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Analysis of Factors Affecting Job Satisfaction for Sustainable Workforce Development: Insights from IT Industry Employee Reviews

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Abstract: This study explores the determinants of job satisfaction among IT industry employees in the U.S. and South Korea, focusing on how cultural and socio-economic contexts influence employee well-being and organizational sustainability. Given the high turnover rates in the IT industry, understanding the key factors affecting job satisfaction and dissatisfaction is critical for promoting sustainable organizational practices. By comparing reviews from Glassdoor and Jobplanet, this study uncovers cultural and organizational differences that directly affect employee retention and job satisfaction, offering actionable insights for multinational IT companies seeking to align their strategies with sustainable HR practices. The research utilizes Contextualized Topic Modeling (CTM), a cutting-edge method leveraging Sentence-BERT embeddings, to analyze user-generated reviews. CTM identifies key topics such as attendance management, career development, organizational culture, welfare support, salary, and job autonomy, revealing distinct cultural influences. For example, attendance management and organizational culture positively influenced job satisfaction in U.S. companies, while welfare benefits were more significant in the U.S. than in South Korea. Salary had a positive effect in South Korea but a negative effect in the U.S. The comparative analysis also highlights the higher satisfaction levels among current employees, underscoring factors critical for long-term retention. This study contributes to the literature by leveraging user-generated content to reveal context-specific factors, including new elements such as "technological capabilities" and "location and accessibility," which are often overlooked in traditional survey-based research. The findings provide actionable insights for IT companies to refine HR practices in ways that enhance employee satisfaction, contributing to both organizational sustainability and the well-being of employees.

Keywords: job satisfaction; sustainability in the workplace; employee retention; Glassdoor; Jobplanet; contextualized topic model; organizational culture; socio-economic factors; IT industry

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1. Introduction

The information technology (IT) industry has experienced an average growth rate of 4.2% over the past seven years, making it one of the fastest-growing industries globally [1]. Additionally, with the onset of the Fourth Industrial Revolution, the IT

industry is catalyzing national productivity and establishing itself as a major driving force for global economic growth, with expectations for further development in the future [2]. Recently, due to the COVID-19 pandemic, there has been an expansion in the remote services offered by IT companies, which has resulted in a trend of accelerated growth compared to previous periods [3]. However, it is known that IT companies generally have a higher turnover rate compared to firms in other industries. According to a global market research firm, Gartner [4], a survey conducted among employees of IT companies revealed that only about 29% of the respondents expressed a desire to continue working at their current place of employment. The intent and action of employee turnover can undermine organizational morale and corporate productivity [5,6]. Therefore, addressing turnover is a significant concern that directly impacts corporate growth.

One of the key factors influencing employees' intentions to leave is job satisfaction [6]. Job satisfaction is not only essential for retaining top talent but also for enhancing organizational performance [7]. However, most prior studies have primarily utilized survey methods to assess job satisfaction [8–10]. Although surveys offer several advantages, they are often constrained by predefined variables and small sample sizes, limiting their capacity to capture nuanced insights [11]. Recent advancements in IT technology and social network services have transformed employment platforms into valuable resources for analyzing job satisfaction through user-generated data. These platforms allow employees to freely share their experiences, and job seekers often find these reviews more trustworthy than company-provided information [12]. Furthermore, web crawling techniques enable researchers to collect vast amounts of data from these platforms, including company ratings and reviews [13]. As a result, analyzing job satisfaction through employment platforms has gained significant traction [8,9,14,15]. However, existing studies are often limited to single-country analyses, thereby overlooking cross-national perspectives.

South Korean and American companies have been actively expanding into each other's markets [16]. Business cooperation and technology exchange between these countries are continuously increasing [17]. Understanding the unique characteristics of the local workforce and working environments is crucial for companies aiming to succeed in these markets. This study aims to address this need by comparing job satisfaction determinants in the IT industries of the United States and South Korea. Specifically, it analyzes pros reviews, cons reviews, employment status (former employee vs. current employee), and overall job satisfaction ratings collected from two prominent employment platforms: Glassdoor.com (accessed on 23 Octobor 2023) in the United States and Jobplanet.com in South Korea.

This study makes a novel contribution by employing Contextualized Topic Modeling (CTM) to analyze user-generated content from these platforms. Unlike traditional survey-based studies, this approach captures nuanced and context-specific insights into job satisfaction factors across different cultural settings. By filling a critical gap in the literature, this research provides actionable guidance for multinational IT companies to adapt their HR practices to diverse cultural and organizational needs. Accordingly, this study set the research questions as follows.

RQ1: What are the key factors influencing job satisfaction in the IT industry?

RQ2: How do these factors differ between employees in the U.S. and South Korea?

RQ3: How do job satisfaction determinants differ between current and former employees within the IT industry?

This paper is structured as follows: Section 2 reviews the relevant literature and outlines the theoretical framework. Section 3 explains the research methodology, including data collection and analysis techniques. Section 4 presents the key findings, and Section 5 discusses the implications of these results. Finally, Section 6 concludes the paper by highlighting limitations and offering directions for future research.

2. Theoretical Background

2.1. Job Satisfaction

Numerous prior studies have defined job satisfaction [18–20]. According to these prior studies, job satisfaction can be defined as the positive emotions and sense of fulfillment that an individual experiences in relation to their job. In addition, job satisfaction is an important factor in human resource management, as it influences various elements such as turnover intentions and corporate performance [21]. Previous studies have primarily conducted surveys to compare and analyze job satisfaction across different countries. In addition, they have identified that the factors influencing job satisfaction vary by country [22,23]. However, while job satisfaction studies using surveys have many advantages, they are limited to analyzing factors predetermined by researchers and infer population characteristics from a small sample [11].

Recently, with the advancement of information and communication technology, many job seekers have been utilizing employment platforms online [12]. Consequently, studies analyzing job satisfaction by collecting company reviews and ratings written by employees on job platforms have been steadily conducted [8,24–27]. However, most of these prior studies have collected and analyzed data from job platforms specific to a single country. Therefore, due to differences in corporate environments and industry standards across countries, there are limitations to generalizing the analysis results.

This study aims to identify the differences in factors influencing job satisfaction among IT industry employees in the United States and South Korea, each possessing distinct industrial levels and economic characteristics. To this end, this study collects data from the international job platform Glassdoor and the Korean job platform Jobplanet, and this study aims to explore the job factors that IT industry employees in South Korea and the United States consider important and examine the differences between them. In addition, this study seeks to identify the factors that contribute to job satisfaction and dissatisfaction among current and former employees in the IT industry in South Korea and the United States.

2.2. Contextualized Topic Models

Topic modeling is a text mining method, with Latent Dirichlet Allocation (LDA) being one of the most widely used techniques [28]. The LDA method is widely used to extract and analyze topics from text documents in various fields, such as online shopping reviews, community posts, and news articles [29–31].

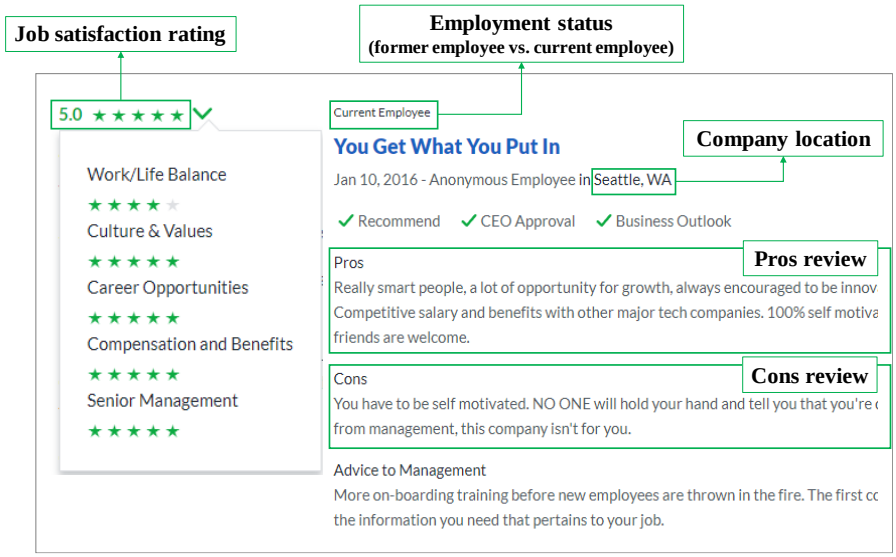
Recently, a context-aware topic modeling technique known as the Contextualized Topic Model (CTM) has emerged. CTM is a model that incorporates contextualized embeddings from SBERT (Sentence-BERT) into the traditional LDA framework. In other words, it improves the performance of the traditional LDA by incorporating contextual information. Therefore, while CTM is similar to the traditional LDA, it differs by additionally utilizing the contextual information of words [32]. In other words, while LDA extracts topics based on word frequency, CTM calculates the probability of a word belonging to a specific topic by considering its contextual information. Therefore, CTM can derive topics more precisely than traditional LDA by considering contextual information [33]. In this study, the CTM analysis was conducted using the ContextualizedTopicModel Python (ContextualizedTopicModel 2.2.0) library, with all computations executed on a cloud-based environment equipped with GPU support, specifically Google Colab. While the core implementation was based on the ContextualizedTopicModel library, modifications were made to adjust hyperparameters and preprocessing steps to optimize topic extraction for the dataset. Therefore, this study aims to apply CTM to the pros and cons reviews written by current and former employees of IT companies on Glassdoor and Jobplanet, respectively. Through

this approach, the study aims to derive and comparatively analyze the topics related to job satisfaction across different platforms.

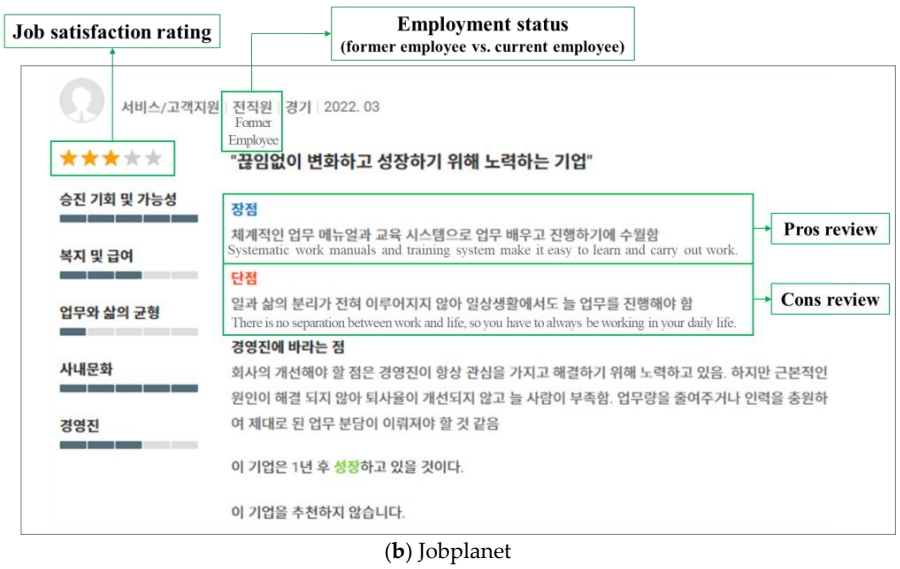
3. Methodology

3.1. Data Collection

In this study, to identify the factors influencing job satisfaction, data were collected from the international job platform Glassdoor and the Korean job platform Jobplanet, as illustrated in Figure 1. Since Jobplanet operates primarily in Korean, the collected data from this platform consist of Korean-language reviews and ratings. For this study, the programming language Python was utilized. Specifically, data were collected through web scraping techniques employing the Selenium library within Python. The collected data from both platforms included pros reviews, cons reviews, job satisfaction ratings on a 5-point scale, and the status of employment—being a current or former employee. In addition, Glassdoor collected data exclusively from companies based in the United States, while Jobplanet gathered data solely from companies located in South Korea. Furthermore, the dataset was filtered to include only IT companies, ensuring the focus of this study aligns with its objective of analyzing job satisfaction within the IT industry.



(**a**) Glassdoor



(**b**) Jobplanet

Figure 1. Examples of data collection by platform.

3.2. CTM Analysis

In this study, text data were preprocessed to suit the research objectives and then analyzed using CTM. In the text preprocessing phase, tokenization was performed, followed by the removal of special characters, numbers, and punctuation marks. Subsequently, nouns, adjectives, and verbs with two or more characters were extracted from the reviews. Finally, CTM analysis was conducted to extract topics and keywords, and topic names were assigned based on previous research.

To this end, this study determined the optimal number of topics by referencing the Normalized Pointwise Mutual Information (NPMI) values. The NPMI values measure the association between words. In other words, they are normalized values obtained by dividing the probability of words co-occurring by the probability of each word occurring independently [34]. Since CTM utilizes the order of words, it also considers the positional information of words when calculating NPMI. In other words, CTM uses NPMI to measure the association between words, allowing us to understand which words constitute each topic. Therefore, this study determined the number of topics by referencing the topics with high NPMI values to select the optimal number of topics.

3.3. Path Analysis

Topic modeling provides topic probability values for each review, allowing us to analyze how specific topics influence user ratings [35]. Therefore, this study used the probability values of reviews belonging to each topic as independent variables. To this end, this study calculated the independent variable T_{ij} as proposed in Equation (1) by Jung and Suh [27]. The dependent variable was job satisfaction ratings on a 5-point scale, and the moderating variables were employment status (former vs. current employees) and country (United States vs. South Korea).

$$T_{ij} = \frac{(P_{ij} - C_{ij})}{(P_{ij} + C_{ij})} \quad (1)$$

In Equation (1), P_{ij} represents the probability value of the j-th topic for the i-th employee in the pros reviews, while C_{ij} represents the probability value of the j-th topic for the i-th employee in the cons reviews. Therefore, the result of subtracting C_{ij} from P_{ij} divided by the sum of P_{ij} and C_{ij} is used as the independent variable T_{ij}. The value of T_{ij} ranges from -1 to 1. Here, as T_{ij} approaches -1, it can be interpreted that the current or former employee perceives more drawbacks or feels that the job factor lags compared to other companies when experiencing that specific job factor. Conversely, as T_{ij} approaches 1, it can be interpreted that the current or former employee perceives more advantages or feels that the job factor is superior compared to other companies. Furthermore, as T_{ij} approaches 0, it can be interpreted that the weight of the pros and cons is relatively balanced.

4. Results

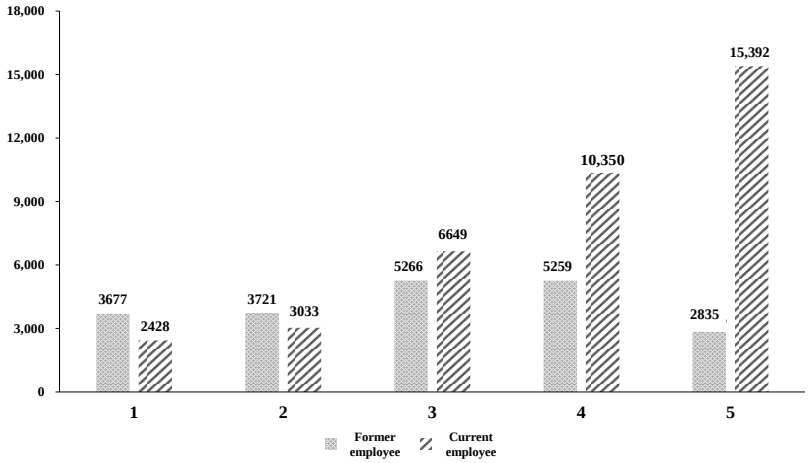
4.1. Data Collection Results

In this study, as shown in Table 1, data from a total of 200 companies were collected and analyzed from both Glassdoor and Jobplanet over an eight-year period from 2014 to 2021. In other words, due to the limited availability of data prior to 2014, the data collection started from 2014 onwards. Glassdoor collected data exclusively from companies based in the United States, gathering a total of 58,610 reviews. Jobplanet provided a total of 70,082 job satisfaction ratings and pros and cons reviews for the analysis.

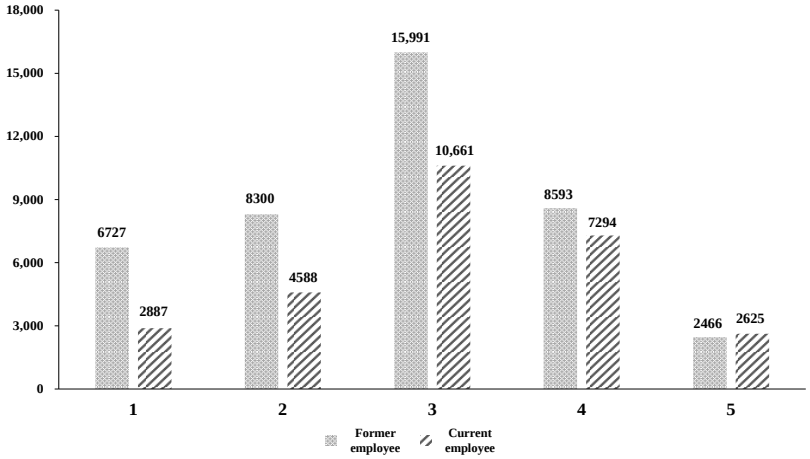
Table 1. Basic statistics by platform.

	Former Employee	Current Employee	Total
Glassdoor	20,758	37,852	58,610
Jobplanet	42,077	28,005	70,082

The distribution of job satisfaction ratings on a 5-point scale collected from Glassdoor and Jobplanet is shown in Figure 2. The overall average job satisfaction rating on Glassdoor was 3.56, while on Jobplanet it was 2.91. Therefore, it was found that the overall average job satisfaction rating on Glassdoor is higher. In addition, the average job satisfaction rating for former employees on Glassdoor was 2.99, while for current employees it was 3.88. On Jobplanet, the average job satisfaction rating for former employees was 2.8, and for current employees it was 3.08. Therefore, it was found that both Glassdoor and Jobplanet have higher average job satisfaction ratings for current employees compared to former employees. This is an expected outcome, as former employees, who left or resigned due to low job satisfaction, tend to rate their companies lower than current employees. However, the difference in satisfaction between former and current employees is more pronounced in the United States than in South Korea.



(**a**) Glassdoor



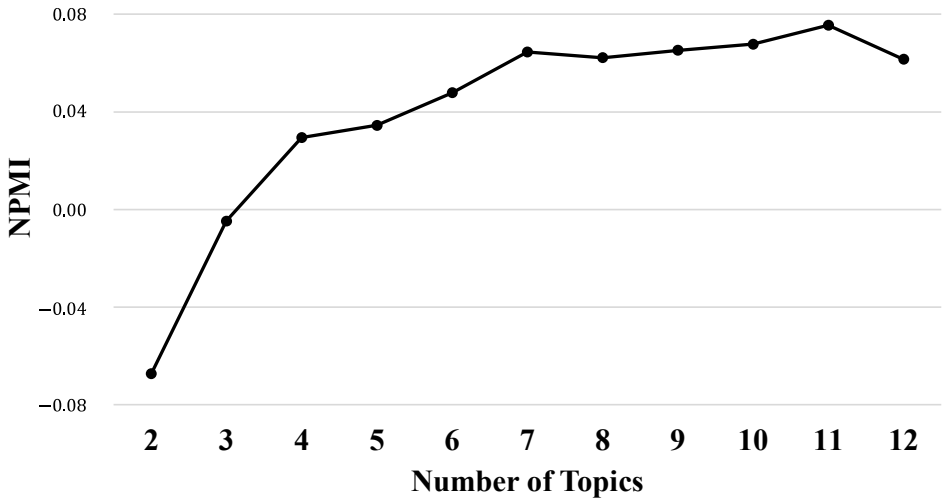
(**b**) Jobplanet

Figure 2. Distribution of job satisfaction ratings for former and current employees by platform.

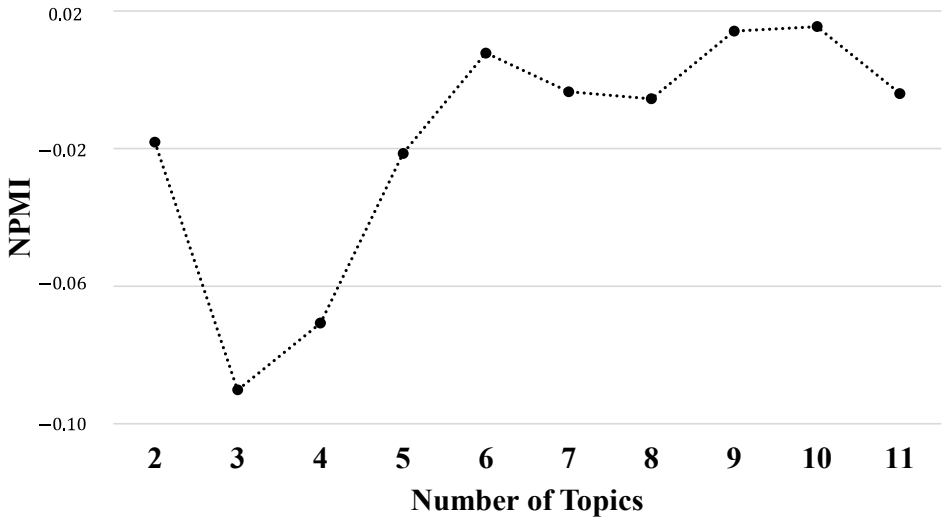
4.2. CTM Analysis Results

Before conducting the CTM analysis, this study determined the number of topics by referencing the NPMI values. A larger NPMI value indicates that each topic derived from

CTM possesses greater semantic coherence [34]. Therefore, as shown in Figure 3, this study referenced the NPMI values and ultimately set the number of topics to 11 for Glassdoor and 10 for Jobplanet.



(**a**) Glassdoor



(**b**) Jobplanet

Figure 3. Estimating the optimal number of topics.

The topics and corresponding keywords derived from the CTM analysis were assigned names based on previous research and the words included in each topic [36–41]. The topics commonly derived from both Glassdoor and Jobplanet, as shown in Table 2, include attendance management, career development, organizational culture, welfare support, salary, and job autonomy.

The topics commonly derived from both Glassdoor and Jobplanet are as follows: First, attendance management is composed of keywords such as time, day, and weekend. It is a topic concerning employees' working hours, including arrival and departure times, as well as annual leave. Second, career development is a topic composed of keywords such as growth, opportunity, learning, and tasks, signifying opportunities for employees to develop their personal skills and competencies. Third, organizational culture is composed of keywords such as culture, organization, people, and collaboration. It is defined as the atmosphere or culture formed through interactions among employees within the

organization. Fourth, welfare support is composed of keywords such as benefits, free, paid, leave, support, and welfare. It refers to the material or mental services provided by the company to its employees. Fifth, salary is defined as compensation for labor and a factor that directly impacts an individual's economic activities. Finally, job autonomy refers to the degree of choice or discretion employees have regarding their goals, methods, and schedules when performing their duties.

Table 2. Topic analysis results (common topics).

Topic	Glassdoor Topic Keywords	Jobplanet Topic Keywords
Attendance management	Time, People, Team, Management, Pay, Day, Manager, Year, Experience, Months	Overtime, Time, Leaving work, Department, Weekend, Allowance, Commute, Pressure, Performance, Coercion
Career development	Opportunities, Career, Opportunity, Grow, Advancement, Development, Learn, Organization, Role, Professional	Work, Learn, Experience, System, Training, Opportunity, Project, Process, Newcomer, System
Organizational culture	People, Culture, Team, Fun, Leadership, Collaborative, Environment, Together, Help, Day	Culture, Organization, Horizontal, Vertical, Young, Military, Staff, Structure, Compensation, Respect
Welfare support	Benefits, Free, Time, Vacation, Paid, Culture, Environment, Fun, People, Flexible	Annual leave, Atmosphere, Vacation, Support, Welfare, Provision, Books, Purchase, Freedom, Superior
Salary	Salary, Bonus, Pay, Stock, Compensation, Insurance, Plan, Fair, Increase, Commission	Salary, Level, Welfare, Large company, Industry, Pay, Raise, Increase, Benefits, System
Job autonomy	Schedule, Flexible, Coworkers, Environment, Lunch, Friendly, Free, Home, Location, Casual	Atmosphere, Free, Freedom, Annual leave, Attire, Horizontal, Office, Commute, Young, Environment

The topics and keywords derived exclusively from either Glassdoor or Jobplanet are shown in Table 3. The topics derived exclusively from Glassdoor include work–life balance, management, organizational policies, job stress, and the company's technological capabilities. These topics are defined as follows: First, work–life balance refers to a topic that signifies the satisfactory psychological state experienced by organizational members when achieving equilibrium between their job and all other areas of life. Second, management refers to the executives who exert influence within the company and concerns how well these executives understand and support their employees' work. Third, organizational policies refer to the policies implemented by the organization to consider and support its members. Fourth, job stress is a topic related to the conflicts or psychological concerns employees experience while performing their duties. Fifth, technological capabilities, a topic not previously identified in existing research, refer to the level of technology a company possesses. Upon examining the reviews related to this topic, we find comments such as "Frontline of the best technology…", "The products are meaningful and built so that anyone can understand and use them, even people who aren't on the cutting edge of technology…", and "The technology is brilliant, and I go to work every day feeling valued…". These reviews suggest that employees feel a sense of satisfaction based on the level and prospects of the company's technological capabilities.

Table 3. Topic analysis results (different topics by platform).

Glassdoor Topic	Keywords	Jobplanet Topic	Keywords
Work–life balance	Balance, Life, Culture, Flexibility, Compensation, Benefits, Family, Flexible, Personal, Friendly	Location and accessibility	Close, Seoul, Location, Building, Transportation, Bus, Subordinate, Office Building, Distance, Encouragement
Management	Management, Leadership, Senior, Communication, Vision, Strategy, Executive, Clear, Support, Hr	Relationships with superiors	Discrimination, Subordinate, Superior, Encouragement, Transition, Year, Within the Team, Approval, Honesty, Mistake
Organizational policies	Women, Public, Pressure, Startup, Opinion, Bureaucracy, Encourage, Ownership, Respect, Workday	Performance evaluation	People, Staff, Resignation, Ability, HR, Evaluation, Career, Manager, Difficult, Turnover
Job stress	Contract, Stressful, Project, Busy, Client, Security, Workload, Money, Service, Stress	Company growth and profitability	Business, Development, Growth, Stability, Service, Potential, Sales, Developer, Technology, Investment
Technological capabilities	Technology, Tech, Software, Global, World, Technical, Data, Remote, Leader, Experience		

The topics derived exclusively from Jobplanet include location and accessibility, relationships with superiors, performance evaluation, and company growth and profitability. These topics are defined as follows: First, location and accessibility, a topic not previously identified in existing research, refers to how conveniently situated a company is in terms of public transportation availability. Upon examining the reviews related to this topic, we find comments such as "Close to Jamsil Station subway…", "The company is located near public transportation…", and "The office being in a convenient location for transportation is also an advantage…". In South Korea, most IT companies are in major cities or metropolitan areas, and public transportation systems are more developed compared to other countries. Therefore, due to these physical environmental characteristics, it can be concluded that employees feel a sense of satisfaction based on the location and accessibility of the company. Second, the topic of relationships with superiors addresses the quality of interactions and communication between employees and their immediate supervisors, reflecting the impact of leadership and support on job satisfaction. Third, performance evaluation topics pertain to the fairness, transparency, and effectiveness of systems used to assess and reward employee performance, which are key factors in motivation and satisfaction. Fourth, the company growth and profitability topic reflects employees' perceptions of the organization's financial health and growth prospects, emphasizing how these factors influence job security and satisfaction.

5. Research Model and Hypothesis

This study aims to investigate the impact of topics commonly derived from both Glassdoor and Jobplanet, such as attendance management, career development, organizational culture, welfare support, salary and benefits, and job autonomy, on employees' overall job satisfaction evaluations, as shown in (Figure 4). Additionally, it seeks to identify any differences based on country and employment status (current vs. former employees).

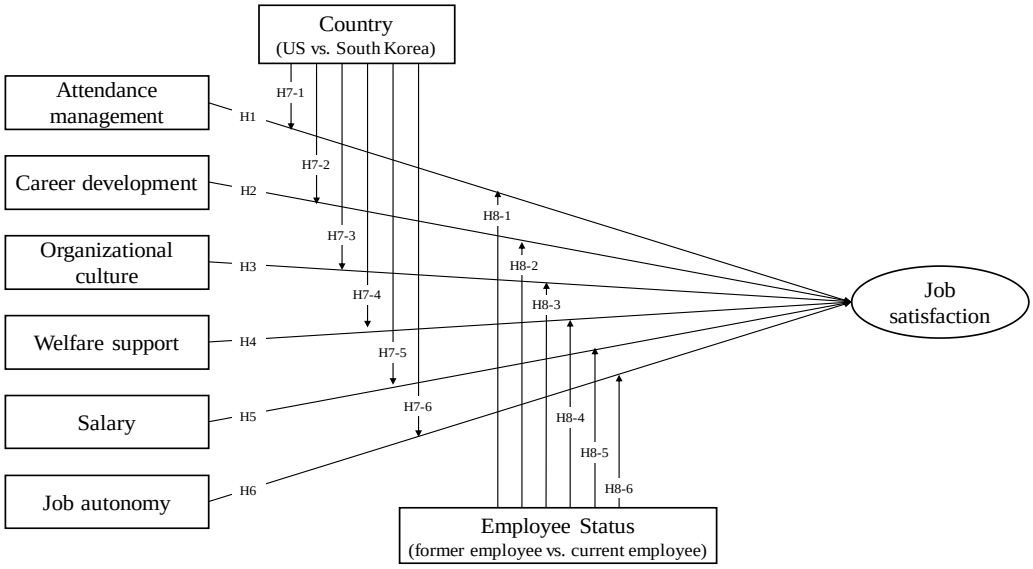


Figure 4. Research model.

Attendance management refers to the management of employees' working conditions, such as arrival, departure, absenteeism, and business trips [42]. According to Beckmann [43], providing employees with the opportunity to freely adjust their working hours according to their lifestyle patterns enhances their job motivation and job satisfaction. Additionally, Magni et al. [44] highlight that trust in disruptive technologies can enhance employees' sense of control and satisfaction. When attendance systems leverage technological innovations, such as mobile applications or digital tracking tools, they empower employees to better align their working hours with personal needs, thereby boosting job satisfaction. Lee et al. [45] analyzed how working hours impacted job satisfaction based on the expectancy–disconfirmation theory. The analysis revealed that employees feel overall job dissatisfaction when there is a discrepancy between the hours proposed by the company and the actual working hours. Therefore, synthesizing previous studies, it can be concluded that an attendance management system that allows employees to autonomously adjust their working hours can enhance job satisfaction. However, if the working hours are excessive or if there is a discrepancy between the proposed and actual working hours, employees are likely to experience job dissatisfaction. In other words, attendance management can have either a positive or negative impact on overall job satisfaction. Therefore, this study proposes the following hypotheses.

H1. *The attendance management topic will have a significant impact on overall job satisfaction evaluations.*

Career development refers to employees' ability to enhance their professional skills and acquire new technologies within the company [46]. Numerous previous studies have shown that career development positively affects job satisfaction [47–49]. In other words, as employees' satisfaction with career development improves, their overall job satisfaction also increases. According to Sharma [50], when employees perceive that they are growing professionally, they become more motivated and their job satisfaction increases. According to Robianto and Masdupi [51], when companies provide employees with tailored career development opportunities, they can meet employees' expectations for career growth and enhance job satisfaction. However, if employees' expectations for career development are not met or if they experience career stagnation, it can lead to stress [52], which in turn results in job dissatisfaction [53]. In other words, when employees feel career stagnation, their overall job satisfaction decreases [54]. Synthesizing the results of these previous

studies, it can be concluded that employees' overall job satisfaction or dissatisfaction is influenced by the availability of career development opportunities. Therefore, this study proposes the following hypotheses.

H2. *The career development topic will have a significant impact on overall job satisfaction evaluations.*

Organizational culture refers to the values, principles, traditions, and work methods that define the direction and atmosphere pursued by the organization [55]. The higher the satisfaction with organizational culture, the greater the overall job satisfaction of employees [7]. Specifically, a friendly organizational culture where communication among employees flows smoothly has a positive impact on job satisfaction [56]. Conversely, a competitive and hierarchical organizational culture negatively affects employees' overall job satisfaction [57]. Furthermore, if the culture preferred by the individual employee does not align with the culture pursued by the organization, the employee may experience job dissatisfaction and burnout [56]. Additionally, Scuotto et al. [58] emphasized that the successful integration of innovative technologies within an organization heavily depends on leadership's ability to foster absorptive capacity. This capacity enables organizations to adapt to disruptive changes while maintaining a collaborative and inclusive environment, ultimately enhancing employee satisfaction. Thus, organizations that align technological innovation with supportive cultural practices are better positioned to improve overall job satisfaction. Therefore, the impact of organizational culture on job satisfaction can vary depending on the organizational atmosphere. Based on this, the study proposes the following hypothesis.

H3. *The organizational culture topic will have a significant impact on overall job satisfaction evaluations.*

Welfare support refers to the economic or psychological services provided to employees by a company [7]. The higher the satisfaction with the welfare provided by the company, the greater the overall job satisfaction of employees [59]. These benefits enhance employees' work efficiency and morale, contributing to sustained job satisfaction [60]. In other words, a company's financial and non-financial support positively impacts employee job performance [61], and this job performance leads to job satisfaction [62]. In addition, it has been shown that the greater the variety of welfare programs provided, the higher the job satisfaction of employees [63]. Consequently, satisfaction with the welfare provided by the company and the diversity of welfare programs can be said to influence employees' overall job satisfaction. Therefore, this study proposes the following hypothesis.

H4. *The welfare support topic will have a significant impact on overall job satisfaction evaluations.*

Salary, the compensation provided by the company for employees' labor, is one of the key factors influencing job satisfaction and significantly impacts employees' economic activities [64]. According to Sobaih and Hasanein [65], salary is the most significant factor influencing employees' motivation and job satisfaction. A reasonable salary structure enhances job satisfaction and the sense of stability within the organization. However, receiving a salary that is low relative to the labor provided can lead to negative job attitudes, emotions, and job dissatisfaction [66]. Therefore, since employees' overall job satisfaction or dissatisfaction is influenced by the salary structure, this study proposes the following hypothesis.

H5. *The salary topic will have a significant impact on overall job satisfaction evaluations.*

Job autonomy refers to the degree of freedom employees have in planning and determining the procedures for their work, and it is known to significantly impact job satisfaction and decision-making [67]. Through such autonomy, employees gain opportunities to develop their skills or expand their work areas, which in turn leads to increased job satisfaction [68]. In other words, job autonomy positively impacts employees' job satisfaction and work performance [69]. However, a lack of autonomy leads to decreased job satisfaction among employees [70]. Therefore, since employees' overall job satisfaction or dissatisfaction can be influenced by the degree of job autonomy, this study proposes the following hypothesis.

H6. *The job autonomy topic will have a significant impact on overall job satisfaction evaluations.*

The United States and South Korea have developed within different historical, social, and economic contexts and exhibit significant emotional differences [71]. These emotional differences are evident in various aspects of organizational operations, including decision-making, communication, work methods, employee welfare, and motivation [72]. Hong et al. [73] conducted a comparative analysis of the impact of leadership style, job rank, and tenure on affective organizational commitment among employees in the United States and South Korea. The analysis revealed that rank and tenure play a significant role in South Korea, whereas they do not hold the same importance in the United States. Shin et al. [74] divided paternalistic leadership into two dimensions (benevolence and authoritarianism) and analyzed their impact on organizational commitment and innovative behavior among workers in the United States and South Korea. The analysis found that benevolent leadership plays a more significant role in South Korea. Park [75] investigated the differences in talent management between companies in South Korea and Western countries. The results showed that South Korea prioritizes team and organizational success, whereas Western countries emphasize individual performance and potential. With these environmental and cultural differences, it is expected that job satisfaction among employees in companies in the United States and South Korea will also differ. Accordingly, it is anticipated that the impact of the job satisfaction topics derived in this study on overall job satisfaction evaluations will differ between the United States and South Korea. Based on this, the following hypothesis is proposed.

H7-1. *The impact of the attendance management topic on overall job satisfaction evaluations will differ by country (United States vs. South Korea).*

H7-2. *The impact of the career development topic on overall job satisfaction evaluations will differ by country (United States vs. South Korea).*

H7-3. *The impact of the organizational culture topic on overall job satisfaction evaluations will differ by country (United States vs. South Korea).*

H7-4. *The impact of the welfare support topic on overall job satisfaction evaluations will differ by country (United States vs. South Korea).*

H7-5. *The impact of the salary topic on overall job satisfaction evaluations will differ by country (United States vs. South Korea).*

H7-6. *The impact of the job autonomy topic on overall job satisfaction evaluations will differ by country (United States vs. South Korea).*

Existing research has primarily focused on studying factors influencing the intention to leave among current employees [76,77]. However, since intentions do not necessarily translate into actions, it is difficult to equate intention with behavior [78]. Therefore, due to this limitation, it is necessary to differentiate between former employees who have left the company and current employees when analyzing job satisfaction. According to Pan et al. [79], former employees consider management the most important factor in job satisfaction, whereas current employees prioritize work–life balance and management. Lee et al. [7] also found that the factors influencing overall job satisfaction differ between former and current employees. Accordingly, it is anticipated that the impact of the job satisfaction topics derived in this study on overall job satisfaction evaluations will differ between former and current employees. Based on this, the following hypothesis has been proposed.

H8-1. *The impact of the attendance management topic on overall job satisfaction evaluations will differ between former and current employees.*

H8-2. *The impact of the career development topic on overall job satisfaction evaluations will differ between former and current employees.*

H8-3. *The impact of the organizational culture topic on overall job satisfaction evaluations will differ between former and current employees.*

H8-4. *The impact of the welfare support topic on overall job satisfaction evaluations will differ between former and current employees.*

H8-5. *The impact of the salary topic on overall job satisfaction evaluations will differ between former and current employees.*

H8-6. *The impact of the job autonomy topic on overall job satisfaction evaluations will differ between former and current employees.*

6. Hypothesis Testing

In this study, path analysis and multiple group analysis were conducted to explore the differences in factors influencing overall job satisfaction evaluations between IT companies in the United States and South Korea. First, the results of the path analysis, as shown in Table 4, indicate that the topics of attendance management, organizational culture, and welfare support have a significant positive impact on overall job satisfaction evaluations. However, the topics of career development, salary, and job autonomy were found to have a significant negative impact on overall job satisfaction evaluations. Therefore, hypotheses H1, H2, H3, H4, H5, and H6 were all supported.

Table 4. Results of overall path analysis in the US and South Korea.

Path	β
Attendance management → Job satisfaction	0.092 ***
Career development → Job satisfaction	−0.024 ***
Organizational culture → Job satisfaction	0.190 ***
Welfare support → Job satisfaction	0.072 ***
Salary → Job satisfaction	−0.091 ***
Job autonomy → Job satisfaction	−0.225 ***

$p < 0.001$ ***.

Second, the results of the multiple group analysis are presented in Table 5. Attendance management and organizational culture were found to have a significant positive impact on overall job satisfaction evaluations in both U.S. and Korean IT companies. The positive impact was greater in U.S. IT companies compared to their Korean counterparts. Welfare support had a significant positive impact on overall job satisfaction evaluations only in U.S. IT companies, while it was not statistically significant in Korean IT companies. Career development had a significant negative impact on job satisfaction evaluations in both U.S. and Korean IT companies; however, there was no notable difference between the two countries. Lastly, salary and job autonomy both had a significant negative impact on job satisfaction evaluations. However, the negative impact was greater in U.S. IT companies compared to Korean IT companies. Therefore, hypotheses H7-1, H7-3, H7-4, H7-5, and H7-6 were supported, while hypothesis H7-2 was rejected.

Table 5. Multi-group path analysis in the US and South Korea.

	US (Glassdoor)	**South Korea (Jobplanet)**	**Group Difference**
Path	**β**	**β**	***t*-Value**
Attendance management → Job satisfaction	0.157 ***	0.013 ***	−29.045 ***
Career development → Job satisfaction	−0.022 ***	−0.036 ***	−1.702
Organizational culture → Job satisfaction	0.145 ***	0.104 ***	−11.31 ***
Welfare support → Job satisfaction	0.117 ***	0.003	−20.957 ***
Salary → Job satisfaction	−0.217 ***	0.041 ***	47.185 ***
Job autonomy → Job satisfaction	−0.234 ***	−0.016 ***	37.126 ***

$p < 0.001$ ***.

In this study, prior to exploring the impact of various job topics on overall job satisfaction evaluations among current and former employees of IT companies, we first examined the differences between these groups, as shown in Table 6. Attendance management significantly positively affects overall job satisfaction evaluations for both former and current employees, with no significant difference between the two groups. Career development was found to have a more significant negative impact on overall job satisfaction evaluations for former employees compared to current employees. Organizational culture and welfare support both positively influenced overall job satisfaction evaluations, with current employees showing a greater positive impact. Salary and job autonomy both had a negative impact on overall job satisfaction evaluations, with current employees showing a greater negative impact. Consequently, hypotheses H8-2, H8-3, H8-4, H8-5, and H8-6 were supported, while H8-1 was rejected.

Table 6. Multi-group path analysis of all former and current employees in the U.S. and South Korea.

	Former Employee	**Current Employee**	**Group Difference**
Path	**β**	**β**	**t-Value**
Attendance management → Job satisfaction	0.081 ***	0.078 ***	0.653
Career development → Job satisfaction	−0.033 ***	−0.019 ***	2.556 *
Organizational culture → Job satisfaction	0.160 ***	0.201 ***	8.61 ***
Welfare support → Job satisfaction	0.046 ***	0.074 ***	5.255 ***
Salary → Job satisfaction	−0.055 ***	−0.079 ***	−4.336 ***
Job autonomy → Job satisfaction	−0.140 ***	−0.266 ***	−23.97 ***

$p < 0.001$ ***, $p < 0.05$ *.

7. Interpretation of Results and Conclusion

7.1. Findings

This study analyzed the differences in job satisfaction among employees of IT companies in the United States and South Korea, considering environmental and cultural variations. To achieve this, reviews and ratings from current and former employees of American and Korean companies were collected and analyzed from employment portal sites Glassdoor and Jobplanet. The findings are as follows.

First, the topic of attendance management positively influenced overall job satisfaction evaluations in both American and Korean IT companies, with American IT companies demonstrating a greater positive impact than Korean IT companies. Therefore, it can be concluded that the current attendance management system implemented by companies positively impacts employee job satisfaction. In general, American culture emphasizes individual responsibility and autonomy. Consequently, attendance management is more strongly linked to employees' self-management abilities, thereby exerting a greater impact on job satisfaction. In contrast, Korean culture values harmony within the group and often involves long working hours, suggesting that factors other than attendance management might have a more significant impact on job satisfaction. Examining the reviews related to the attendance management topic keywords on Glassdoor reveals comments such as "flexible working hours…", "Also, there are times where occasionally it is necessary to work outside of scheduled working hours…", and "adjustable working hours…". Similarly, on Jobplanet, the reviews often mention "natural attendance management allows for flexible working hours…", "autonomous working hours…", and "flexible working, optional working hours, relatively free attendance times…". Therefore, it can be concluded that both American and Korean companies reasonably implement attendance management systems that allow flexible working hours or set working times. This finding also supports previous research indicating that autonomous working hours and flexible working systems have a positive impact on employee job satisfaction [80,81].

Second, the career development topic negatively influenced overall job satisfaction evaluations in both American and Korean IT companies, with no significant difference observed between the two countries. This suggests that, in both the United States and Korea, there are relatively more negative reviews than positive ones concerning career development topics. Reviews on Glassdoor reflect sentiments such as, "There are plenty of opportunities to nurture your career, but I didn't feel like I needed to burn the candle at both ends to be successful…", "There is a lot of pressure for results but that is not unexpected and a good manager will support their growth…", and "I also feel like it presents huge opportunities for me personally. It's busy and we're stretched at times but at least we are going somewhere…" On Jobplanet, reviews include sentiments such as, "There is a lot of work, but you can learn a lot in the process," "Developers can grow as much as they want and can endure the challenges," and "During the initial two-month training camp, you can learn intensively as it is demanding." In other words, it can be observed that in the both United States and Korea, there are ample opportunities for individual career development, but these opportunities require significant effort from the employees. The abundance of opportunities for career development can be considered an advantage. However, the abundance of opportunities necessitates considerable effort from employees. Consequently, employees may experience psychological or physical burnout during the process, aligning with the findings of Lee and Ashforth [82]. This study suggests that while ample opportunities and advantages for career development exist, the excessive effort required from employees can negatively impact their overall job satisfaction.

Third, the organizational culture topic positively influenced overall job satisfaction evaluations in both American and Korean IT companies, with the effect being more pro-

nounced in American companies compared to Korean ones. Therefore, the current atmosphere or culture shaped by interactions among employees within the company can be said to positively influence job satisfaction. Examining the topic keywords and related review content, Glassdoor primarily features comments such as "Real attention paid to culture of belonging…", "Collaborative environment…", "People are mission and values-driven, are incredibly intelligent and very collaborative…", and "great teamwork…". These reviews highlight a collaborative atmosphere among employees. In addition, a review of the overall topic keywords reveals terms like team, collaborative, together, and help, which are associated with teamwork and collaboration among employees. Therefore, it can be concluded that the collaborative atmosphere among employees positively impacts overall job satisfaction. Moreover, as a multicultural society, the United States has a workforce with diverse cultural backgrounds and a culture that emphasizes individual rights and freedoms [71]. Therefore, this study suggests the need to foster an environment that respects and leverages this diversity to promote creativity and innovation. In Jobplanet, reviews frequently mention a "horizontal corporate culture…" "a relatively horizontal and flexible organizational culture…" and "a horizontal and liberal corporate culture…", highlighting a free and egalitarian organizational atmosphere. In other words, the reviews predominantly highlight aspects related to the organizational structure. Many companies in Korea tend to place significant importance on hierarchical structures within the organization. However, because Korean IT companies have pursued a horizontal and liberal organizational culture since their inception, the influence of Confucian culture on organizational structure has diminished over time. Therefore, it can be concluded that a horizontal culture and atmosphere, aligned with previous research findings, positively impact the overall job satisfaction of employees in IT companies [56]. Therefore, this study suggests that it is necessary to foster a horizontal organizational culture not only in the diverse cultural background of the United States but also in Korea, where Confucian cultural influences are diminishing. For instance, it is necessary to cultivate an environment where employees can express their opinions more freely and to increase support for creative ideas.

Fourth, the welfare support topic positively influenced overall job satisfaction in the United States, whereas it was statistically insignificant in South Korea. Therefore, it can be said that the current welfare benefits provided by U.S. IT companies positively contribute to employee job satisfaction. Reviewing the content, one can observe comments such as, "Unlimited PTO, free coffee/snacks…", "Unlimited vacation, great health benefits…", "Good medical benefits…", "Unlimited vacation…", and "Good healthcare, dental and vision benefits…". Therefore, one can primarily observe comments regarding unlimited vacation (Unlimited PTO). This benefit is a significant distinction compared to domestic IT companies. In Hofstede's cultural dimensions, the United States is characterized by a culture that emphasizes individualism and independence [71]. Moreover, U.S. labor laws allow companies to design and implement flexible vacation policies. Therefore, due to this social environment, the unlimited vacation policy is becoming more rapidly established in U.S. IT companies compared to those in South Korea [83]. On Jobplanet, the impact of salary on overall job satisfaction was not statistically significant. This suggests that the lack of differentiation in employee benefits between companies or the insufficient communication of available benefits to employees may result in these benefits not significantly affecting job satisfaction.

Fifth, the salary topic negatively influenced overall job satisfaction evaluations in U.S. IT companies. Reviewing the salary topic on Glassdoor reveals comments such as "Competitive Pay…", "base salary is lower than big tech companies…", "The Starting Salary is a little below average of other similar fields…", and "Base salary not in line with other tech companies in the area…", indicating a focus on how salaries compare with other

companies or industry averages. Therefore, in the case of employees in American IT companies, the high proportion of negative reviews related to the salary topic has led to a decline in overall job satisfaction. In Korean IT companies, it was found that the salary topic had a positive impact, indicating that the current salary system implemented by these companies positively influences job satisfaction. Examining the salary topic on Jobplanet, one finds comments such as "Stability in salary payments…", "No delays in salary payments, which is a chronic issue in this industry…", and "No worries about salary with Hyundai Motor Group IT…", indicating that companies are providing stable and reliable salary payments. Generally, the United States has a relatively more masculine culture compared to Korea, where competition and achievement are highly valued [71]. In other words, in a masculine culture, there is a tendency to prioritize opportunities for earning higher salaries over job stability [72]. Therefore, salary increases may intensify competition among employees, and this internal competition can negatively impact job satisfaction [57]. Korea, being a culture that values stability [71], tends to prioritize the stability of salary provision. Therefore, the uninterrupted and consistent provision of salaries fosters a sense of security within the organization, thereby enhancing job satisfaction. However, these results lack sufficient theoretical support, necessitating further in-depth examination in future research.

Sixth, the job autonomy topic negatively influenced overall job satisfaction ratings in both American and Korean IT companies, with American IT companies exhibiting a more significant negative impact compared to their Korean counterparts. These results indicate that current IT company employees tend to view the autonomy and authority granted to them in their roles more negatively than positively, thereby negatively impacting their overall job satisfaction. Examining content from Glassdoor reveals comments such as, "There is a lot of autonomy and responsibility…" and "We are given plenty of autonomy to do our jobs, and our boss trusts us with the responsibility…". On Jobplanet, reviews commonly highlight that "everything is free but requires responsibility…", "you can work autonomously, but you must also take responsibility for your tasks…", and "having a lot of authority is an advantage, but it comes with responsibility…"; in other words, both American and Korean IT companies share the common characteristic of high job autonomy, which comes with a significant amount of responsibility for the employees. Particularly, on Glassdoor, job autonomy had a greater negative impact, which seems to be due to the stronger emphasis on performance culture in the United States compared to Korea [84]. While such high autonomy can be considered an advantage of the job, the responsibility that accompanies this autonomy can be burdensome for employees. Moreover, in such an environment, granting autonomy to newly hired employees can lead to a lack of clarity on how to perform their tasks effectively. Therefore, as job autonomy increases, so does the accompanying responsibility. Excessive responsibility can lead to job dissatisfaction, which explains the observed analysis results [85].

Seventh, the differences between current and former IT employees were analyzed. Since current employees experience greater job satisfaction or dissatisfaction, it is crucial to enhance job satisfaction to increase retention intentions [86]. Specifically, both current and former employees indicated that the salary and job autonomy topics negatively impact overall job satisfaction evaluations. Job autonomy can contribute to employees' focus on work and personal development, which in turn translates into improved job performance [87]. Moreover, job performance and personal development are also associated with employability, indicating that employees may seek better benefits and salaries in the future [88]. These findings underscore the need for further in-depth investigation in future research. Furthermore, salary was found to have a more pronounced negative effect on job satisfaction for current employees than for former employees. As their careers progress, current employees develop heightened expectations for salary increases. How-

ever, when these expectations are not met, dissatisfaction may rise. The disparity between anticipated career advancement and actual salary growth can lead current employees to experience greater salary dissatisfaction compared to former employees. Nonetheless, this finding lacks sufficient theoretical grounding, highlighting the need for a more in-depth examination in future research.

The academic implications of this study are as follows. First, the findings suggest that the antecedents of job satisfaction identified in one country are not necessarily applicable to another, and the factors influencing job satisfaction may vary depending on the context of the employees. Therefore, to apply theories on the antecedents of job satisfaction, it is essential to first understand the influence of the specific national or cultural context [89].

Second, previous studies comparing job satisfaction among employees in different countries primarily relied on surveys or quantitative data. In addition, prior studies analyzed job satisfaction using extensive data collected from employment portal sites typically focused on specific companies or countries. Therefore, researchers could only collect information on predefined variables, and quantitative data had limitations for conducting detailed content analysis. To address this, this study collected data from employment platforms in each country and referred to reviews corresponding to each topic. This allowed for the use of comparative analysis to specifically identify aspects that current and former employees found satisfying or dissatisfying. This approach adds significance to the research.

Third, this study utilized topic modeling to explore the key job satisfaction topics considered important by current and former employees on each platform. This topic modeling approach has the advantage of identifying new factors that were not evident in previous research. Through this method, the study uncovered job satisfaction topics such as "technological capabilities" and "location and accessibility," which were not explored in prior studies. These findings can contribute significantly to future research endeavors.

The practical implications of this study are as follows. First, this research analyzed the vast amount of reviews and ratings posted on employment platforms to derive meaningful results. Collecting and analyzing data from these employment platforms offers the advantages of reducing both time and costs while enabling the collection of a vast amount of data. In addition, many job seekers today tend to trust information provided by employment platforms more than that offered directly by companies or governments [12]. Therefore, it is imperative for companies to analyze information provided by current and former employees on these employment platforms or communities.

Second, this study suggests that based on the identified job satisfaction topics, companies can enhance employee satisfaction by implementing educational programs or improving internal communication. For instance, career development and job autonomy topics were commonly identified as sources of dissatisfaction on both Glassdoor and Jobplanet. Therefore, these factors indicate the need for immediate action from the perspective of IT companies, emphasizing the importance of quickly developing improvement strategies.

Third, the topic of "Technological Capabilities," which had not been previously explored, emerged from the Glassdoor analysis. Thus, promoting a company's technological capabilities when entering the U.S. market is expected to positively impact employee job satisfaction. In addition, the topic of "Location and Accessibility," previously unexplored, was identified on Jobplanet. This indicates that the physical condition of a company is also related to job satisfaction, suggesting that the location of a company should be an important consideration in future decisions.

Fourth, this study highlights the importance of leadership in leveraging innovative technologies to foster a collaborative organizational culture. Scuotto et al. [58] emphasized that absorptive capacity, supported by leadership, facilitates the integration of new

technologies into the workplace. Companies that align technological innovation with supportive cultural practices can enhance employee satisfaction. This finding reinforces the managerial significance of fostering innovation-friendly environments.

Lastly, the study underscores the necessity for IT companies to recognize and address cultural differences when expanding into international markets. For example, while U.S. employees may prioritize technological capabilities, South Korean employees might place greater emphasis on location and accessibility. Understanding these preferences can help companies tailor their HR practices and operational strategies to meet the unique needs of their workforce in different cultural contexts.

7.2. Future Research and Limitations

Despite the significant insights this study provides into the factors influencing job satisfaction among employees in U.S. and Korean companies using big data, there are certain limitations to acknowledge.

First, this study utilized data from 2014 to 2021, without considering the impact or effects of events that occurred during specific periods. For example, this study did not examine how events such as the financial crisis or COVID-19 affected job satisfaction among employees. However, such specific events can impact employment stability [90], suggesting the need for future analyses to consider the influence of these events.

Secondly, this study focused on analyzing IT companies in the United States and South Korea, without considering company-specific information such as size, revenue, history, or number of employees. Therefore, future research could yield more specific results and implications by classifying companies based on size or incorporating company information as control variables in the analysis.

Third, this study identified topics that were common to both Glassdoor and Jobplanet, as well as topics that were unique to each site. The topics identified exclusively on Glassdoor include work–life balance, management, organizational policies, job stress, and company technology capabilities. Meanwhile, the topics unique to Jobplanet are location and accessibility, relationships with superiors, performance evaluation, and company growth and profitability. This study primarily focuses on the comparative analysis of Glassdoor and Jobplanet, centering on topics common to both platforms. However, future research should also consider and compare the uniquely identified topics from each platform to provide a more comprehensive analysis.

Fourth, this study employed CTM as the primary analytical method to identify key factors influencing job satisfaction. While CTM proved effective in uncovering latent topics and handling multilingual data, this study did not perform a comparative analysis with other commonly used topic modeling methods, such as LDA. This limitation restricts the ability to assess CTM's relative advantages and disadvantages comprehensively. Future studies are encouraged to address this limitation by comparing CTM with alternative methods to establish its broader applicability and performance across diverse datasets.

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