

# **Analysis of Factors Affecting Employee Job Satisfaction After Workplace Relocation: A Systematic Literature Review**

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## **Abstract**

The purpose of this study is to systematically identify journal articles related to workplace relocation and employee job satisfaction by analyzing the factors that influence employee job satisfaction after workplace relocation with four research questions that have been made, including variable identification, research topics, factors that influence employee job satisfaction after a workplace relocation, and research methods. This study was conducted using the Systematic Literature Review (SLR) method by reviewing 52 journal articles related to workplace relocation sourced from Google Scholar and Scopus. The results show that there are 39 journal articles were studies that used the variable “satisfaction” as the variable affected by the variable “relocation” in their research. 36% of research topics from relevant journal articles discuss relocation and its impacts. There are 24 factors that influence employee job satisfaction after workplace relocation, with qualitative research methods being the most common. From a practical perspective, this research will provide guidance for companies in planning and implementing workplace relocation by considering factors that have been shown to influence employee job satisfaction. From a theoretical perspective, this study strengthens our understanding of the relationship between workplace relocation and various aspects of job satisfaction and offers an opportunity to develop more specialized theories on human resource management. Although previous studies often discuss relocation in terms of performance, productivity, and organizational efficiency, no one has systematically analyzed how workplace relocation impacts employee job satisfaction.

**Keywords:** employee job satisfaction; systematic literature rievew; workplace relocation.

## 1. Introduction

Moving offices has become an increasingly common occurrence in the fast-paced era of globalization. As daily activities are often related to commuting home from work, workplace relocation is an important life event that can have an impact on employees' travel habits, general mobility and daily routines<sup>1</sup>. This is driven by various factors, such as business expansion, changes in organizational strategy, improving bureaucratic performance, and company mergers and acquisitions. Pellenbarg et al. (2002) and Ibrahim et al. (2020) define workplace relocation as an organizational change from location A to location B. Systematically, the workplace relocation process can be seen through three main stages, namely: pre-relocation, relocation, and post-relocation<sup>2</sup>. In each phase, different considerations must be made to ensure the effective acquisition of a new workplace.

Relocation involves at least three changes, namely, location, building, and workplace, and sometimes, as a fourth change, changes in work patterns (Christersson et al., 2017) in Tuomala et al., (2022). Work location moves can have a positive impact on organizations, such as increased operating efficiency, reduced costs, and access to new markets. However, work location moves can also have a negative impact on employees, especially on their job satisfaction. Several studies have addressed the issue of satisfaction in general with respect to place attachment. A person's attitude towards their job, which is influenced by a number of variables such as salary, work environment, work-life balance, and opportunities for professional growth, is known as job satisfaction. A change of work location can disrupt employees' work-life balance, making them feel pressured and uncomfortable with the new work environment, as well as hindering their career development opportunities.

According to Appel-Meulenbroek (2010) in Ibrahim et al., (2020), workplace relocation requires systematic attention and research to develop an effective approach in analyzing costs and benefits. In this effort, special attention is needed to optimize the relocation process and reduce unnecessary costs, as well as improve work quality and worker comfort. One case study related to workplace relocation can be found in Indonesia, where the relocation of Indonesia's capital city from Jakarta to East Kalimantan, scheduled to begin in 2024, adds to the complexity of the situation. According to a detiknews article, the official announcement of the capital move has long been made by the government, especially under the leadership of President Joko Widodo.

The relocation of the Indonesian capital takes place, and together with the transfer of the State Civil Apparatus (ASN) to the Capital City of the Archipelago (IKN), this is a policy carried out by the Indonesian government to improve bureaucratic performance. In the context of moving ASN to IKN, several factors affect employee job satisfaction, such as financial compensation that is in accordance with workload and living needs, career development that increases professional opportunities, and comfortable and clean working conditions. Good working relationships between sections and individuals also affect job satisfaction, as well as supervision that allows employees to feel their work is more valued<sup>5 6</sup>.

The reasons for relocating the Indonesian capital include improving the already heavy burden on DKI Jakarta and Java Island, as well as encouraging equitable economic growth in eastern Indonesia. The relocation is based on a study conducted by Bappenas, which concluded that the performance of DKI Jakarta Province as the capital city, DKI Jakarta, is no longer able to carry out its role as the capital city optimally with the rapid increase in uncontrolled

population, the decline in environmental conditions and functions, the decreasing level of living comfort, and the uneven distribution of economic growth outside DKI Jakarta and Java Island with other regions in the Unitary State of the Republic of Indonesia <sup>7</sup>.

According to the Government of Indonesia, there are several objectives of moving IKN, including: (1) creating equitable development and economic justice; (2) reducing the burden of Java Island problems, especially the overpopulated city of Jakarta; (3) realizing a safe, modern, sustainable, and resilient IKN; and (4) creating a new civilization as a representation of the nation's progress with the concept of a modern, smart, and green city <sup>8</sup>. One of the interesting studies related to the motives or reasons for moving IKN is a study conducted by Illmann (2015) in Ernawati et al., (2022). The study explored fifteen IKN moves in parts of the world since 1900 by creating a typology of reasons used by the country when IKN was moved in the country. Illmann's study concluded that there are five typologies of reasons why capitals move, namely: (1) the purpose of development or strengthening national identity; (2) the spread of regional development; (3) complex problems faced by the previous capital city; (4) to reduce or reduce the threat of rebellion; and (5) the subjectivity of the decision of the country's leader.

Like Indonesia, a number of other countries have also moved their capital cities, with varying degrees of success. The decision to move the capital cannot be separated from the impact of workplace changes. This is done to maintain the smooth functioning of government in the new capital city. Kazakhstan, Malaysia, Myanmar, Brazil, and Tanzania provide experiences from developing countries (Rossman, 2016; Koch, 2018; Mubaroq and Solikin, 2019) in Bonita & Wadley, (2022).

There have been many studies related to workplace relocation, such as research conducted by Hassanain et al., (2020), Ibrahim et al., (2020), Setiawan, (2022), Gerber et al., (2020), Maheshwari et al., (2023), Sirola et al., (2022), and many more. However, previous research has not focused on what factors affect employee job satisfaction after workplace relocation. This is needed because it helps companies and HR employees understand the specific impact of workplace relocation on employee job satisfaction. This research will focus on a more detailed systematic review of the factors that influence workplace relocation on employee job satisfaction by analyzing several related journal articles. Data will be collected from several related journal articles that we have obtained from reliable sources such as Google Scholar and Scopus.

## **2. Literature Riview**

Systematic literature review (SLR) is a research method that reviews a particular topic that emphasizes a single question that has been systematically identified, assessed, selected, and concluded according to predetermined criteria based on evidence from quality research relevant to the research question <sup>15</sup>. This research aims to systematically identify journal articles related to workplace relocation and employee job satisfaction by analyzing the factors that influence employee job satisfaction after workplace relocation in the human resource management domain with four research questions that have been made, including variable identification, research topics, factors that influence employee job satisfaction after a workplace relocation, and research methods.

Quoted from Universitas Airlangga's Executive Learning Hub article, it describes several benefits of SLR research. SLR helps researchers to understand the current status of knowledge on a particular topic, so they can have a more comprehensive understanding of the knowledge

that has been gathered. By analyzing the existing literature, SLR allows researchers to identify gaps in research that can be the focus of future research. SLR also helps in formulating relevant research questions and planning appropriate research designs so that follow-up research can be conducted more effectively. Results from SLR can be used to support decision-making in areas such as public policy or clinical practice, so that research results can have a broader impact.

### 3. Material and Method

Systematic Literature Review (SLR) is defined as the process of identifying, assessing, and interpreting all available research evidence with the aim of providing answers to specific research questions (Kitchenham and Charters, 2007) in Wahono, (2015). Meanwhile, according to Triandini et al., (2019), SLR is a term used to refer to certain research or research methodologies and developments carried out to collect and evaluate research related to the focus of a particular topic.

The following is an overview of the stages in the SLR method.



Source: Apriliani et al., (2020)

Figure 1. Stages in the SLR method.

Based on Figure 1, the SLR was conducted in three stages: planning, implementing, and reporting the literature review. The stages in this study refer to research conducted by E. Triandini, S. Jayanatha, A. Indrawan, G. W. Putra, and B. Iswara in 2019 in Apriliani et al., (2020).

#### 3.1 Planning

The planning stage in SLR method research is the first step taken before starting the research process. This stage aims to prepare and develop a clear and specific plan to achieve the research objectives. By following a clear and specific planning stage, researchers can ensure that SLR research is conducted in a systematic, consistent, and effective way in achieving research objectives.

As explained in the article sourced from Dqlab, in the planning stage it is necessary to first determine the research question (RQ). RQ is the initial and basic part of SLR. RQ is used to guide the literature search and extraction process. A good RQ is useful, measurable, and directed towards understanding the state-of-the-art research on a research topic. RQ is designed to maintain the focus of systematic reviews.

The PICOC criteria - population, intervention, comparison, outcome, and context - were used to help develop the research question (Kitchenham and Charters, 2007) in Latifah & Ritonga, (2020). Table 1 shows the PICOC structure of the research question on analyzing the factors affecting employee job satisfaction after workplace relocation.

**Table 1.** Summary of PICOC Analysis of Factors Affecting Employee Job Satisfaction After Workplace Relocation.

<i>Population</i>	Relocated employees.
<i>Intervention</i>	Relocation/movement of workplace.
<i>Comparison</i>	-
<i>Outcomes</i>	Factors that influence employee job satisfaction after workplace relocation.
<i>Context</i>	Relocation of workplace, analysis of influence factors felt by employees, especially job satisfaction after workplace relocation.

**Source:** Primary Data Research 2024

After summarizing the PICOC regarding the analysis of factors affecting employee job satisfaction after workplace relocation, the next step is to compile research questions (RQ) based on the previously compiled PICOC.

The following research questions are listed in Table 2 below.

**Table 2.** Research Questions

<i>ID</i>	<i>Research Question (RQ)</i>	<i>Motivation/goals/benefits</i>	<i>Property</i>
<b>RQ1</b>	Does every research journal article related to workplace relocation have a direct influence on satisfaction?	Identify the variable "Satisfaction" to be the variable that is directly affected by the variable "Relocation" in each journal article.	Variable identification.
<b>RQ2</b>	What kind of research topics do researchers choose for workplace relocation research?	Identify research topics related to workplace relocation research.	Research topic.
<b>RQ3</b>	What factors influence employee job satisfaction after workplace relocation?	Identify the factors that influence employee satisfaction after relocation.	Identify the factors that influence employee satisfaction after workplace relocation.
<b>RQ4</b>	What are the most frequently used methods in the field of workplace relocation research?	Identify the most frequently used method in the research field of workplace relocation.	Research methods.

**Source:** Primary Data Research 2024

In Table 2, the selected primary studies were extracted and then collected data that contributed to answering the related questions in this study. The data extraction form was designed to collect data from the key studies required to answer the research question (RQ). Properties were identified through the RQs and the analysis that the researcher conducted. Four properties were used to answer the research question.

### 3.2 Conducting

This stage is the stage that contains the implementation of the SLR itself. Starting from determining the search strategy, the study selection process with inclusion and exclusion criteria, and the data synthesis process.

a) Search Strategy

The search strategy or process in SLR consists of several activities, namely selecting a digital library, defining a search string, executing the search, refining the search string, and retrieving an initial list of key studies from the digital library that match the search string. Before starting the search, a suitable set of databases should be selected to increase the probability of finding highly relevant articles. The most popular literature databases in the field are searched to have the broadest set of studies possible. A broad perspective is required for a wide coverage of the literature.

According to the Science Direct article, string search, sometimes referred to as a string search algorithm, is an algorithm that finds every instance of a short string, or pattern, within a longer string or text. This technique can be applied to a number of tasks, including finding words in text and identifying patterns in data. In SLR research, a search string is a syntax used to search for relevant and quality articles in a digital database. This search string is created by using specific keywords relevant to the research topic and considering synonyms and alternative word substitutes to improve search accuracy.

In the search process, it is necessary to adjust the search data with the storage process, because adjusting the search data will increase the list of irrelevant studies. The search data is then customized to meet the specific requirements of each database. The database was searched by title, keywords, and abstract.

**Table 3.** Search Strategy

<b>Literature source</b>	1. Google Scholar ( <a href="https://scholar.google.co.id/">https://scholar.google.co.id/</a> ) 2. Scopus ( <a href="https://www.scopus.com/search/form.uri?display=basic">https://www.scopus.com/search/form.uri?display=basic</a> )
<b>Search keywords</b>	"workplace relocation" AND "satisfaction" "employee relocation" AND "satisfaction" "office relocation" AND "satisfaction" "job mobility AND "satisfaction" "job transfer AND "satisfaction" "mutation" + "satisfaction"
<b>Published</b>	January 2019 - June 2024
<b>Type of library</b>	Journal Articles

**Source:** Primary Data Research 2024

Google Scholar is a scientific search platform developed by Google to facilitate access and search for scientific journals, theses, and books published by various publishers and universities around the world<sup>19</sup>. As quoted from Scopus Content Elsevier, Scopus is a scientific database developed by Elsevier that contains more than 22 million scientific papers published by more than 5,000 publishers worldwide. Scopus allows users to search, access, and evaluate scientific papers published in various fields of science, including science, technology, medical, and social.

Quoted from Science Direct Web, keyword search is a method for quickly identifying relevant terms and information by searching for specific keywords in a data set. Boolean search adds an additional dimension to keyword search, allowing you to search for multiple keywords simultaneously, separately, or within a certain distance from each other. This search method allows multiple keywords or search terms to be linked together to increase the relevance of the documents identified by this methodology.

In article search strings, keywords such as AND, +, and “are used to filter search results and improve accuracy. Here are the meanings of some commonly used keywords. The AND keyword is used to search for articles that fulfill both of the two given keywords. For example, “workplace relocation AND satisfaction” searches for articles that contain the words “workplace relocation” and “satisfaction” together.

The + keyword is used to search for articles that fulfill the given keywords exactly. For example, “workplace relocation + satisfaction” searches for articles that contain the words “workplace relocation” and “satisfaction” together but does not search for articles that only contain “workplace relocation” and "satisfaction.”.

Keyword” is used to search for articles that fulfill the exact keywords given, including punctuation and spaces. For example, ““workplace relocation” “satisfaction”” searches for articles that contain the words “workplace relocation” and “satisfaction” together, including punctuation and spaces. By using these keywords, researchers can filter the search results and obtain more relevant and accurate results.

The search for articles is limited by the year of publication, the time period has been set from January 2019 to June 2024. This is because in the process of working on this research, it is carried out by correlating the current issues in Indonesia related to the transfer of the Indonesian capital from Jakarta to the Capital of the Archipelago (IKN), as well as the transfer of the State Civil Apparatus (ASN), which has just been realized during President Joko Widodo's second term. From the writing of this research, only journal articles are included.

#### b) Study Selection

Study selection is done by considering inclusion and exclusion criteria. Inclusion and exclusion criteria in SLR research are two very important elements in ensuring the quality and accuracy of research results.

Inclusion criteria are the criteria that make a study included in the SLR. That is, they determine whether a study is relevant and worthy of consideration in the analysis and synthesis. Exclusion criteria, on the other hand, are the criteria by which a study is ultimately excluded from the SLR. That is, these criteria determine whether a study is irrelevant or not worth considering in the analysis and synthesis.

Inclusion and exclusion criteria were used to select primary studies. These criteria are shown in Table 4.

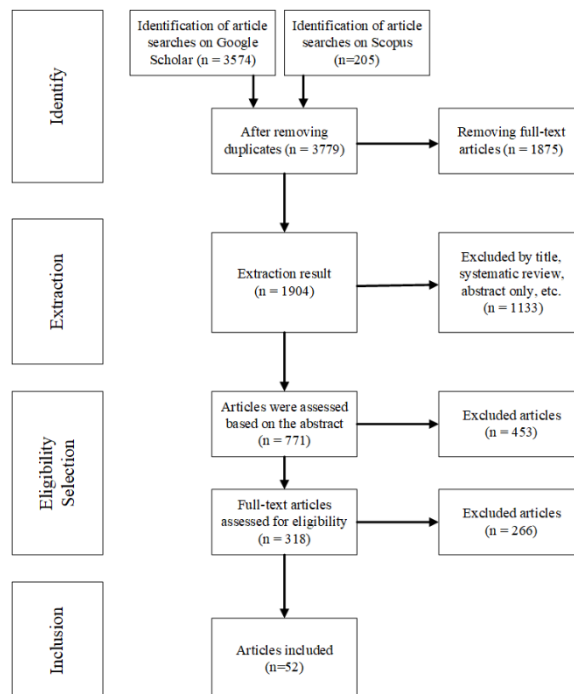
**Table 4.** Inclusion and Exclusion

<b>Inclusion Criteria</b>	<ol style="list-style-type: none"> <li>1) The journal articles obtained have a time span from January 2019 to June 2024.</li> <li>2) Journal articles are obtained from Google Scholar and Scopus sources.</li> <li>3) Journal articles used are only journal articles related to workplace relocation.</li> <li>4) The methods used are quantitative, qualitative, and mixed methods are all eligible.</li> <li>5) Only journal article types are included.</li> </ol>
<b>Exclusion Criteria</b>	<ol style="list-style-type: none"> <li>1) Journal articles without strong validation.</li> <li>2) Journal articles are not written in other than Bahasa Indonesia and English.</li> </ol>

**Source:** Primary Data Research 2024

Search results were organized and stored using Mendeley software. The detailed search procedure and the number of studies identified at each stage are shown in Figure 2.

**Source:** Primary Data Research 2024



**Figure 2.** Flow of the Article Review Process.

The following is an explanation of the flow of the article review process depicted in Figure 2. The flow consists of four stages, namely identification, extraction, eligibility selection, and inclusion. The source of the article search comes from Google Scholar and Scopus.

At the identification stage, a search was conducted on Google Scholar with the search keywords in Table 3, and 3574 potential articles were found in accordance with the search keywords with a time span of January 2019 to June 2024. Meanwhile, the results of a similar search conducted in Scopus produced 205 related articles according to the same time span settings.

As entering the next stage, namely extraction, extraction is carried out to avoid duplication or bias in articles from both sources, as many as (n = 1875) articles were excluded because they did not include journal articles, leaving (n = 3779) articles to (n = 1094) articles that had been extracted, then a number of (n = 1133) articles were excluded because the titles and systematic reviews did not match the criteria needed by researchers.

After the extraction stage, the journal articles needed to be screened for eligibility. Eligibility selection ensures that the selected articles are of good quality, so that the research results obtained are more reliable and trustworthy. Articles that pass this stage will be selected based on the abstract and so on, resulting in (n = 771) selected articles and excluding articles as many as (n = 453).

At the inclusion stage, a total of (n = 318) articles were resorted based on the predetermined inclusion criteria according to Table 4. Then (n = 266) articles because they are included in the exclusion criteria, namely journal articles without strong validation and other discrepancies that have been well considered, resulting in (n = 52) articles that have been assessed for eligibility and will be included for further analysis in this study.

#### c) Sintesis Data

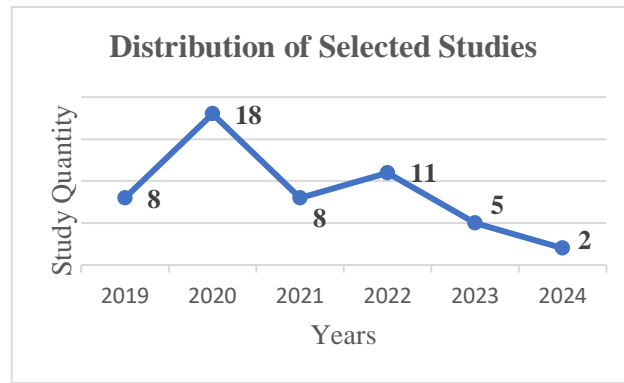
The purpose of data synthesis is to gather evidence from selected studies to answer the research question. One piece of evidence may have little evidential power, but combining many pieces of evidence can make a point stronger. The collected data relating to the various research questions were synthesized using a variety of techniques. In general, the narrative synthesis method was used. In accordance with the questions asked, the data was quantified. To enhance the research, a number of visualization methods were also used, such as tables, pie charts, and bar charts.

### 3.3 Reporting

The reporting stage in SLR research is the last step taken after the data search and analysis process is complete. This stage involves writing the results of the research in written form, either to be published in the form of a paper in a scientific journal. In writing the SLR results, researchers must ensure that the paper meets high quality criteria and meets the standards of the selected scientific journal. This includes conducting an appropriate journal analysis, studying several SLRs previously published in these journals, and conducting self-assessment to ensure the quality of the SLR paper is commensurate with the level of the selected scientific journal.

## 4. Result

In the Systematic Literature Review (SLR) research, 52 key studies have been selected that are studies on relocation. To illustrate how interest in workplace migration has evolved over time, a distribution covering approximately six years is shown below. Figure 3 provides a brief summary of the distribution of research over time. The year 2020 shows that there are more publications published, which indicates that more recent and relevant research has been included. This also shows the continued relevance of relocation studies.



**Source:** Primary Data Research 2024

**Figure 3:** Distribution of Selected Studies Over the Last Six Years.

The diagram displayed in Figure 3 shows the number of publications of relocation-related journal articles over the past six years. In 2020, the study was discussed the most, with 18 related studies published. Over time, studies on relocation experienced a significant decline in 2021, with only 8 studies published. However, after experiencing a rise again at 11 in 2022, the studies experienced a drastic decline in 2023, and the decline in study publications continued until 2024. This is because with the advent of technology that supports remote working, companies can retain their employees without having to physically relocate. As a result, the issue of relocation may be deemed irrelevant.

#### 4.1 Research Question (RQ 1): Variable Identification.

The results of the SLR research revealed that in a number of selected journal articles, the variable "satisfaction" was often influenced by the variable "workplace relocation.". The following is a summary of the journal articles that use the variable "satisfaction" as a variable influenced by the variable "relocation" to answer the research question (RQ 1) presented in Table 5.

**Table 5:** Summary of Variable Identification.

No	Author Name/Year	Satisfaction as a variable that is influenced by the relocation variable.
1	Gerber et al., (2020)	Commuter satisfaction or the satisfaction felt by individuals during their journey from home to work or vice versa after workplace relocation.
2	Wijk et al., (2020)	Employee job satisfaction after relocation to an activity-based workplace (ABW) includes several factors. One of the influencing factors is the level of meaningfulness felt during the relocation process.
3	Hassanain et al., (2020)	Employee satisfaction is influenced by the management of the workplace relocation process.
4	Tuzcuoğlu et al., (2021)	User satisfaction with the new office environment and user behavior influenced by their experience during the relocation process.
5	Kim et al., (2020)	Occupant environmental satisfaction due to changes in the physical environment of the office through renovations and overall satisfaction with the work environment.

No	Author Name/Year	Satisfaction as a variable that is influenced by the relocation variable.
6	Bossi et al., (2022)	Job satisfaction due to successful relocation and change of workplace.
7	Mufti, (2023)	Job satisfaction due to success in employee transfer, employee promotion, and appropriate compensation.
8	Muslichah, (2021)	Job satisfaction in the context of job transfer within government organizations.
9	Deng et al., (2023)	Commuter satisfaction is affected by relocation.
10	Maheshwari et al., (2024)	Satisfaction with travel time and work satisfaction.
11	Rau et al., (2019)	Satisfaction with daily commute post relocation.
12	Toivanen et al., (2023)	Job satisfaction after relocation to an activity-based office (ABO).
13	Kwon et al., (2019)	User satisfaction in the work environment in the process of workplace renovation.
14	Sirola et al., (2022)	Neighborhood satisfaction after relocation.
15	Langer et al., (2019)	Environmental satisfaction with office design changes.
16	Qiu et al., (2020)	Housing satisfaction due to workplace relocation.
17	S. Mao & Chen, (2021)	Community satisfaction due to relocation from lower-quality housing to higher-quality communities.
18	De Vos et al., (2019)	Trip satisfaction after residential relocation.
19	D. Wang et al., (2019)	Post-relocation housing satisfaction.
20	Huang et al., (2020)	Residential satisfaction of forced relocation effects.
21	F. Wang et al., (2020)	Commuter satisfaction or travel satisfaction due to residential relocation.
22	Z. Mao & Wang, (2020)	Life satisfaction among domestic partners due to residential relocation.
23	Monteiro et al., (2021)	Commuter satisfaction or travel satisfaction and residential satisfaction after workplace relocation.
24	F. Wang & Wang, (2020)	Residential satisfaction after workplace relocation and residential relocation.
25	Weber & Gatersleben, (2022)	Workplace satisfaction after relocation from an open office to an activity-based work environment (ABW).
26	Cobaleda Cordero et al., (2020)	Employee satisfaction and well-being after workplace relocation.
27	Fitriani et al., (2022)	Employee job satisfaction and performance due to the influence of motivation, mutation, and public services.
28	Setiawan, (2022)	Employee job satisfaction is due to the influence of job transfer and work motivation.
29	Mulyadi et al., (2022)	Employee job satisfaction and employee work quality are due to the influence of job transfer and job placement.
30	Juniarti et al., (2020)	Employee job satisfaction due to the influence of mutation and indirect compensation.
31	Maheshwari et al., (2023)	Commuter satisfaction or travel satisfaction post-office relocation.

No	Author Name/Year	Satisfaction as a variable that is influenced by the relocation variable.
32	Purba, (2020)	Job satisfaction and employee performance are due to the influence of job transfers and employee job placement.
33	Nurjuha et al., (2022)	Employee satisfaction is due to the influence of job transfer, motivation, and employee performance.
34	Ishrat Shaheen & Parvez Ah. Mir, (2022)	Job satisfaction after workplace relocation.
35	Öhrn et al., (2021)	Job satisfaction after workplace relocation to an activity-based flexible office (AFO).
36	Wijk et al., (2023)	Employee satisfaction post activity-based workplace (ABW) relocation.
37	Mantouw et al., (2022)	Employee job satisfaction due to the influence of mutation and promotion.
38	Setioningtyas & Dyatmika, (2020)	Employee job satisfaction is due to the influence of mutation, work environment, and work motivation.
39	Licina & Yildirim, (2021)	Occupant satisfaction after employee relocation from a non-WELL certified office building to a WELL certified building.

**Source:** Primary Data Research 2024

Of the 52 selected journal articles, 39 included in Table 5 are journal articles that use the variable “satisfaction” as the variable affected by the variable “relocation” in their research. The satisfaction variable here is quite diverse, such as employee job satisfaction, commuter satisfaction or travel satisfaction, residential satisfaction, and other satisfaction that is the impact of workplace relocation or residential relocation. The 13 journal articles that were not included were journal articles that did not use the variable “satisfaction” as the dependent variable. However, these articles still use the variable “relocation” as an independent variable in their research.

The study conducted by Wijk et al., (2023) found that after relocation to an activity-based workplace, satisfaction with workplace design, physical work environment, and psychosocial work environment decreased. These changes in satisfaction varied depending on individual factors and the type of office before the relocation. Mulyadi et al., (2022) define job satisfaction as a positive feeling towards work done after assessing work and work experiences. Research by Fitriani et al., (2022) shows that job satisfaction has a major impact on employee performance, and job satisfaction can increase productivity and performance.

Further researchers Setioningtyas & Dyatmika, (2020) define job satisfaction as positive feelings towards work resulting from job evaluation, with the impact of job dissatisfaction including resignation and job abandonment. Job satisfaction is the level of pleasure a person feels towards his role and work in an organization, which is an affective or emotional response to various aspects or aspects of work <sup>47</sup>.

#### **4.2 Research Question (RQ 2): Research Topic.**

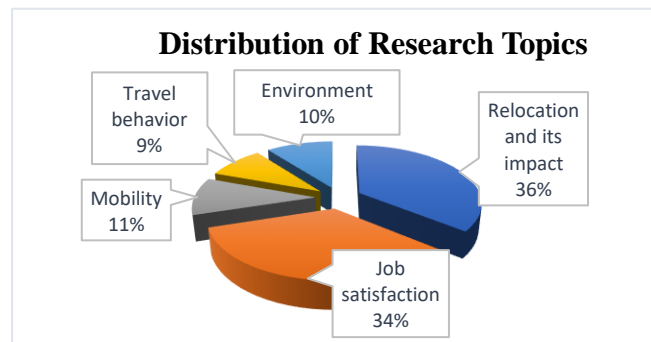
The selected journal articles were analyzed to answer the research question (RQ 2), which is about the research topic. Research conducted by Tuomala et al., (2022); Palacios et al., (2020); Bergsten et al., (2021); Mufti, (2023); Fitriani et al., (2022); Öhrn et al., (2021); and

Licina & Yildirim, (2021) raised research topics regarding the analysis of the implications of workplace relocation with the satisfaction felt by employees after relocation as well as various matters related to increasing employee productivity. Some of them explore the decision-making process in corporate relocation, the influence of the physical environment on employee engagement, and real estate strategies that are aligned with business goals.

There are research topics that focus on the factors that influence workplace relocation, namely research conducted by Ibrahim et al., (2020); Hassanain et al., (2020); Al-Romeedy, (2019); D. Wang et al., (2019). In addition, several studies also highlight the role of organizational support during the relocation process and its impact on employee well-being Sprumont et al., (2020); Larouche et al., (2020); Palacios et al., (2020); Bergsten et al., (2021); Rau et al., (2019); Toivanen et al., (2023); Patella et al., (2019); Pritchard & Frøyen, (2019); F. Wang et al., (2020); Z. Mao & Wang, (2020); Weber & Gatersleben, (2022); Öhrn et al., (2021); Licina & Yildirim, (2021).

The key studies selected reveal that research on relocation in the past six years has focused on five topics:

1. Workplace relocation and its impacts.
2. Job satisfaction and its influencing factors.
3. Residential mobility and satisfaction.
4. Travel behavior and its influencing factors.
5. Office environment and employee productivity.



**Source:** Primary Data Research 2024

**Figure 4:** Distribution of Research Topics.

The overall distribution of research topics from 2019 to 2024 centered on the five relocation-related topics mentioned above is shown in Figure 4. The study topic on workplace relocation and its impacts is the most prevalent study topic in this study, at 36%. Meanwhile, a related study topic that is rarely discussed in relocation-related studies is about travel behavior and its influencing factors with a percentage of 9%. The following is an explanation of the five study topics in relocation-related research.

First, research on workplace relocation and its impacts often addresses several key elements. The effects of relocation on commute behavior, travel patterns, and job satisfaction are examples. Case studies of the relocation of government institutions and companies also often discuss the problems encountered and ways to solve them. The effect of relocation on transportation mode use and travel distance is also often discussed <sup>51</sup>.

Second, research on job satisfaction and the factors that influence it often prioritizes several important elements. For example, job satisfaction and employee performance are highly

concerned by the influence of promotions, job rotations, and transfers <sup>52 53</sup>. In addition, there is much discussion on how indirect compensation, also known as fringe benefits, can increase job satisfaction <sup>46</sup>. Various fields are included in these studies, such as health, education, and the public sector.

Third, how residential moves affect individuals' level of satisfaction with their neighborhoods is often discussed in research on residential mobility and community satisfaction. Increased residential mobility, especially in major cities such as Beijing and Guangzhou, has transformed urban communities <sup>34</sup>. Masalah sosial yang signifikan adalah mencari cara untuk terhubung secara emosional dengan komunitas baru setelah pindah; penelitian mengungkapkan bahwa bagaimana orang bereaksi terhadap lingkungan baru mereka sangat memengaruhi kualitas hidup dan perkembangan komunitas.

Fourth, research on travel behavior and its influencing factors often highlights various aspects that affect how individuals travel. Factors such as control, marital status, and income have a significant influence on travel behavior <sup>51</sup>. In addition, the physical and psychosocial conditions of the work environment can also influence travel behavior, especially in the context of activity-based workplaces. This research shows that individual factors such as age, gender, education, and job position play an important role in determining travel behavior <sup>25</sup>.

Fifth, the many factors that influence employee satisfaction and performance in the workplace are often discussed in research on office environment and employee productivity. These studies show that factors such as indoor climate, lighting, noise, and workspace design strongly influence employee satisfaction and their commitment to the company <sup>23</sup>. For example, research conducted at the University of Washington found that office modernization can improve employee satisfaction, especially in terms of workspace size and privacy. However, they found that the recommended standards for some features, such as lighting, may still be low <sup>23</sup>. In addition, studies have shown that open office design can not only make people happier at work, but it can also harm employees' mental health, as employees report a lack of control over their work and experience increased feelings of anxiety and depression <sup>32</sup>.

### 4.3 Research Question (RQ 3): Identification of Factors Affecting Employee Job Satisfaction After Workplace Relocation.

To answer RQ 3, 52 selected journal articles were analyzed to identify various factors affecting employee job satisfaction post-workplace relocation, which are presented in Table 6.

**Table 6.** Analysis of Factors Affecting Employee Job Satisfaction After Workplace Relocation.

No	Factors affecting employee job satisfaction after workplace relocation.	Reference
1	Decision-making characteristics.	3 14
2	Building location.	3 4 37 40 54
3	Intervention and public policy as well as organizational policy.	3 58 61 49 35
4	Travel time.	20 1 58 27 28 60 29 35
5	Relocation time.	37 54 54
6	Distance between home and workplace.	58 30 60 34 35 40 11 62
7	Access to public transportation and vehicle ownership.	20 1 40 58 62

No	Factors affecting employee job satisfaction after workplace relocation.	Reference
8	Availability of facilities and services available at the workplace.	20 1 58 43 11 44 61 49
9	Comfort, condition, and control of the working environment after workplace relocation.	20 22 1 58 23 55 25 26 30 32 34 37 42 43 11 50 51 53 54 31
10	Employee productivity.	62 56
11	Building and workplace spatial arrangement and type of building certification.	4 54 23 30 14 51 32 4 44 51 52 46 13 45 49 26 55 56
12	Changes in job demands and position.	11
13	Interaction and orientation to social relationships.	22 29 24 2 31 49 13
14	Expectations and previous experience.	22 34 45
15	Management support can be in the form of support from superiors or social support.	21 22 30 49
16	Air quality and temperature at the new workplace.	23 31 54 55
17	Work motivation or motivation for relocation.	25 34 44 53 23
18	Physical and mental health and well-being of employees; stress levels of employees.	29 25 32 13 1 24 30 51
19	Noise level.	31 55 30 50 22
20	Workplace lighting.	31 23 43
21	Employee control.	31 32 24
22	Employee privacy.	23 30 31 43 50 42 49 25
23	Intrinsic factors such as opportunities for personal growth, recognition of achievement, and career advancement.	49 13
24	Compensation received.	37 11 49 25 46

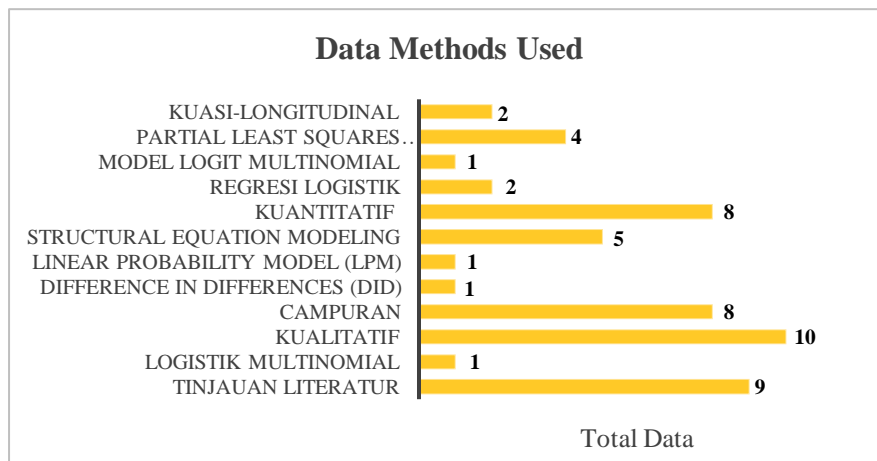
**Source:** Primary Data Research 2024

From Table 6, it can be concluded that there are 24 factors that affect employee job satisfaction after workplace relocation. This shows that employee job satisfaction has a direct correlation or influence on workplace relocation. The following is a study that describes the factors that affect employee satisfaction after workplace relocation in detail according to Gerber et al., (2020) and includes five aspects.

First, travel duration is an important factor, the shorter the time required for travel, the higher the level of employee satisfaction. Second, the distance between home and work location also affects satisfaction, with closer distances usually increasing employee comfort. Third, easy and efficient access to transportation also plays a role in determining satisfaction levels. Fourth, the availability of facilities in the workplace, such as a comfortable workspace, adequate technology, and other supporting facilities, is very important for employee well-being. Fifth, a positive work environment, both in terms of physical and social, also contributes significantly to post-relocation employee satisfaction.

#### **4.4 Research Question (RQ 4): Analyze the research methods used.**

Since 2019, twelve methods have been applied and proposed as methods used for relocation-related research. A summary of the methods used in such research is shown in Figure 5.



Source: Primary Data Research 2024

Figure 5: Summary of Methods Used in Relocation Research.

Research on relocation has used various methods to analyze data. This methodological diversity demonstrates researchers' efforts to analyze relocation research and its impacts from various analytical perspectives. Qualitative research methods are the most frequently used methods in relocation-related research. This is because qualitative research allows researchers to understand the subjective experiences, feelings, and perceptions of individuals involved in relocation, be it residential or workplace relocation. Studies on relocation use qualitative methods, which involve semi-structured and informal interviews and the collection of field notes. These methods help make sense of survey data and provide deeper insights into issues such as accessibility and the role of local transportation providers in mobility management <sup>29</sup>.

## 5. Conclusion

A total of 52 journal articles on workplace relocation published between January 2019 and June 2024 were finally retained and examined based on predetermined inclusion and exclusion criteria. This literature review was conducted as a systematic literature review, which is the process of finding, evaluating and interpreting all available research evidence to provide answers to specific research questions.

An analysis of 52 journal articles showed that 39 studies used the variable “satisfaction” as the impact of “relocation,” including job satisfaction, travel satisfaction, housing satisfaction, and others. Another 13 studies used “relocation” as an independent variable without measuring satisfaction. In the past six years, relocation studies have focused on five main topics: the impact of workplace relocation (36%), job satisfaction and its influencing factors (34%), residential mobility and satisfaction (11%), travel behavior (9%), and office environment and employee productivity (10%). The SLR identified 24 factors that influence post-relocation employee job satisfaction, showing a direct relationship between relocation and job satisfaction. The study utilized 12 methods, with qualitative methods being the most frequently used approach.

## 6. Suggestion

This research provides practical guidance for companies in planning and implementing workplace relocation by considering factors that influence employee job satisfaction. Theoretically, this study strengthens the understanding of the relationship between workplace relocation and job satisfaction and contributes to the development of more specific HR management theories. This study has limitations, namely the coverage of articles only from January 2019 to June 2024, as well as inclusion and exclusion criteria that may overlook other relevant studies. These limitations need to be considered in interpreting the results. Future research is recommended to explore the psychological and social components in post-relocation job satisfaction, using longitudinal methods to understand the long-term impact, as well as mixed approaches for a broader picture.

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