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The Relationship Between Information Technology Use, Career Development, and Employee Job Satisfaction: A Systematic Literature Review

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ABSTRACT

This study examines the relationship between information technology use, career development, and employee job satisfaction through a Systematic Literature Review (SLR). The study aims to synthesize findings from previous research and identify the dominant patterns and inconsistencies regarding the relationship between information technology use, career development, and employee job satisfaction. Relevant literature was collected from several sources, including Google Scholar, ResearchGate, Mendeley, and Google Books, based on predetermined inclusion criteria. Twelve research articles published in the last seven years were selected and analyzed descriptively. The findings indicate that information technology use generally has a positive relationship with employee job satisfaction, as demonstrated by most of the reviewed studies. Similarly, career development predominantly shows a positive and significant relationship with employee job satisfaction. However, several studies reported no significant relationship, indicating that the findings may vary according to organizational and employee contexts. Overall, the literature demonstrates a dominant positive pattern, suggesting that effective technological support and structured career development can contribute to improving employee job satisfaction.

Keywords: *Information Technology, Career Development, Job Satisfaction, Systematic Literature Review.*

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1. | INTRODUCTION

Communication and information play an important role in the advancement of science and technology. The emergence of the internet as a global information network has revolutionized human interaction, removing barriers of time and location. Information technology has greatly improved and modernized the learning process in various professional fields. Traditional learning standards have been transformed with the introduction of open and flexible technology-based education. The Internet, which facilitates collaboration and interaction between educators and learners, has become the cornerstone of current and future employee training and education (Jati et al., 2023). The utilization of information technology plays an important role in increasing the productivity and effectiveness of company operations in the modern digital era (Affandi & Sutianingsih, 2023). It is equally important in the field of human resource management, enabling the automation of business procedures and promoting employee growth. Incorporating information technology into career advancement creates many opportunities for employees to develop their skills and unleash their creative potential. Information technology advancements provide businesses the chance to streamline their processes.

Information is a crucial element and plays a significant part in the decision-making process. Information technology is important because it may help with a variety of corporate processes by giving accurate, timely, relevant, and rapid data. Integrating computer and communications technologies with other crucial components including software, databases, network technology, hardware, and other telecommunication equipment, is known as information technology (Maharsi, 2000). In organizational information systems, reliable information technology can improve individual performance and support better decision making. Today, information technology has become an integral part of employees' workflow. Those who master and utilize information technology well will add value to the company, complete tasks faster, and feel a higher level of job satisfaction.

Employees using information technology can not only do tasks more quickly, but also improve the quality of work results, which ultimately increases overall job satisfaction. Information technology assists employees in performing tasks more smoothly, reducing obstacles that may be encountered (Wibisono, 2007). Human resources in an organization determine the organization's ability to achieve its goals and vision (Putri et al., 2024; Rifky & Sutianingsih, 2023). Therefore, continuous human resource development is essential to ensure that the organization has a competent and high-quality workforce, so that optimal results can be achieved. The task of human resource management is to ensure that the potential of employees is maximally utilized, so that they can make a meaningful contribution to the organization or company (Nugroho & Kunartinah, 2012).

Job satisfaction refers to the emotional state that an employee feels when assessing the results of his work, whether it is pleasant or unpleasant (Damayanti & Sutianingsih, 2023). Employee discontent frequently manifests itself in a variety of ways related to their level of work unhappiness. On the other hand, contented workers will have a good outlook on their jobs and workplace. One of the primary measures of an organization's performance is the degree of employee satisfaction (Nugroho & Sutianingsih, 2023). Improved performance and productivity, as well as a decrease in absenteeism and turnover, are all results of high work satisfaction. It is crucial to comprehend the elements that might boost job happiness, such as information technology use and professional growth prospects.

Career development is a factor that significantly affects employee work happiness. When organizations provide employees with well-defined career development goals and pathways, they often exhibit higher levels of motivation and job satisfaction (Jackson & Edgar, 2019; Putra & Sutianingsih, 2023). Career development refers to the process of enhancing employees' employment abilities in order to accomplish their career goals and continuously adapt to the workplace (Rivai & Sagala, 2009). Personal career development not only increases knowledge and skills, but also boosts employees' confidence (Nugroho & Kunartinah, 2012). Effective career development can involve various programs and initiatives, such as mentoring, leadership training, and the establishment of clear career paths (Saputri & Sutianingsih, 2023; Praditya, 2025). When employees see that the company is committed to developing their potential, it can increase their satisfaction, motivation, and loyalty to the company.

Training and career development activities help maximize employee job satisfaction and improve productivity and performance. On the other hand, combining job types is expected to increase employee satisfaction (Putra & Sutianingsih, 2023). Previous studies have examined the relationship between information technology use, career development, and employee job satisfaction, but their findings are not entirely consistent. Several studies report positive and significant effects, while other studies find no significant relationship between the variables. These differences indicate the importance of reviewing and synthesizing previous findings to obtain a more comprehensive understanding of the relationship among the variables. Therefore, this study attempts to shed more light on the connection between information technology use, career development, and employee job satisfaction using a systematic literature review methodology. It is anticipated that the study's findings will help researchers and readers create and put into practice efficient training and development plans that will raise overall worker job satisfaction.

2. | LITERATURE REVIEW

Information Technology Use and Employee Job Satisfaction

The use of information technology has become an important factor in supporting employee effectiveness and job satisfaction. Information technology facilitates data processing, information access, communication, and task completion, thereby helping

employees perform their responsibilities more efficiently. Previous studies generally indicate a positive relationship between information technology use and employee job satisfaction. Tandi et al. (2022) found that the utilization of computing information technology significantly and positively affects employee job satisfaction. Similar findings were reported by Lestari et al. (2021), who found that information technology has a significant effect on job satisfaction during the COVID-19 pandemic. Mansyur et al. (2022) also demonstrated that information technology use positively and significantly affects employee job satisfaction, while Sukadana and Mahyuni (2021) found that information technology makes a substantial contribution to job satisfaction in Education Management 4.0. These findings suggest that technology can improve employees' work experiences by facilitating the completion of tasks and supporting organizational activities.

However, the relationship is not entirely consistent across studies. Pasaribu et al. (2022) found that information technology did not have a significant effect on employee job satisfaction. This difference indicates that the impact of technology may depend on organizational and employee-related conditions. Thus, although most reviewed studies support a positive relationship, the evidence does not establish a universal effect. The systematic review therefore indicates that information technology generally contributes positively to job satisfaction, but its effectiveness may vary according to the context in which it is implemented (Lestari et al., 2021; Mansyur et al., 2022; Sukadana & Mahyuni, 2021; Tandi et al., 2022; Pasaribu et al., 2022).

Career Development and Employee Job Satisfaction

Career development is another important factor associated with employee job satisfaction. Opportunities for career advancement, professional growth, and the development of employee capabilities can influence how employees perceive their work and their organization. The reviewed literature predominantly demonstrates a positive and significant relationship between career development and job satisfaction. Ayudiarini (2020) found that career development significantly influences employee job satisfaction. Anggreni and Dewi (2019) similarly reported that career development has a positive and significant relationship with job satisfaction, while Rulianti and Nurpribadi (2023) found that career development significantly affects employee job satisfaction. Yaningsih and Triwahyuni (2022) also reported a positive and significant influence of career development on employee job satisfaction.

Further evidence was provided by Aisy et al. (2023), whose study showed that career development is related to employee job satisfaction, and Hayati et al. (2021), who examined career development together with transformational leadership and job design in relation to job satisfaction. These findings indicate that employees are more likely to experience satisfaction when organizations provide opportunities for career advancement and professional development. Nevertheless, the literature also reveals an inconsistent finding. Saefullah (2021) reported that the relationship between career

development and employee job satisfaction was not statistically significant. This result demonstrates that career development may not produce the same effect in every organizational context. Overall, however, the reviewed studies predominantly support the positive contribution of career development to employee job satisfaction (Ayudiarini, 2020; Anggreni & Dewi, 2019; Rulianti & Nurpribadi, 2023; Yaningsih & Triwahyuni, 2022; Saefullah, 2021).

Synthesis of Previous Studies and Research Gap

The literature reviewed in this study demonstrates that information technology use and career development are generally associated with employee job satisfaction. The systematic review identified twelve relevant studies published between 2019 and 2024, consisting of studies examining information technology use and studies examining career development in relation to job satisfaction. Most studies concerning information technology indicate a positive relationship with job satisfaction, although Pasaribu et al. (2022) reported no significant effect. Likewise, the literature on career development predominantly demonstrates a positive and significant relationship, while Saefullah (2021) found no statistically significant relationship.

The variation in findings indicates that neither information technology nor career development has an identical effect across all organizational settings. Differences in research subjects, organizational environments, and contextual conditions may contribute to these variations. The reviewed studies also demonstrate that job satisfaction is influenced by multiple organizational factors, including technology, career development, motivation, leadership, workload, and the work environment (Mansyur et al., 2022; Anggreni & Dewi, 2019; Rulianti & Nurpribadi, 2023; Yaningsih & Triwahyuni, 2022).

The main research gap identified from the reviewed literature is therefore not the absence of studies on the individual relationships between the variables, but the inconsistency of findings across different contexts. The literature provides stronger evidence for positive effects, but contradictory findings remain. This creates a need to synthesize the existing evidence systematically to obtain a more comprehensive understanding of how information technology use and career development relate to employee job satisfaction. The present systematic literature review addresses this gap by integrating findings from the selected studies and identifying the dominant patterns as well as contradictory results.

3. | RESEARCH METHOD

This study employs a qualitative descriptive research design using a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize previous studies concerning the relationship between information technology use, career development, and employee job satisfaction. The SLR approach was selected because it enables the researchers to systematically examine findings from relevant previous research and identify consistent as well as contradictory results. The literature search was conducted

using several sources, including Google Scholar, ResearchGate, Mendeley, and Google Books. The literature was selected based on predetermined inclusion criteria to ensure its relevance to the research objectives. The inclusion criteria consisted of: (1) the literature must be a research article; (2) the study must discuss employee job satisfaction, career development, and/or information technology use; (3) the publication must have been published between 2019 and 2024; and (4) the research article must be accessible and available in full text. Based on these criteria, twelve relevant research articles were selected and analyzed.

The analysis focused on two independent variables, namely information technology use and career development, and one dependent variable, namely employee job satisfaction. The selected studies were reviewed by identifying their research methods, variables, and main findings, followed by comparison and synthesis of the findings to determine the dominant patterns and differences among previous studies. The conceptual relationship examined in this study is presented in Figure 1. Information technology use and career development are positioned as independent variables that are expected to be associated with employee job satisfaction as the dependent variable.

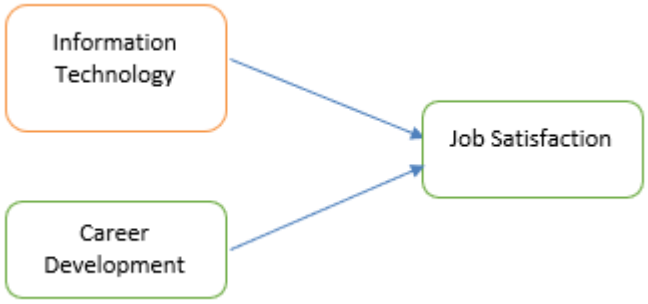


Figure 1. Research Model

The systematic review results were subsequently synthesized descriptively to determine whether information technology use and career development consistently influence employee job satisfaction and to identify contradictory findings reported in previous studies. This synthesis provides the basis for the discussion and conclusions of the study.

4. | RESULTS

Literature Selection

The systematic literature review was conducted to identify relevant studies examining the relationship between information technology use, career development, and employee job satisfaction. The literature selection was based on predetermined inclusion criteria concerning the type of literature, research subject, publication period, and accessibility of the full-text articles. The inclusion criteria used in this study are presented in Table 1.

Table 1. Data Inclusion Criteria

Criteria	Inclusion
Types of Literature	Research article
Subject	Studies on work satisfaction, career advancement, and information technology usage
Year of Publication	2019-2024
Source	Research articles retrieved from Google Sholar can be accessed and opened fully and completely

Based on these criteria, twelve relevant research articles were selected for further analysis. The selected studies consist of research examining information technology use and employee job satisfaction as well as research examining career development and employee job satisfaction. The characteristics and main findings of the selected studies are presented in Table 2.

Table 2. Summary of Selected Literature

No	Article Title	Author, Year	Journal	Research Methods	Research Results
Literature Use of Information Technology on Employee Job Satisfaction					
1.	The Role of Job Satisfaction in Mediating the Relationship Between Utilization of Computing Information Technology (Google Drive) Against Employee Performance at the Service Office Front Office Dpmptsp Papua Province	Tandi, Alfrida M, Mansur Noch, Muhamad Yamin Sawir, Muhammad (2022)	The Journal of Business and Management Research	Quantitative Approach	The use of information technology **significantly** and favorably affects job satisfaction at DPMPTSP Pupua Province.
2.	Effect of Organizational Communication and Use of	Ali Mansyur, Mochamad Edris, Mamik	Journal of Digital Economics and Business	explanatory and descriptive	Work happiness is positively and **significantly**

	Information Technology Information on Employee Performance with Job Satisfaction As Intervening; (Case Study on Village Apparatus in Nalumsari District, Jepara Regency)	Indaryani (2022)			impacted by the usage of information technology.
3.	The Effect of Turnover Intention and Information Technology on Job Satisfaction during the Covid-19 Pandemic	Ayu Lestari, Wani Fitriah, Anggreany Hustia (2021)	National Journal of Marketing & HR Management	associative research	Information technology has a major impact on job happiness.
4.	Information Technology, Innovative Behavior, Competence, Job Satisfaction, and Performance of Education Management 4.0	Komang Sukadana, Luh Putu Mahyuni (2021)	Journal of Education Administration & Management	Quantitative Approach	The utilization of information technology makes a substantial and substantial contribution to work satisfaction.
5.	The Effect of Leadership, Employee Performance, Motivation And Information Technology On Employee Job Satisfaction Moderated By	Rasnius Pasaribu, Adler Haymans Manurung, Zahara Tussoleha Rony (2022)	Jurnal Management Science	Quantitative approach	Information technology has no appreciable impact on workers' job happiness.

	Age Of Employees At Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi				
Career Development Literature on Employee Job Satisfaction					
6.	The Effect of Organizational Climate and Career Development On Job Satisfaction	Natassia Ayudiarini (2020)	Angewandte Chemie International	Quantitative approach	Career development has a significant influence on employee job satisfaction
7.	The Effect of Career Development on Employee Job Satisfaction	Akhwanul Akhmal, Fitriani Laia, Ruri Aditya Sari (2023)	Journal of Business Administration	Quantitative approach	Professional growth inside the organization The Tanjung Morawa plantation enterprise has a noteworthy and favorable impact on the job happiness of its employees.
8.	The Role of Work Motivation in Mediating the Effect of Career Development on Job Satisfaction	Anggreni, Ni Kadek Riska Diah & Dewi, Gusti Ayu Manuati (2019)	Journal Manajement	Quantitative approach	Career growth is positively and significantly correlated with workers' job satisfaction at PT Mitra Krida Mandiri Jambaran.

9.	The Effect of Transformational Leadership, Job Design and Career Development on Job Satisfaction Moderated by Technology on Millennials in the Education Industry	Hayati, Puput Nurul Putriana, Lies Salim, Fahruddin (2021)	Journal Ecoment Global	Quantitative approach	Information technology has a big impact on how happy employees are at work.
10.	The Effect of Work Motivation, Work Environment and Career Development on Employee Job Satisfaction	Erina Rulianti, Giri Nurpribadi (2023)	Journal of Islamic Economics & Economics	Quantitative approach	Employee work happiness is positively and significantly impacted by career growth.
11.	The Effect of Supervision, Workload, and Career Development on Employee Job Satisfaction	Tika Andri Yaningsih, Endang Triwahyuni (2022)	Akmenika Journal	Quantitative approach	Employee work happiness is positively and significantly impacted by career growth.
12.	Impact of Performance Appraisal and Career Development on Job Satisfaction of Banking Employees	Ujang Asep Saefullah (2021)	Technomedia Journal	Quantitative approach	The relationship between career advancement and employee job satisfaction is not statistically significant.

Information Technology Use and Employee Job Satisfaction

The results show that information technology use generally has a positive relationship with employee job satisfaction. Four of the five studies reviewed in this category reported a positive or significant relationship. Tandi et al. (2022) found that the utilization of computing information technology significantly and positively affects employee job satisfaction. Similar findings were reported by Lestari et al. (2021), who found a significant effect of information technology on job satisfaction. Mansyur et al. (2022) also demonstrated that information technology use positively affects employee job satisfaction, while Sukadana and Mahyuni (2021) found that information technology makes a substantial contribution to job satisfaction. These findings indicate that information technology can support employees in completing their tasks, accessing information, and improving work efficiency.

The findings are consistent with the theoretical discussion in the study, which explains that information technology can help employees perform tasks more efficiently and improve the quality of work outcomes (Wibisono, 2007). Information technology therefore has the potential to create a more effective working environment and contribute to employee satisfaction. However, the findings are not completely consistent. Pasaribu et al. (2022) reported that information technology had no significant effect on employee job satisfaction. This contradictory finding indicates that the effect of technology may vary according to organizational or employee conditions. Thus, although the dominant pattern in the reviewed literature supports a positive relationship, information technology does not necessarily produce the same effect in every context.

Career Development and Employee Job Satisfaction

The literature review also demonstrates a predominantly positive relationship between career development and employee job satisfaction. Six studies in this category reported that career development significantly or positively affects job satisfaction. Ayudiarini (2020) found a significant influence of career development on employee job satisfaction. Anggreni and Dewi (2019) similarly found a positive and significant relationship between career development and job satisfaction. Rulianti and Nurpribadi (2023) and Yaningsih and Triwahyuni (2022) also reported significant positive effects of career development on employee job satisfaction. The findings suggest that opportunities for professional growth, career advancement, and employee development can contribute to greater job satisfaction. This pattern is consistent with the argument that employees who are provided with clear career development opportunities are more likely to experience motivation and satisfaction at work (Jackson & Edgar, 2019; Nugroho & Kunartinah, 2012). Career development can also involve mentoring, leadership training, and clear career pathways, which may strengthen employees' perceptions that their organization supports their professional growth.

Nevertheless, the findings again reveal an inconsistency. Saefullah (2021) found that the relationship between career development and employee job satisfaction was

not statistically significant. This result indicates that career development may not independently determine job satisfaction in every organizational setting. Other factors may influence employees' perceptions of their work, meaning that career development should be considered together with other organizational conditions. The systematic review indicates that both information technology use and career development generally have positive relationships with employee job satisfaction. Of the five studies concerning information technology, four reported positive findings and one reported no significant effect. Similarly, among the seven studies concerning career development, six reported positive or significant effects and one reported no significant effect.

The findings therefore demonstrate a dominant positive pattern while simultaneously revealing contradictory evidence. These inconsistencies are important because they indicate that the relationship between the variables may depend on the characteristics and context of the organizations and employees examined. The results support the importance of information technology and career development as factors that may enhance employee job satisfaction, while also demonstrating that neither factor should be interpreted as having a universally identical effect across all contexts.

5. | DISCUSSION

The findings of this systematic literature review indicate that information technology use and career development generally have a positive relationship with employee job satisfaction, although several contradictory findings were identified. Regarding information technology, Tandi et al. (2022) found that information technology utilization significantly and positively affects employee job satisfaction. Similar findings were reported by Lestari et al. (2021), Mansyur et al. (2022), and Sukadana and Mahyuni (2021), indicating that information technology can support employees in completing tasks, improving efficiency, and facilitating access to information. These findings are consistent with Wibisono (2007), who emphasized that information technology can help employees perform their tasks more smoothly and improve work outcomes.

However, the positive relationship is not universal. Pasaribu et al. (2022) found no significant effect of information technology on employee job satisfaction. This difference suggests that the contribution of technology to job satisfaction may depend on organizational and employee conditions. Therefore, the availability or use of technology alone may not automatically increase satisfaction if it is not accompanied by appropriate implementation and employee support.

The findings concerning career development show a stronger and more consistent positive pattern. Studies by Ayudiarini (2020), Anggreni and Dewi (2019), Rulianti and Nurpribadi (2023), and Yaningsih and Triwahyuni (2022) indicate that career development significantly or positively affects employee job satisfaction. These findings support the view that opportunities for career advancement, skill development,

mentoring, and clear career pathways can increase employees' motivation and satisfaction. Nugroho and Kunartinah (2012) also emphasized the importance of career development in improving employee capabilities and supporting job satisfaction.

Nevertheless, Saefullah (2021) found no statistically significant relationship between career development and job satisfaction. This contradictory finding indicates that career development may interact with other organizational factors in determining employee satisfaction. Overall, the literature demonstrates a dominant positive pattern for both variables, while the inconsistent findings highlight the importance of organizational context. The results therefore suggest that organizations should not rely on information technology or career development independently, but should integrate technological support with effective employee development programs to create a more supportive work environment and improve job satisfaction.

6. | CONCLUSION

The findings of this systematic literature review indicate that information technology use and career development are generally associated with employee job satisfaction. Based on the twelve studies reviewed, most studies found a positive relationship between these factors and employee job satisfaction. Information technology can support employees by improving work efficiency, facilitating access to information, and helping them complete tasks more effectively. Similarly, career development can enhance employee satisfaction by providing opportunities for professional growth, skill development, career advancement, and organizational support. The systematic review also identified several inconsistent findings. Among the studies examining information technology, four reported a positive relationship with employee job satisfaction, while one study found no significant effect. Regarding career development, six studies reported a significant positive relationship, whereas one study found no significant effect. These differences indicate that the effects of information technology use and career development may vary according to organizational and employee contexts. The reviewed literature demonstrates a dominant positive pattern between information technology use, career development, and employee job satisfaction. Therefore, organizations may improve employee job satisfaction by effectively integrating technological support with structured career development programs. Future research may further examine the contextual factors that explain the differences in findings across organizations and employee groups.

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Declaration of Conflicting Interests

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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