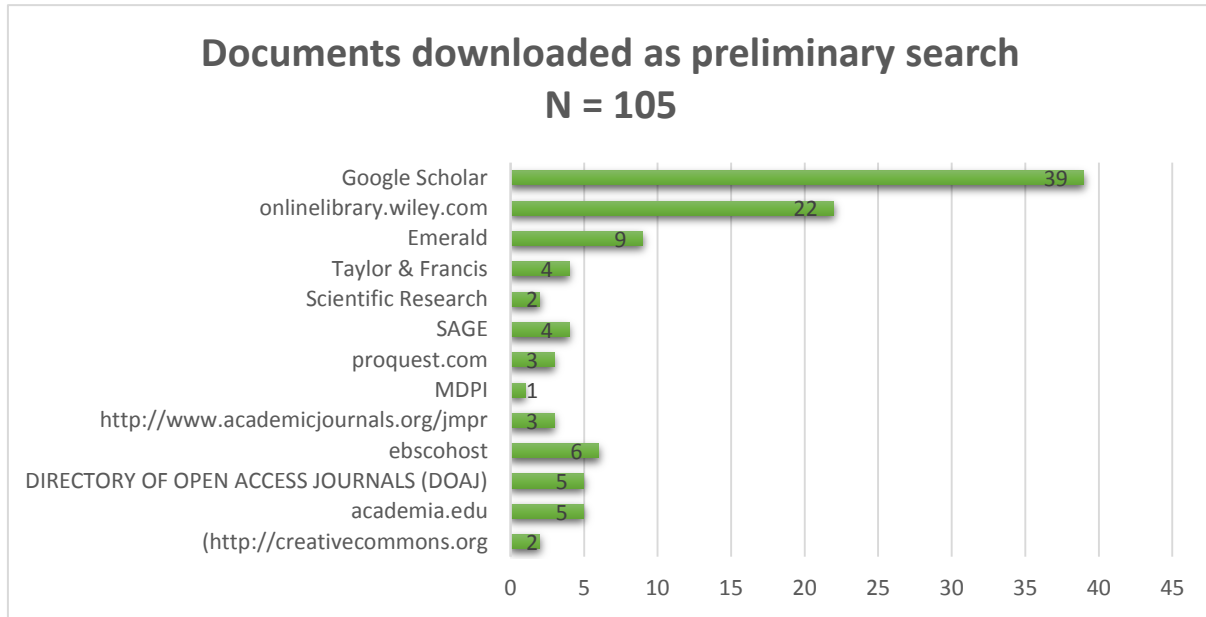
- To study Employee Engagement & Job Satisfaction
- To understand the impact of age on employee engagement and / or job satisfaction.
- To understand the impact of gender on employee engagement and / or job satisfaction.
- To understand the impact of work experience on employee engagement and / or job satisfaction.



RESEARCH METHODOLOGY

This study is based on a secondary data which is gathered from papers, articles, thesis, surveys & online documents. A total of 105 articles / papers / online documents has been studied as a part of literature review from different source of databases.





LIMITATIONS

This study is limited to few select demographic variables like Age, Gender, Work Experience. Also it is limited to the construct like employee engagement & job satisfaction. Also it is limited to the relationship of the demographics (Age, Gender, Work Experience) with the select constructs (Employee Engagement, Job Satisfaction)

FINDINGS

Researcher found various literature showing relationship between demographics (age, gender, work experience) with Employee Engagement and / or Job Satisfaction.

Below table shows the list of literature along with the demographic variables (Age, Gender, Work experience) studied in the literature. It also shows the findings & conclusions with respect to the

impact of demographic variables (Age, Gender, Work experience) on employee engagement and / or job satisfaction.

Sr. No	Paper / Article	Year of publication	Author/s	Findings	Conclusion	Country
1	Gender Difference in Job Satisfaction and Its Relation to subjective Sense of Well-Being and Level of Happiness in Medical Doctors of West Bengal	2016	Priyankar Singha, Dr. Souvik Raychaudhuri	A significant difference between the gender has been revealed in subjective sense of well-being, level of happiness and level of job satisfaction as well.	Variable: Gender Impact: Female doctors are found to be more satisfied in their job than the male doctors	India
2	Role of Demographic Characteristics on Job Satisfaction	2012	Muhamamd Mudasar Ghafoor	It was found that age has not positive relationship with job satisfaction	Variable: Age, Impact: Age has no positive relationship with job satisfaction	UK
3	The impact of education, training and work experience on job satisfaction and job performance	2018	Satrio Muntazeri, Adi Indrayanto	The result shows that work experience has a positive influence on job satisfaction.	Variable: Work experience, Impact: Work experience has a significant relationship with job satisfaction	Indonesia
4	The Impact of Age and Education on the Level of Satisfaction and Motivation Among Employees	2012	Paul, Tarak	It is found that age has an impact on job satisfaction.	Variable: Age, Impact: Age has significant impact on job satisfaction	India
5	Do men and women experience work engagement and job satisfaction to the same extent in collectivistic, patriarchal societies?	2020	Piyali Ghosh, I.M. Jawahar, Alka Rai	Study has showed that men experience work engagement and through work engagement increased job satisfaction more than female.	Variable: Gender Impact: Men are more engaged than their female counterparts	India
6	Drivers of employee engagement: differences by	2020	Nima Khodakarami, Khalil Dirani	The findings of the study showed that there is a relationship	Variable: Gender Impact: Gender has positive	USA

	work area and gender			between gender & its impact on EE. It showed that conditioned on being loyal, women are more engaged than men	relationship with employee engagement	
7	Employee age and the impact on work engagement	2020	Stephanie Douglas, Robin Roberts	The study showed that older age employees (more than 50 years of age) found to have statistically significant higher work engagement than the employees having age under 50 years.	Variable: Age, Impact: Impact of age on work engagement varies with age groups	USA
8	Gender differences in the job satisfaction of university teachers	2000	Titus Oshagbemi	The results indicated that gender does not have significant relationship with job satisfaction.	Variable: Gender, Impact: Gender does not affect job satisfaction	UK
9	Job Level Changes and Wage Growth	2009	Kosteas VD	The paper finds that men are more engaged more than women.	Variable: Gender, Impact: Men are more engaged than their female counterparts	USA
10	The effect of age on the job satisfaction of construction workers	2010	Nicholas Chileshe, Theodore C. Haupt	Result indicates that all age groups has same impact on job satisfaction	Variable: Age, Impact: All age groups have same impact on job satisfaction	South Africa
11	Factors affecting job satisfaction among academic professionals in tertiary institutions in Zimbabwe	2007	P. Chimanikire, E. Mutandwa, C. T. Gadzirayi, N. Muzondo, B. Mutandwa	Study shows that Gender has a significant effect on job satisfaction.	Variable: Gender, Work experience, Impact: Gender, Work experience has significant effect on job satisfaction	Zimbabwe
12	Distributed leadership as a predictor of employee engagement, job	2021	Shimei Joylynn Quek, Louise Thomson,	The study shows that the demographics (Age, Gender) has significant	Variable: Age, Gender Impact: Age, work experience does have	UK

	satisfaction and turnover intention in UK nursing staff		Rachel Houghton, Louise Bramley, Sarah Davis, Joanne Cooper	relationship with job satisfaction as well as employee engagement	correlation with job satisfaction & employee engagement.	
13	Social expectations, gender and job satisfaction: Front-line employees in China's retail sector	2015	Qihai Huang, Jos Gamble	The study result shows that job satisfaction determinants have an equal impact on both the genders i.e. female and male.	Variable: Gender, Impact: Gender has similar impact on job satisfaction	China
14	Ageism in the Workplace: The Role of Psychosocial Factors in Predicting Job Satisfaction, Commitment, and Engagement	2016	Jamie L. Macdonald, Sheri R. Levy	Identity variables, both age identity and work centrality, as well as perceived social support at work, were found to be positively associated with job satisfaction, commitment, and engagement.	Variable: Age Impact: Age has a positive relationship with job satisfaction.	USA
15	Career aspirations, job satisfaction and gender identity in female student nurses	1995	Orla T Muldoon, John M D Kramer	Career aspirations have significant impact on job satisfaction when gender specific roles are concerned.	Variable: Gender Impact: Gender mediates the relationship between career aspirations and job satisfaction.	Ireland
16	Cross-National Analysis of Gender Differences in Job Satisfaction	2017	Laetitia Hauret, Donald R. Williams	The results indicate that females continue to report higher levels of job satisfaction than do men in some countries, and the difference remains even after controlling for a wide range of personal and job characteristics and working conditions	Variable: Gender Impact: Gender has significant impact on job satisfaction.	USA

17	Even Lawyers Get the Blues: Gender, Depression, and Job Satisfaction in Legal Practice	2007	John Hagan, Fiona Kay	The findings of this study indicate that despite the fact that women and men lawyers report reasonably similar levels of satisfaction with their work, women lawyers are substantially more Gender, Depression, and Job Satisfaction in Legal Practice likely to report feelings of depression or despondency about their lives.	Variable: Gender Impact: Gender has significant impact on job satisfaction.	Canada
18	High-Performance Work Practices and Job Satisfaction: Gender's Moderating Role	2019	Karla Brinck, Sina Otten, Sven Hauff	The results show that gender partially acts as a moderator in the relationships between High Performance Work Practices (HPWPs) and job satisfaction.	Variable: Gender Impact: Gender mediates the relationship between HPWPs and job satisfaction.	Germany
19	Job Satisfaction, Comparison Earnings, and Gender	2003	P. J. Sloane, H. Williams	The study shows that, given the existing employment distribution by gender, women express themselves as more satisfied with their job than men, despite lower pay.	Variable: Gender Impact: Gender has significant impact on job satisfaction.	UK
20	Men in Traditional and Nontraditional Careers: Gender Role Attitudes, Gender Role Conflict, and Job Satisfaction	2006	Thomas A. Dodson, L. DiAnne Borders	The Gender Role Conflict Scale Conflict Between Work and Family Relations subscale predicted job satisfaction for both groups.	Variable: Gender Impact: Gender has significant impact on job satisfaction.	USA

21	Occupational Stereotypes and Gender-Specific Job Satisfaction	2016	Simon Janssen, Uschi Backes-Gellner	As long as we take into account that stereotypically male jobs are physically more demanding than stereotypically female jobs, men are generally more satisfied with stereotypically male jobs.	Variable: Gender Impact: Gender has variety of response in different situations in relation to job satisfaction.	Germany
22	Orientation Training and Job Satisfaction: A Sector and Gender Analysis	2015	Vurain Tabvuma, Yannis Georgellis, Thomas Lange	Simple t-tests for the differences in means show that both men and women have significantly higher overall job satisfaction from any training and each type of training, including orientation training, in the public sector than the private sector.	Variable: Gender Impact: Gender has significant impact on job satisfaction.	UK
23	Peer Salaries and Gender Differences in Job Satisfaction in the Workplace	2014	Karen Mumford, Peter N. Smith	Relative earnings is found to be an important determinant of job satisfaction for men; men care about their own wage level	Variable: Gender Impact: Gender has significant impact on job satisfaction.	UK
24	Revisiting the gender job satisfaction paradox: The roots seem to run deep	2021	Maryam Dilmaghani	With the inclusion of these variables, the gender job satisfaction gap loses its statistical significance across all age groups and educational attainment levels, except for those with a graduate university degree.	Variable: Age, Gender Impact: Gender has significant impact on job satisfaction in relationship with age.	Canada
25	Taking Another Look at the Gender/Job-	2000	Alfonso Sousa-Poza,	The fact that, in a few countries, women have higher	Variable: Gender Impact: Gender	Switzerland

	Satisfaction Paradox		Andrés A. Sousa-Poza	job-satisfaction levels than men is, considering their relatively worse labour-market position, paradoxical.	has significant impact on job satisfaction.	
26	Work Satisfaction as a Function of Gender and Job Status	1983	Jacqueline Golding, Andrea Resnick, and Faye Crosby	In addition, male lawyers tended to be more satisfied with their work than female secretaries.	Variable: Gender Impact: Gender has significant impact on job satisfaction.	USA
27	The Effects of Job Satisfaction and Work Experience on Employee-Desire for Empowerment: A Comparative Study in Canada and India	2012	Gill, Amarjit; Sharma, Suraj P; Mathur, Neil; Bhutani, Smita.	Results showed that job satisfaction and work experience has positive relationship	Variable: Work experience, Impact: Work experience has a positive relationship with job satisfaction	India
28	Drivers of Employee Engagement: The Role of Leadership Style	2016	Sapna Popli, Irfan A. Rizvi	The result shows that age has moderating influence the relationship between leadership styles and employee engagement.	Variable: Age, Impact: Age impact employee engagement	India
29	Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman	1998	Syed Mohammad Azeem	A positive relationship was found between demographics (age, gender) and job satisfaction facets	Variable: Gender, Age, Impact: Age and gender has a positive relationship with job satisfaction	Oman
30	Determining the impact of age and LOS on job satisfaction: a case study of Pakistan automotive industry	2013	Sheikh Zahoor Sarwar, Ebtisam Mirza, Nadeem Ehsan, Khushnoor Khan, Huma Hanif	It was found that age moderates relationship between job satisfaction and length of service.	Variable: Age, Impact: Age has a positive relationship with job satisfaction	Pakistan

31	Gender Differences in Job Satisfaction: Why Aren't Women More Dissatisfied?	1989	Randy Hodson	The pattern of gender differences in the determination of job satisfaction reported in this article	Variable: Gender Impact: Gender has significant impact on job satisfaction.	USA
32	Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division)	2014	Yasir Aftab Farooqi, Sobia Ali	The results shows that demographics variables (age, gender) impact employee engagement & job satisfaction.	Variable: Age, work experience Impact: Age, work experience employee engagement & job satisfaction	India
33	Predicting Turnover Intent: Examining the Effects of Employee Engagement, Compensation Fairness, Job Satisfaction, and Age	2010	Mary L. Berry	The study shows that Age is not acting as a moderator for the relationship between employee engagement, job satisfaction.	Variable: Age, Impact: Age has no relationship with employee engagement and job satisfaction	USA
34	Job satisfaction, engagement, and burnout in the population of orthopedic surgeon and neurosurgeon trainees in mainland China	2020	Jinli Yu, Fei Zou, Yirui Sun	The result indicates that the impact of Job satisfaction & work engagement varies in demographics (age, gender)	Variable: Age, Gender Impact: Level of employee engagement & job satisfaction varies in Age and Gender	China
35	The Impact of Socio-Demographic Factors on Employee Engagement at Multinational Companies in Thailand	2021	Ngaochai Sungmala, Amara Verawat	Age predicted personal socio-demographic effects on engagement.	Variable: Age, Impact: Age has positive impact on employee engagement	Thailand

36	Employee engagement: the impact of change management implementation in mergers	2010	Bhola, Hemunadevi	With regards to the demographic variables length of service and age no significant relationship was found with employee engagement.	Variable: Age, work experience, Impact: Age, work experience has no relationship with employee	South Africa
37	A Study on Impact of Employee Communication on Employee Engagement Level	2013	S. Gokula Krishnan, Reeves Wesley	Study shows that demographic variables	Variable: Age, gender, Impact: Age, gender are not correlated with employee engagement	India
38	Employee Engagement - Role of Demographic Variables and Personality Factors	2015	Sunita Shukla, Bhavana Adhikari, Vikas Singh	The result shows that Female employees in the organization are engaged to their jobs as compared to their male counterparts.	Variable: Gender, Impact: Female employees are more engaged than their male counterparts	India
39	The Impact of Human Resource Management Practices on Employee Engagement and Moderating Role of Gender and Marital Status: An Evidence from the Vietnamese Banking Industry	2020	Bui Nhat Vuong, Sid Suntrayuth	The study showed that male employees shows positive relationship employee engagement	Variable: Gender, Impact: Positive relationship between HRM & employee engagement is seen largely in Men than their female counterparts	Vietnam
40	A Study on the Job Engagement of Company Employees	2009	Ying Kong	Gender and length of working impacts employee engagement.	Variable: Gender, Impact: Gender has significant relationship with employee engagement	China
41	The impact of gender differences on job satisfaction, job turnover, and career experiences of	2002	Mary Sumner, Fred Niederman	The findings in the study show that the job satisfaction of females and males in the IT field are relatively similar.	Variable: Gender, Impact: Job Satisfaction is same for all genders	USA

	information systems professionals					
42	The Impact of Gender Differences on Job Satisfaction of University Library Professionals	2018	Marasinghe, M.P.L.R.; Wijayarathne, A.	Job satisfaction of both male and female professionals are equal.	Variable: Gender, Impact: Male & Female professionals has equal job satisfaction	Sri Lanka
43	The influence of job satisfaction and work experience on lecturer performance of pamulang university	2018	Wahyudi Wahyudi	The resultant analysis proved that job satisfaction and work experience have positive relationship	Variable: Work experience, Impact: Work experience has a relationship with job satisfaction	Indonesia
44	Impact of Work Environment and Job Stress towards Job Satisfaction	2018	M.V.V. Bhanu, Dr. P.C. Sai Babu	The study shows that job satisfaction does not have significant relationship with gender	Variable: Gender, Impact: Gender does not have significant relationship with job satisfaction	India
45	Organizational Communication: Perceptions of Staff Members' Level of Communication Satisfaction and Job Satisfaction	2015	Priti Sharma, James Lampley, Donald Good	The results of the study indicated that gender does not make a significant difference in the degree of satisfaction among employees	Variable: Gender, Impact: Gender, does not have positive relationship with job satisfaction	USA
46	Organizational communication satisfaction and job satisfaction within university foodservice	2010	Daniel Lopez Ramirez	No significant relationships were found between gender, age, employment length with job satisfaction.	Variable: Gender, Age, Work experience, Impact: Gender, Age, Work experience does not have significant relationship with job satisfaction	USA
47	Job Satisfaction of Recent Graduates in Financial Services	2003	Sharon A. DeVaney, Zhan (Sandy) Chen	Study shows that female graduates are more satisfied than male graduates	Variable: Gender, Impact: Female are more satisfied than their male counterparts	USA

48	Impact of Gender, Age and Work Experience on Satisfaction towards Work Life Balance (with special reference to Bank of Baroda, Udaipur)	2015	Karishma Bhandari, Professor Harvinder Soni	In our research it is shown that demographic variable like gender has significant impact on job satisfaction	Variable: Gender, Impact: Gender has a significant impact on job satisfaction	India
49	Effect of Emotional Intelligence and Gender on Job Satisfaction of Primary School Teachers	2016	Bhagat Singh, Arun Kumar	Both the genders (male and female) has similar impact on job satisfaction.	Variable: Gender, Impact: All gender have same effect on satisfaction	India
50	Impact of Emotional Intelligence and Gender on Job Satisfaction Among Egyptian Government Sector Employees	2011	Sayed El Khouly, Abdulazim Ghoniem, Mohsen Ghadami, Mohammed Ibrahim	The outcomes showed that gender has positive relationship with job satisfaction	Variable: Gender, Impact: Gender has a significant relationship with job satisfaction	Egypt
51	An analysis of the relationship between job satisfaction and employee engagement	2017	Anton Vorina, Miro Simonič, Maria Vlasova	The results show that there is no difference between employee engagement and gender and also there is no difference between job satisfaction and gender.	Variable: Gender, Impact: Gender has no significant relationship with employee engagement as well as with job satisfaction	Slovenia
52	How Perceived Organizational Support, identification with Organization and Work Engagement Influence Job Satisfaction: A Gender-Based Perspective	2022	Carla Mascarenhas, Anderson Rei Galvão and Carla Susana Marques	The results suggest that work engagement constructs have a greater effect on job satisfaction for female employees, whereas the impact of perceived organizational support on job satisfaction is stronger for male workers.	Variable: Gender Impact: Gender has significant impact on job satisfaction in relationship with engagement	Switzerland

53	The Impact of Psychological Contract Fulfillment on Employee Engagement in the Millennial Generation: The Moderating Effects of Generational Affiliation	2014	Traron Moore	The empirical results suggest that generational affiliation does not have a statically significant relationship to the psychological contract fulfillment and employee engagement relationship.	Variable: Gender Impact: Gender has significant impact on work engagement	USA
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The summary of the literature with respect to each demographic (Age, Gender, Work Experience) studied in relationship with Employee Engagement and / or Job Satisfaction is shown in the table below. The data in below table clearly states about the demographic variable/s studied in the respective literature in relationship with Employee Engagement & / or Job Satisfaction and its impact of Employee Engagement & / or Job Satisfaction.

Sr. No	Paper / Article	Impact of demographic variable on Employee Engagement			Impact of demographic variable on Job Satisfaction		
		Age	Gender	Work Experience	Age	Gender	Work Experience
1	Gender Difference in Job Satisfaction and Its Relation to subjective Sense of Well-Being and Level of Happiness in Medical Doctors of West Bengal	NA	NA	NA	NA	√	NA
2	Role of Demographic Characteristics on Job Satisfaction	NA	NA	NA	×	NA	NA
3	The impact of education, training and work experience on job satisfaction and job performance	NA	NA	NA	NA	NA	√
4	The Impact of Age and Education on the Level of Satisfaction and Motivation	NA	NA	NA	√	NA	NA

	Among Employees						
5	Do men and women experience work engagement and job satisfaction to the same extent in collectivistic, patriarchal societies?	NA	√	NA	NA	NA	NA
6	Drivers of employee engagement: differences by work area and gender	NA	√	NA	NA	NA	NA
7	Employee age and the impact on work engagement	√	NA	NA	NA	NA	NA
8	Gender differences in the job satisfaction of university teachers	NA	NA	NA	NA	×	NA
9	Job Level Changes and Wage Growth	NA	√	NA	NA	NA	NA
10	The effect of age on the job satisfaction of construction workers	NA	NA	NA	√	NA	NA
11	Factors affecting job satisfaction among academic professionals in tertiary institutions in Zimbabwe	NA	NA	NA	NA	√	√
12	Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff	√	√	NA	√	√	NA
13	Social expectations, gender and job satisfaction: Front-line employees in China's retail sector	NA	NA	NA	NA	√	NA

14	Ageism in the Workplace: The Role of Psychosocial Factors in Predicting Job Satisfaction, Commitment, and Engagement	NA	NA	NA	√	NA	NA
15	Career aspirations, job satisfaction and gender identity in female student nurses	NA	NA	NA	NA	√	NA
16	Cross-National Analysis of Gender Differences in Job Satisfaction	NA	NA	NA	NA	√	NA
17	Even Lawyers Get the Blues: Gender, Depression, and Job Satisfaction in Legal Practice	NA	NA	NA	NA	√	NA
18	High-Performance Work Practices and Job Satisfaction: Gender's Moderating Role	NA	NA	NA	NA	√	NA
19	Job Satisfaction, Comparison Earnings, and Gender	NA	NA	NA	NA	√	NA
20	Men in Traditional and Nontraditional Careers: Gender Role Attitudes, Gender Role Conflict, and Job Satisfaction	NA	NA	NA	NA	√	NA
21	Occupational Stereotypes and Gender-Specific Job Satisfaction	NA	NA	NA	NA	√	NA
22	Orientation Training and Job Satisfaction: A Sector and Gender Analysis	NA	NA	NA	NA	√	NA
23	Peer Salaries and Gender Differences in Job Satisfaction in the Workplace	NA	NA	NA	NA	√	NA
24	Revisiting the gender job satisfaction paradox: The roots seem to run deep	NA	NA	NA	√	√	NA
25	Taking Another Look at the Gender/Job-Satisfaction Paradox	NA	NA	NA	NA	√	NA

26	Work Satisfaction as a Function of Gender and Job Status	NA	NA	NA	NA	√	NA
27	The Effects of Job Satisfaction and Work Experience on Employee-Desire for Empowerment: A Comparative Study in Canada and India	NA	NA	NA	NA	NA	√
28	Drivers of Employee Engagement: The Role of Leadership Style	√	NA	NA	NA	NA	NA
29	Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman	NA	NA	NA	√	√	NA
30	Determining the impact of age and LOS on job satisfaction: a case study of Pakistan automotive industry	NA	NA	NA	√	NA	NA
31	Gender Differences in Job Satisfaction: Why Aren't Women More Dissatisfied?	NA	NA	NA	NA	√	NA
32	Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division)	√	√	NA	√	√	NA
33	Predicting Turnover Intent: Examining the Effects of Employee Engagement, Compensation Fairness, Job Satisfaction, and Age	√	NA	NA	√	NA	NA

34	Job satisfaction, engagement, and burnout in the population of orthopedic surgeon and neurosurgeon trainees in mainland China	√	√	NA	√	√	NA
35	The Impact of Socio-Demographic Factors on Employee Engagement at Multinational Companies in Thailand	√	NA	NA	NA	NA	NA
36	Employee engagement: the impact of change management implementation in mergers	×	NA	×	NA	NA	NA
37	A Study on Impact of Employee Communication on Employee Engagement Level	×	×	NA	NA	NA	NA
38	Employee Engagement - Role of Demographic Variables and Personality Factors	NA	√	NA	NA	NA	NA
39	The Impact of Human Resource Management Practices on Employee Engagement and Moderating Role of Gender and Marital Status: An Evidence from the Vietnamese Banking Industry	NA	√	NA	NA	NA	NA
40	A Study on the Job Engagement of Company Employees	NA	√	NA	NA	NA	NA
41	The impact of gender differences on job satisfaction, job turnover, and career	NA	NA	NA	NA	√	NA

	experiences of information systems professionals						
42	The Impact of Gender Differences on Job Satisfaction of University Library Professionals	NA	NA	NA	NA	√	NA
43	The influence of job satisfaction and work experience on lecturer performance of pamulang university	NA	NA	NA	NA	NA	√
44	Impact of Work Environment and Job Stress towards Job Satisfaction	NA	NA	NA	NA	×	NA
45	Organizational Communication: Perceptions of Staff Members' Level of Communication Satisfaction and Job Satisfaction	NA	NA	NA	NA	×	NA
46	Organizational communication satisfaction and job satisfaction within university foodservice	NA	NA	NA	×	×	×
47	Job Satisfaction of Recent Graduates in Financial Services	NA	NA	NA	NA	√	NA
48	Impact of Gender, Age and Work Experience on Satisfaction towards Work Life Balance (with special reference to Bank of Baroda, Udaipur)	NA	NA	NA	NA	√	NA
49	Effect of Emotional Intelligence and Gender on Job Satisfaction of Primary School Teachers	NA	NA	NA	NA	√	NA
50	Impact of Emotional Intelligence and Gender on Job	NA	NA	NA	NA	√	NA

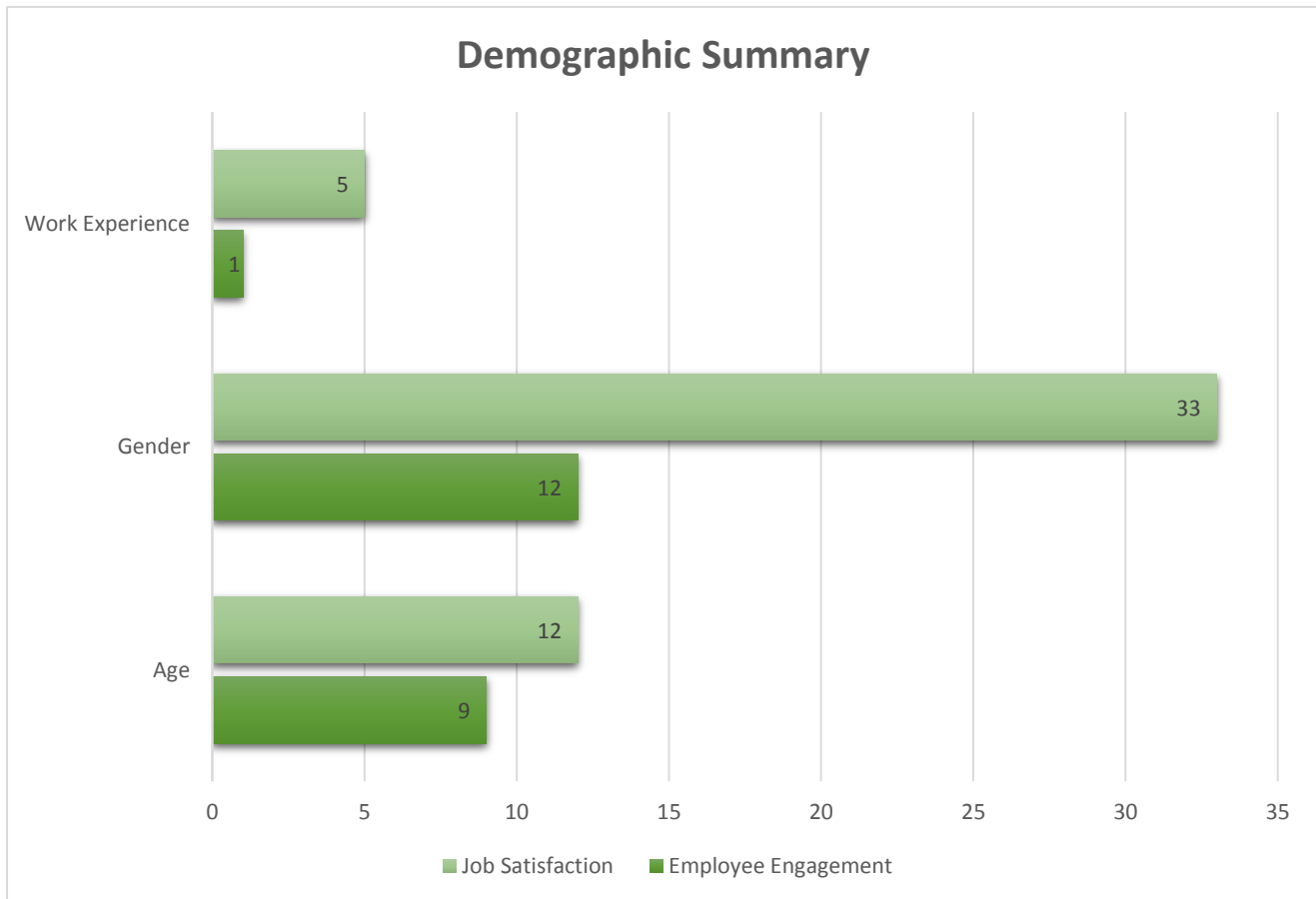
	Satisfaction Among Egyptian Government Sector Employees						
51	An analysis of the relationship between job satisfaction and employee engagement	NA	√	NA	NA	√	NA
52	How Perceived Organizational Support, identification with Organization and Work Engagement Influence Job Satisfaction: A Gender-Based Perspective	NA	√	NA	NA	√	NA
53	The Impact of Psychological Contract Fulfillment on Employee Engagement in the Millennial Generation: The Moderating Effects of Generational Affiliation	NA	NA	NA	NA	√	NA

FUTURE SCOPE

There is ample scope for future research, where researcher can explore following

- Demographic variables other than studied in this paper i.e. Age, Gender, Work Experience
- Expanding the search for period (years) of publications
- Studied can be extend for geographical areas (countries) not covered in this paper or additional number of literature than studied in this paper for respective country
- Impact of demographic variables on different constructs can be studied other than studied in this paper i.e. employee engagement & job satisfaction

CONCLUSION



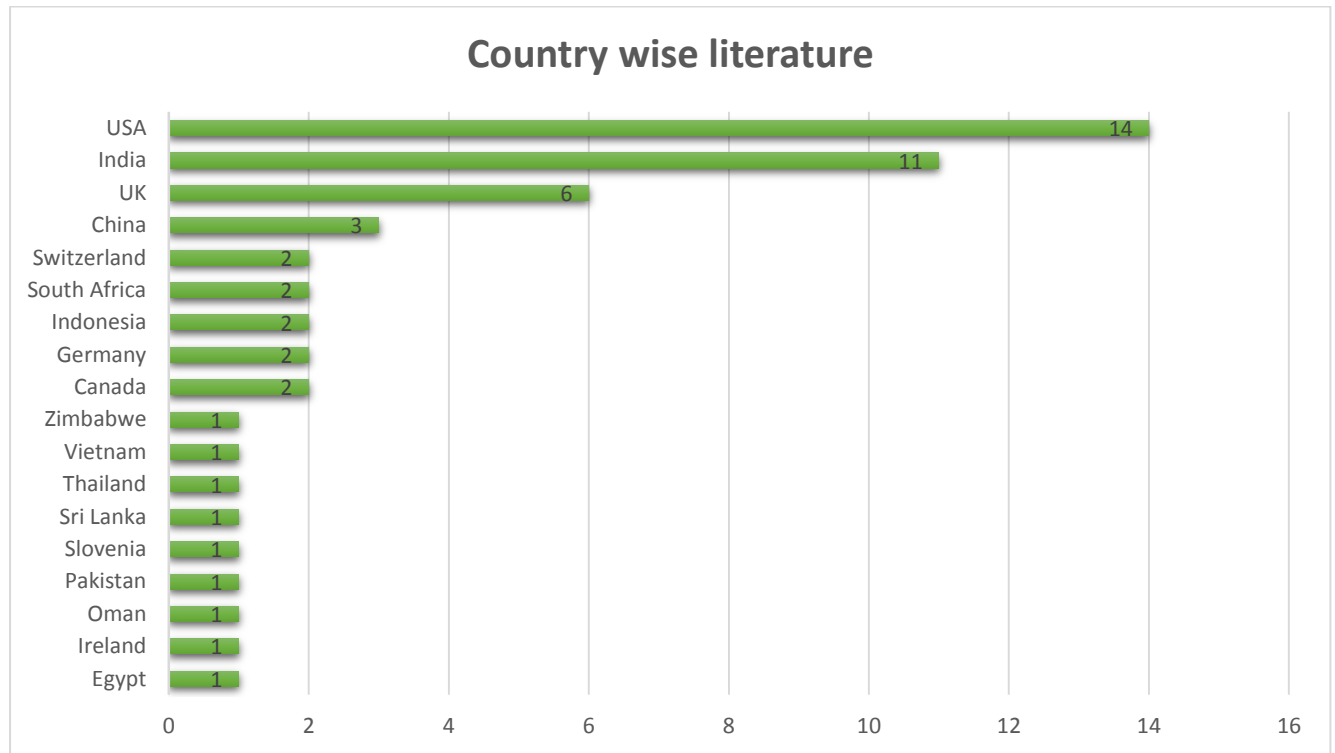
EMPLOYEE ENGAGEMENT

- **23%** literature shows that there is a positive relationship of demographic variable **Gender** with employee engagement.
- **17%** literature shows that there is a positive relationship of demographic variable **Age** with employee engagement.
- **02%** literature shows that there is a positive relationship of demographic variable **Work experience** with employee engagement.

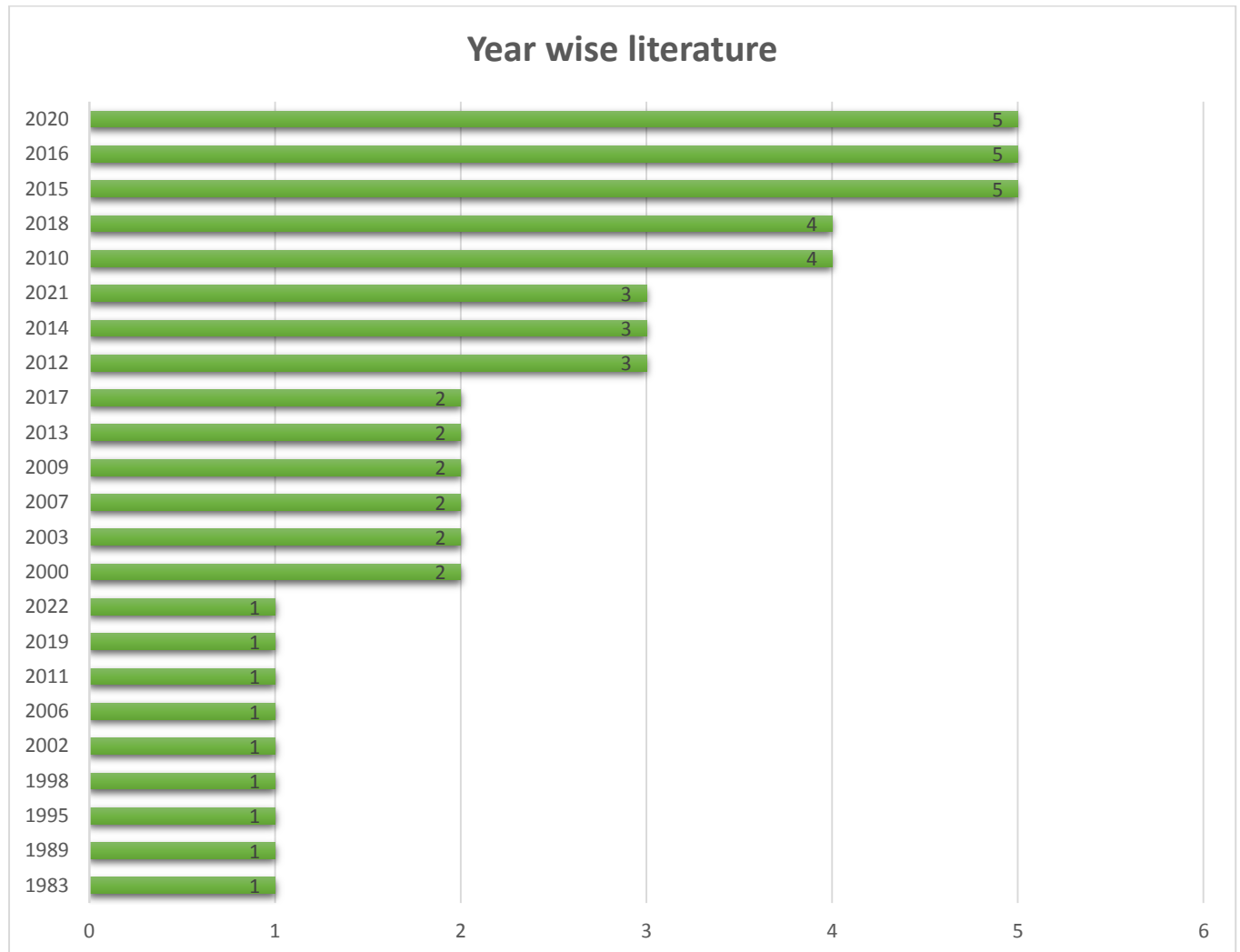
JOB SATISFACTION

- **62%** literature shows that there is a positive relationship of demographic variable **Gender** with job satisfaction.
- **23%** literature shows that there is a positive relationship of demographic variable **Age** with job satisfaction.
- **09%** literature shows that there is a positive relationship of demographic variable **Work experience** with job satisfaction.

The above findings show that out of literature studied maximum literature show the positive relationship of Gender with Employee Engagement & Job Satisfaction than the other demographic variables i.e. age & work experience paper.

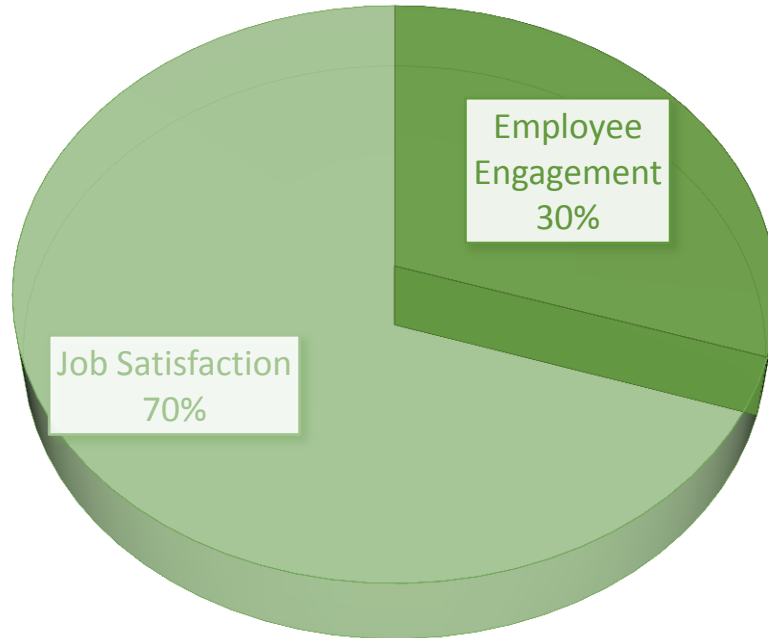


Findings show that maximum number of literature are studied from USA & India.

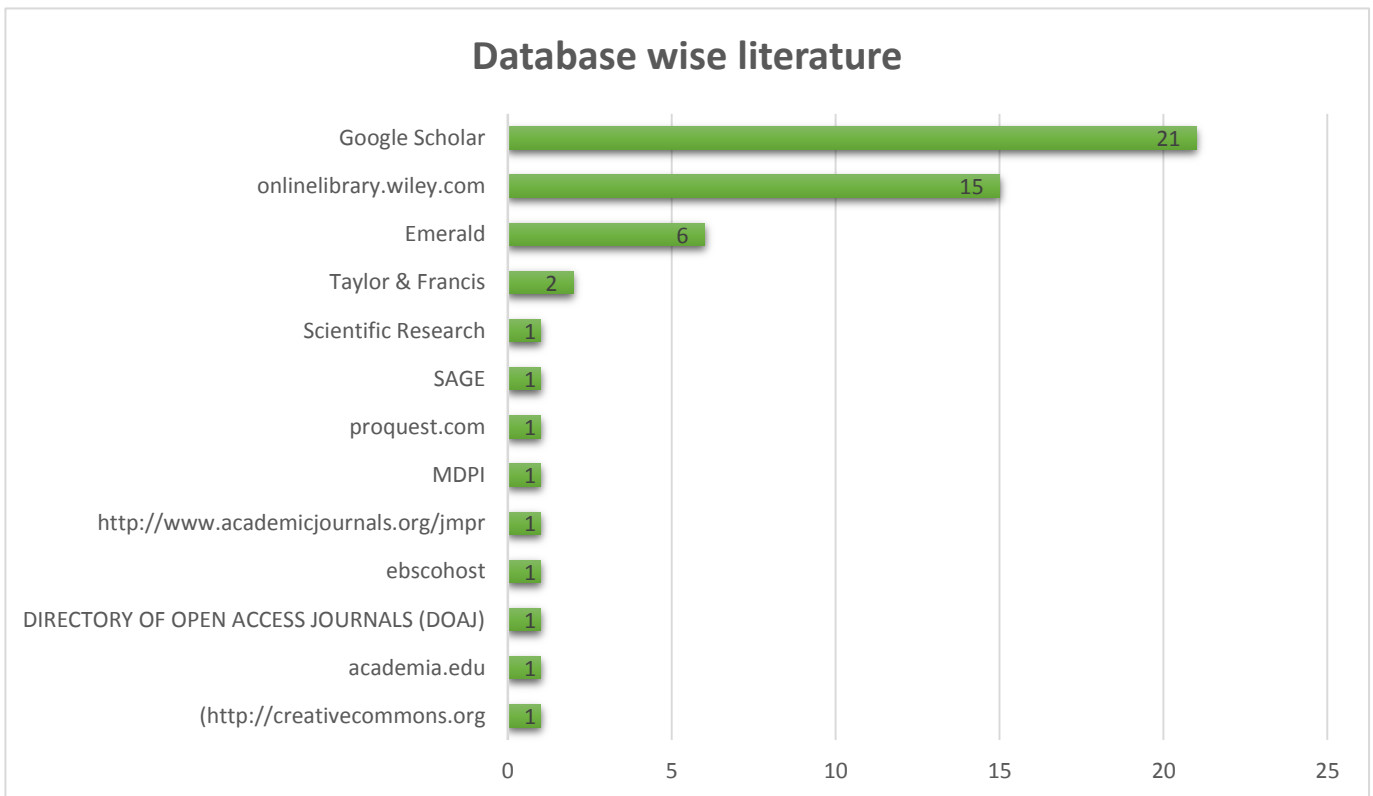


Findings show that maximum numbers of literature are studied from years 2020, 2016, 2015, 2018 and 2010.

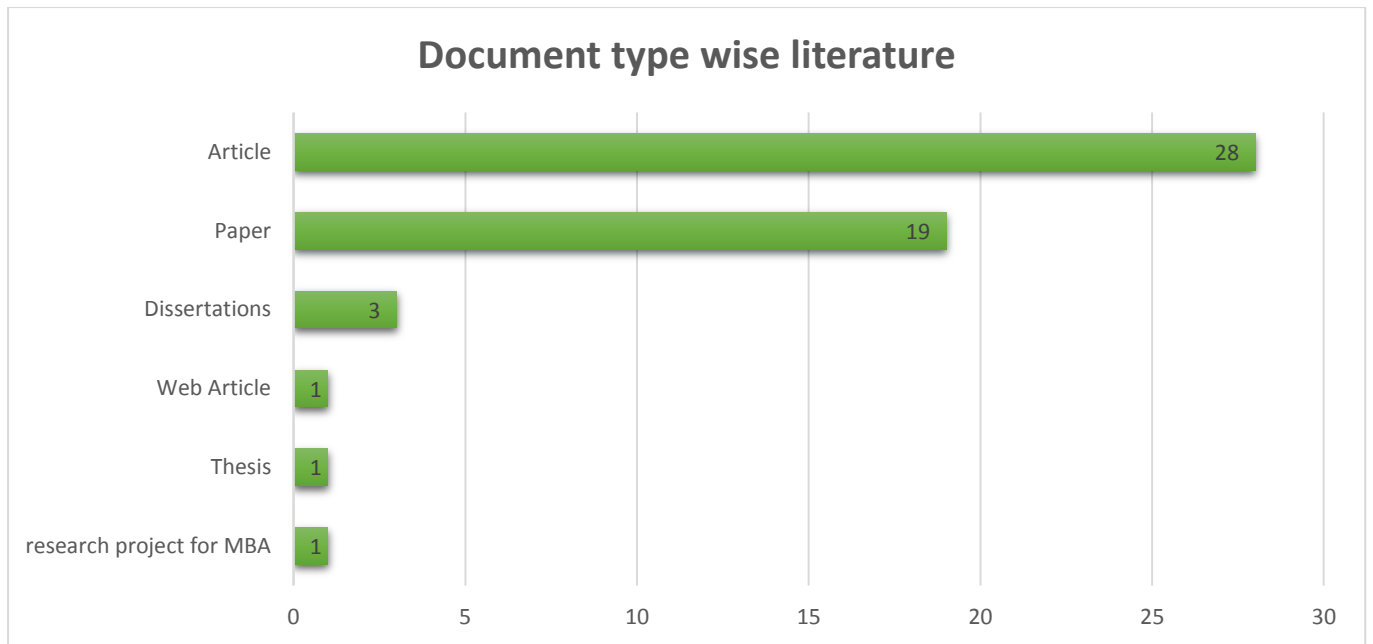
CONSTRUCT WISE LITERATURE



Findings show that maximum number of literature studied in relationship with Job Satisfaction than Employee Engagement

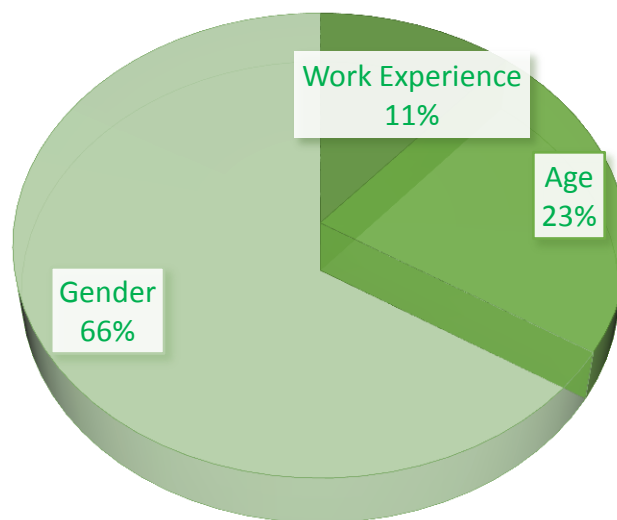


During the study, maximum literature is extracted from different Google Scholar, Wiley & Emerald.



During the study, different documents are collated and studied, out of which articles & papers are the document types, which are studied maximum compared to other documents.

DEMOGRAPHIC WISE LITERATURE



Out of demographics studied, Gender demographic is studied in maximum numbers compared to Age & Work experience in relationship with Employee Engagement and / or Job Satisfaction.

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