The Significant Role of Industrial Organizational Psychologists to Increase Employee Job Satisfaction

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Abstract - Purpose: This study's primary goal is to investigate and evaluate the critical contributions made by industrial-organizational psychologists to raising worker job satisfaction. The study aims to offer insights that can enhance workplace environments, improve organizational processes, and increase employees general well-being by looking at the particular contributions made by this field. Research design, data and methodology: The study design, data collection strategies using the literature content analysis allow for a thorough analysis and synthesis of the body of knowledge about industrial-organizational psychologists contributions to improving worker job satisfaction. This method entails a sequential procedure that includes formulating research. questions and locating pertinent studies. Results: Numerous previous works have indicated that industrial-organizational psychologists are essential in determining how an organization is run and how satisfied its workforce is with their jobs. The four major roles (Job Design, Leadership, Workplace Culture, and Employee Development) that were found after a thorough analysis of the body of current literature are presented in this section. Conclusions: In sum, the roles found in this study provide organizations with a framework for creating work environments that prioritize the well-being and overall growth of the people who make up the organization while also helping them negotiate the complexity of the modern workplace.

Keywords: Industrial Organizational Psychology, Job Satisfaction, Human Resource Management, Consultation Management

I. INTRODUCTION

Industrial-Organisational Psychology is one of many branches that highlight how the understanding of human psychology—though still evolving—offers significant insights into human behaviour, explaining how and why people think, act, and react the way they do. This growing body of knowledge has allowed psychology to intersect with a variety of other fields beyond healthcare and medical science. Notable examples include industrial psychology, consumer psychology, corporate psychology, and educational psychology, among others, highlighting the discipline's wide-ranging relevance and impact.

Transforming the Workplace: The Role of Industrial-Organizational Psychology in Employee Well-being serves as a beacon for organizations aspiring to foster a thriving culture that prioritizes the mental, emotional, and psychological health of employees.

This discipline brings together two key areas of psychology — Industrial Psychology and Organisational Psychology. It focuses on applying psychological theories and principles within workplace settings to understand the behaviour and grievances of employees better, enhancing the overall work environment. The ultimate goal is to improve productivity, job satisfaction, and organisational effectiveness.

The field of Industrial-Organisational Psychology has witnessed a recorded growth of over 26% in 2018, and it is still in demand. As the awareness of mental health in office spaces increases, more and more corporations and organisations are bound to create room for psychological evaluation and the well-being of all employees and staff. Let's begin by exploring Industrial Psychology and Organisational Psychology separately to better understand how they function individually and how they complement each other.

II. REVIEW OF LITERATURE

VOLUME —1988 The Significance of Race and Ethnicity for Understanding Organizational Behaviour, Alderfer and Thomas; Training and Development in Work Organizations, Goldstein and Gessner; Leadership Theory and Research, Fiedler and House; Theory Building in Industrial and Organizational Psychology, Webster and Starbuck; The Construction of Climate in Organizational

Research, Rousseau; Approaches to Managerial Selection, Robertson and Iles; Psychological Measurement, Murphy; Careers, Driver; Health Promotion at Work, Matteson and Ivancevich; Recent Developments in the Study of Personality and Organizational Behaviour, Adler and Weiss

VOLUME —1987 Organization Theory, Bedeian; Behavioural Approaches to Organizations, Luthans and Martinko; Job and Work Design, Wall and Martin; Human Interfaces with Advanced Manufacturing Systems, Wilson and Rutherford; Human–Computer Interaction in the Office, Frese; Occupational Stress and Health, Mackay and Cooper; Industrial Accidents, Sheehy and Chapman; Interpersonal Conflicts in Organizations, Greenhalgh; Work and Family, Burke and Greenglass; Applications of Meta-analysis, Hunter and Rothstein Hirsh

VOLUME —1986 Work Motivation Theories, Locke and Henne; Personnel Selection Methods, Muchinsky; Personnel Selection and Equal Employment Opportunity, Schmit and Noe; Job Performance and Appraisal, Latham; Job Satisfaction and Organizational Commitment, Griffin and Bateman; Quality of Worklife and Employee Involvement, Mohrman, Ledford, Lawler, and Mohrman; Women at Work, Gutek, Larwood, and Stromberg; Being Unemployed, Fryer and Payne; Organization Analysis and Praxis, Golembiewski; Research Methods in Industrial and Organizational Psychology, Stone

VOLUME —1992 Work Motivation, Kanfer; Selection Methods, Smith and George; Research Design in Industrial and Organizational Psychology, Schaubroeck and Kuehn; A Consideration of the Validity and Meaning of Self-report Measures of Job Conditions, Spector; Emotions in Work and Achievement, Pekrun and Frese; The Psychology of Industrial Relations, Hartley; Women in Management, Burke and McKeen; Use of Background Data in Organizational Decisions, Stokes and Reddy; Job Transfer, Brett, Stroh, and Reilly; Shopfloor Work Organization and Advanced Manufacturing Technology, Wall and Davids

VOLUME —1991 Recent Developments in Industrial and Organizational Psychology in People's Republic of China, Wang; Mediated Communications and New Organizational Forms, Andriessen; Performance Measurement, Ilgen and Schneider; Ergonomics, Megaw; Ageing and Work, Davies, Matthews, and Wong; Methodological Issues in Personnel Selection Research, Schuler and Guldin; Mental Health Counselling in Industry, Swanson and Murphy; Person–Job Fit, Edwards; Job Satisfaction, Arvey, Carter, and Buerkley

III. OVERVIEW OF INDUSTRIAL - ORGANIZATIONAL PSYCHOLOGY

Industrial-organizational psychology can be divided into two categories. The first is the industrial side, which entails determining how to best match people to specific job responsibilities. Personnel psychology is a subset of I-O psychology that is sometimes referred to as personnel psychology. Employee qualities may be assessed, and then these individuals may be matched to occupations where they are likely to perform effectively. Training personnel, defining job performance standards, and monitoring job performance are all responsibilities that fall under the industrial side of I-O psychology. The organizational psychology branch of psychology is more concerned with figuring out how organizations influence individual behaviour. Organizational structures, societal norms, management styles, and role expectations are all influences on how people behave in the workplace. I-O psychologists strive to increase individual performance and wellness while also improving the organisation as a whole by recognizing such aspects. While industrial-organizational psychology is a practical area, it also requires basic theoretical study. I-O psychology covers a number of sub-areas, including human-computer interaction, personnel psychology, and human factors, all of which have their roots in experimental psychology.

You can think of industrial-organizational psychology as having two major sides: industrial or organizational psychology.

Industrial Psychology

The main role of the industrial side of industrial-organizational psychology is to learn how to best match individuals to specific job roles. This segment of I-O psychology is also sometimes referred to as personnel psychology.

In the field, these psychologists often assess employee characteristics to match individuals to jobs where they can truly shine. Key areas of focus in the industrial aspect of I-O psychology involve

training employees, establishing job performance standards, and assessing job performance.

Organizational Psychology

The organizational side of I-O psychology is more focused on understanding how organizations affect individual behaviour. Organizational structures, social norms, management styles, and role expectations are all factors that can influence how people behave within an organization. By understanding such factors, I-O psychologists hope to improve individual performance and health while at the same time benefiting the organization as a whole.

IV.   EMPLOYEE JOB SATISFACTION: CONCEPT AND MEASURE

A critical concept in 1-0 psychology is employee job satisfaction, which measures how satisfied, fulfilled, and positively engaged people are at work. Job satisfaction is influenced by several variables, such as the type of work being done, connections with co-workers, leadership philosophies, pay, and advancement prospects. Because subjective and objective measures determine job satisfaction, it is difficult to understand and quantify (Marques-Quinteiro et al., 2019). Subjective elements comprise an individual's thoughts, feelings, and impressions, whereas objective indications could be things like performance measurements and turnover rates.

Tools that are frequently used to gauge employee work satisfaction include observational techniques, interviews, and questionnaires (Schultz & Schultz, 2020). By attempting to capture the complex and multidimensional nature of satisfaction, these instruments enable practitioners and cideries to evaluate workers' general well-being in the context of an organization.

V.   PRIOR STUDIES ON THE IMPACT OF INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY ON JOB SATISFACTION

After a thorough examination of the literature, it is clear that there is an extensive range of investigations on the subject of how industrial-organizational psychology affects worker job fulfillment. Researchers have studied numerous topics, such as the function of organizational culture, job design, employee development initiatives, and

leadership philosophies (Durvishmotevali & Ali, 2020), This research. has added insightful information highlighting the complex interactions between organizational structures and psychological variables that influence job satisfaction. For example, Ali and Anwar (2021) found that transformational eadership is critical in creating a pleasant work environment and increasing employee job satisfaction. Studies on the relationship between organizational culture and job satisfaction conducted by Çetin and Aşkun (2018) further highlight the importance of an inclusive and supportive work environment in fostering well-being.

Even though this research has dramatically increased our understanding, a critical analysis identifies a clear gap in the body of literature. Current research frequently focuses on discrete elements that affect job satisfaction. At the same time, this provides insightful information about certain aspects, but it needs to be broadened to provide an understanding of industrial-organizational psychologists' roles (Purwanto, 2020). Because many aspects of 1-0 psychology are interrelated, solving the puzzle of improving job happiness will require more comprehensive and integrated approach.

VI.   RESEARCH GAP: JUSTIFICATION FOR THE CURRENT STUDY

The current study, which aims to provide a thorough and nuanced examination of the critical roles played by industrial-organizational psychologists in enhancing employee job satisfaction, is based on the identified research gap (Pang & Ruch, 2019). Although earlier research has provided insight into specific areas like job design, organizational culture, and leadership, more studies are needed to integrate these components into the larger lar framework of 1-0 psychology. By methodically analysing the many contributions made by industrial-organizational psychologists, this study seeks to close this gap. Through the use of an integrated method, the research aims to elucidate the intricate relationships among leadership styles, organizational culture, job design, and employee development (Darvishmotevali & Ali, 2020). This technique offers a comprehensive viewpoint that transcends the constraints of previous studies.

Moreover, the present investigation sets itself apart by going beyond a mere compilation of earlier research outcomes, rather, it integrates and places them within the broader context of industrial-organizational psychology (Gong et al., 2019). By doing this, it hopes to provide practitioners and organizational leaders with practical insights that will aid in creating initiatives that comprehensively improve employee work satisfaction. This literature review concludes by offering a thorough introduction to industrial-organizational psychology, delving into the complexities of employee job satisfaction, and offering a critical assessment of earlier research (Ghislieri et al., 2018). The current study's strong justification stems from identifying a research gap, which highlights its unique contribution to the existing literature and the need for a more comprehensive understanding of the roles played by industrial-organizational psychologists in enhancing employee job satisfaction.

VII.   METHOD

The present study's methodology section has been carefully crafted to guarantee a methodical and exacting examination of the functions of industrial-organizational psychologists in augmenting job happiness among employees (Çetin & Aşkun, 2018, Phommahaxay et al., 2019). The study design, data collection strategies using the literature content approach, inclusion and exclusion standards for previous research, screening, and selection processes, and data analysis methodologies are all described in this section.

VIII.   RESEARCH DESIGN

This study's systematic review research strategy is a methodological approach that allows for a thorough analysis and synthesis of the body of knowledge about industrial-organizational psychologists' contributions to improving worker job satisfaction (Ali & Anwar, 2021). The standandized and transparent process of systematic reviews is particularly beneficial since it makes it easier to identify pertinent studies and synthesize their findings.

IX.   DATA COLLECTION METHODS

Collecting relevant prior studies in the literature will be used to provide a transparent and rigorous method of gathering previous studies. It is a generally

accepted and advised approach to conducting systematic reviews that offers a consistent and methodical means of locating, evaluating, and critically assessing pertinent material (Darvishmotevali & Ali, 2020; Nguyen et al., 2022; Kang, 2022). This method entails. sequential procedure that includes formulating research questions, locating pertinent studies, screening and choosing studies according to pre-set standards, and compiling the results.

Creating targeted research questions hased on the study's goals will mark the start of the data collection procedure. After that, a thorough search plan will be developed to find pertinent research. An extensive search will be conducted across several electronic databases, including PubMed, PsycINFO, and Google Scholar, employing a combination of keywords associated with employee job satisfaction, organizational psychology, and pertinent role-specific phrases.

X.   INCLUSION AND EXCLUSION CRITERIA FOR PRIOR STUDIES

The inclusion and exclusion criteria for selecting previous studies shall be set to ensure methodological rigor. Peer-reviewed journal publications written in English that emphasize the functions of industrial-organizational psychologists regarding employee job satisfaction and published within the last ten years are required for inclusion in the study (Dubbelt et al., 2019; Kang & Hwang, 2017). Research that does not make sense for the roles at hand or does not need to give more information about the topic will be considered.

XI.   SCREENING AND SELECTION PROCEDURES

There will be two steps to the screening and selection procedure. Initially, two researchers will independently analyze the titles and abstracts of the discovered studies to determine their relevance to the inclusion criteria and research topics. The chosen studies' whole texts will be carefully reviewed in the second stage to ensure they satisfy the inclusion requirements (Çetin & Aşkun, 2018). In order to ensure consensus, any disagreements that arise throughout the selection process will be settled by discussion and, if required, consultation with a third researcher.

XII. DATA ANALYSIS TECHNIQUES

A methodical and qualitative synthesis will be performed on the data from the chosen studies. We'll identify and categorize themes about how industrial-organizational psychologists might improve worker job satisfaction. To explain and analyse the results from various investigations, a narrative synthesis will be utilized, highlighting similarities, variations, and trends (Judge et al., 2020: Nantharath et al., 2016). This qualitative method offers a deep and contextual understanding by enabling a nuanced investigation of the roles found in the chosen studies.

A: Investigating only Peer-Reviewed Articles and Books + B. Eliminating Duplicated Resources and Conference Papers

= AB: Maintaining High Quality of Instrument for the Study

XIII. RESEARCH FINDINGS

Industrial-organizational psychologists are essential in determining how an organization is run and how satisfied its work force is with their jobs. The four major roles that were found after a thorough analysis of the body of current literature are presented in this section,

1: Job Design and Employee Job Satisfaction

The influence of industrial-organizational psychologists on the design of jobs becomes apparent as a critical factor in determining staff job satisfaction (López-Cabarcos et al., 2022). After a careful investigation, it is clear that job design involves more than just assigning tasks; it is a complex procedure that significantly impacts workers' well-being at work. Research by Taris and Schaufeli (2018) repeatedly emphasizes how important it is to design employment based on the interests and skills of employees. When workers feel that their skills and their work align, their job satisfaction level increases dramatically. This alignment increases people's overall job satisfaction while simultaneously optimizing productivity.

The literature also emphasizes how important it is to add variety and autonomy to work duties. Giving workers the flexibility to choose allows them to feel in charge of and responsible for their work. Increased job satisfaction is directly correlated with this empowerment. Furthermore, introducing diversity in tasks guarantees that workers are involved in various activities, reducing boredom andimproving their skill sets (Darvishmotevali & Ali, 2020, Kang. 2023), One recurrent trend found in the data was the importance of skill development opportunities for both professional and personal growth and for raising job satisfaction levels. The autonomy to make decisions and witness the tangible impact of one's efforts emerges as a crucial component. In addition to improving job happiness, this autonomy gives workers a feeling of completion and purpose (Obrenovic et al., 2020). The research points to the same conclusion: well-considered job design, under the direction of industrial-organizational psychologists, is essential to creating a work environment where. where people feel fulfilled, successful, and have a purpose in their jobs.

2: Leadership and Employee Job Satisfaction

Amidst the complex fabric of workplace interactions, leadership plays a pivotal role in determining employee job satisfaction (Lin et al., 2019). A comprehensive review of multiple studies highlights leaders' significant impact on their teams' general health and satisfaction. One important conclusion from this investigation is that transformative leadership and increased work satisfaction are significantly correlated. Transformational leaders use inspirational and motivational tactics to foster an excellent work atmosphere relatable to their workforce. The body of research continually highlights the beneficial effects of leaders who show a sincere concern for the welfare of their team members (Darvishmotevali & Ali, 2020). This sincere concern creates an environment that supports a feeling of support and belonging and promotes job satisfaction.

On the other hand, research consistently shows that unsupportive authoritarian leadership styles harm employees' job satisfaction. When a leader doesn't inspire, encourage, or help, the workforce may get frustrated and unsatisfied (Cetin & Aşkun, 2018; Woo & Kang, 2020). This detrimental effect erodes people's well-being and penetrates the company's culture, which may result in more employee turnover and worse output. The results of numerous research consistently show how necessary leadership actions are in determining how satisfied people are with their jobs overall. Inspiring, supporting, and showing genuine concern for staff

members are the hallmarks of effective leadership. Creating a work atmosphere where people can perform their jobs and succeed professionally is essential (Judge et al., 2020). Organizations can use the insights gained from the complex. dynamics of leadership by industrial-organizational psychologists to develop leadership practices that enhance employees' job satisfaction.

3: Workplace Culture and Employee Job Satisfaction

The third role, "Workplace Culture and Employee Job Satisfaction," unveils the profound impact of organizational culture on the satisfaction levels of employees. A summary of several studies reveals that an organization's culture significantly impacts the general experience and satisfaction of its employees. According to research by Lin et al (2019), a pleasant and inclusive workplace culture is regularly linked to increased job satisfaction among employees. Employees who work for companies that encourage transparency, good communication, and assistance feel appreciated and recognized. Individuals in a community that shares their values and beliefs are always content at work and feels comfortable (Guzak & Kang, 2018).

Job satisfaction is highly influenced by an individual's values correspondence with those of the organization. Favorable psychological contracts are created when workers feel the organization's principles align with their convictions (Ali & Anwar, 2021; Woo & Kang. 2021). This alignment increases engagement and dedication to the company objective and improves job satisfaction. On the other hand. research emphasizes the negative impacts of toxic cultures that are marked by inequity, conflict, and a lack of communication. Negativity and conflict-ridden workplaces foster an atmosphere that undermines workers' well-being and lowers job satisfaction (Darvishmotevah & Ali, 2020). Employee stress, low motivation, and a weakened sense of purpose are all possible in these environments and can lead to discontent and disengagement.

4: Employee Development and Job Satisfaction

The fourth function in the complex hierarchy of employee satisfaction, "Employee Development and Job Satisfaction, explains how strategic development. initiatives and increased job satisfaction work in tandem. Research has repeatedly shown that workers who believe their company offers them chances to grow, develop their skills, and advance their careers are more likely to be satisfied with their jobs. In this partnership, strategic training and development initiatives are essential. Employees feel more motivated and purposeful when their employers fund programs supporting individual career ambitions and organizational objectives (Çetin & Aşkun, 2018; Kang, 2021). The body of research highlights the benefits of customized learning opportunities, which let staff members improve their abilities and broaden their knowledge. Continuous learning is one of the main factors that contribute to employee happiness. Employers who actively fustes a culture of learning by offering unds aal assistance for further professional growth foster an atmosphere where staff members feel appreciated and involved (Dubbelt et al., 2019; Kang & Lee, 2021). Feedback systems improve this dynamic even further by enabling staff members to assess their development and contributions, which promotes a keling of success and contentment in the workplace. Conversely, a lack of opportunities for progress and a sense of stagnation are linked to lower job satisfaction ratings. Employees who see a barrier to their professional growth may become irate and lose interest in their jobs. An organization needs to pay more attention to the developmental needs of employees to avoid lower job satisfaction, higher turnover rates, and difficulties keeping top talent (Nantharath et al., 2020).

XIV. APPLICATION OF FINDINGS IN THE WORKPLACE

For practitioners in organizational settings, the lessons learned from the four essential functions of industrial-organizational psychologists in improving employee work satisfaction are substantial. By implementing these results, employers may create a work environment that supports productivity, employee well-being, and overall organizational success.

1: Job Design and Employee Job Satisfaction

Practitioners must acknowledge the crucial impact that work design has on job satisfaction. By conducting job studies to identify individual abilities and interests, firms can implement this discovery to align activities with individuals' strengths better (Dubbelt et al., 2019). Job design techniques should

incorporate chances for skill development and autonomy in decision-making. Practitioners may establish a work climate where people feel engaged, respected, and content by prioritizing clever job. design.

2: Leadership and Employee Job Satisfaction

The necessity of leadership development programs is highlighted by the effect of leadership styles on job satisfaction. Adopting trans forrnational leadership characteristics, such as inspiring and motivating teams, cultivating great work environments, and exhibiting genuine concern for people, is something practitioners should invest in educating leaders to achieve (Dubbelt et al., 2019). Fostering leadership philosophies that uplift and assist staff members raises job satisfaction. It fosters an environment where people are inspired to work hard and feel a sense of purpose from the company.

3: Workplace Culture and Employee Job Satisfaction

The culture of the organization dramatically influences work satisfaction. Creating an encouraging and welcoming workplace culture should be a top priority for practitioners, This entails encouraging candid communication, establishing a welcoming atmosphere, and coordinating corporate ideals with those of specific staff members (Çetin & Aşkun, 2018). By proactively fostering a culture that prioritizes diversity, inclusivity, and worker well-being. companies may improve employee happiness and establish an environment where people are motivated and feel like they belong.

4: Employee Development and Job Satisfaction

The correlation between improved job satisfaction and staff development underscores the need for ongoing education and career advancement prospects. Practitioners ought to fund training and development initiatives that complement organizational goals and their own professional goals. When combined with efficient feedback systems, continuing education materials and support guarantee that staff members feel appreciated and inspired to participate (Gong et al., 2019). Acknowledging and meeting employees developmental needs can significantly impact employee retention and enhance job happiness.

XV. CONCLUSION

Integrate Job Redesign Practices: Professionals should investigate job redesign approaches that complement workers' interests and skill sets (Loan, 2020), Creating jobs that improve job happiness can be made more accessible by regularly conducting job analyses and taking employee feedback into consideration, Leadership Development Programs: Put initiatives for leadership development that emphasize cultivating transformational leadership qualities (Maan et al, 2020), Giving leaders the resources and abilities they need to encourage, inspire, and support their teams promotes a pleasant work environment and higher levels of job satisfaction.

Cultivate a Positive Workplace Culture: Encourage diversity, inclusivity, and open communication to foster a positive and welcoming work environment (Ghislieri et al... 2018). Maintaining congruence between the values of the organization and the persaral values cultivates a feeling of acceptance and enhances job contentment. Invest in Employee Development: Create extensive programs for staff developuzens that couplement company objectives. A motivated and engaged work force can he created by offering opportunities for ongoing learning, tools for skill development, and efficient feedback systems (Judge et al., 2020). These factors can also improve job satisfaction for employees.

This study has a few limitations, even though it aims to provide insightful information about the functions of industrial-organizational psychologists in raising worker job satisfaction, First, because peer-reviewed journals might publish more favourable than negative results, the study's reliance on already published material could introduce a publication bias. Furthermore, the results' generalizability may he restricted by removing studies conducted in languages other than English (Riyanto et al., 2021). With a temporal focus restricted to the past ten years, older but still pertinent studies may need to be considered. Furthermore, direct comparisons are complicated by the variability in methodology across the chosen research, which could further affect the synthesis's overall coherence.

Bias may have affected the studies chosen, even with efforts to be impartial, especially in the screening and selection phases. The omission of unpublished studies and gray literature may lead to publication

bias since insightful information from organizational case studies or industry reports may be noticed. Abias towards academic viewpoints could also he introduced by depending too much on peer-reviewed journals, leading to the loss of essential insights from professionals in the field (Gong et al., 2019). Furthermore, the emphasis placed on the distinct responsibilities of industrial-organizational psychologists may obscure the more prominent organizational elements that impact job satisfaction,

Future studies could use a more comprehensive search technique, including gray literature and different sources, to address these constraints and further the knowledge of the roles of industrial-organizational psychologists improving job satisfaction. The breadth and depth of the study could also be improved by using a more extended temporal scope and taking into account studies in languages. other than English (Riyanto et al., 2021). A meta-analysis technique could also be helpful in future studies to evaluate the robustness of the identified roles in various circumstances and to quantitatively summarize data. Future research should examine a broader range of sources, such as practitioner viewpoints and organizational case studies, in order to reduce the possibility of bias. Furthermore, longitudinal approach can show how industrial-organizational reforms affect workers' job satisfaction over the long run (Spector, 2021). Ultimately, a more comprehensive knowledge of the intricate dynamics impacting job satisfaction may arise from investigating the interactions between the roles that have been defined and more general organizational elements, such as industry type and organizational structure.

In conclusion, this study has explored the critical responsibilities that industrial-organizational psychologists play in raising employee job satisfaction. The study combined results from the literature to identify four leading roles that these psychologists play in affecting employee satisfaction and shaping the work environment.

The first role demonstrated the value of carefully planning a work. Providing autonomy, integrating opportunities for skill development, and adjusting duties to fit employees' interests and skill sets were crucial factors in fostering job happiness. The second role emphasized the significance of leadership styles on employee happiness.

Transformational leadership was found to be a critical factor in increased job satisfaction. It is characterized by inspiration, motivation, and genuine concern for team members. The importance of organizational culture was highlighted in the third role. Openness, communication, and support in the workplace positively correlate with employee job satisfaction, The relationship between employee development programs and improved job satisfaction was finally brought to light in the fourth role. Creating growth opportunities, ies, matching development plans to personal goals, and encouraging lifelong learning were essential to higher satisfaction levels.

This study thoroughly explains how industrial-organizational psychologists might strategically improve job happiness. It's contributions lie in the synthesis of various functions. By understanding the complex interactions among work design, culture, leadership, and employee development, this study offers a comprehensive viewpoint to academics and professionals alike. Organizations can use these insights practically to guide their policies and procedures. Actionable methods to improve job happiness include putting eleven job design into practice, developing transformational leadership, creating pleasant workplace cultures, and investing in employee development. Theoretically, by combining many data into a coherent framework, this study adds to the body of literature by providing a more nuanced understanding of the varied roles that industrial-organizational psychologists play. The ramifications go beyond achieving business goals to include employee engagement, personal well-being, and the development of work environments that provide workers meaning and fulfilment. The roles found in this study provide organizations with a framework for creating work environments that prioritize the well-being and overall growth of the people who make up the organization while also helping them negotiate the complexity of the modern workplace.

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