



The Effect of Work Culture, Compensation, and Innovative Behavior on Employee Job Satisfaction

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Abstract: The effect of work culture, compensation and innovative behavior on employee job satisfaction is a scientific article in the literature study within the scope of the field of science. **The purpose** of this article is to build a hypothesis of the influence between variables that will be used in further research. **Research objects** in online libraries, Google Scholar, Mendeley and other academic online media. **The research method** with the research library comes from e-books and open access e-journals. **The results** of this article: 1) work culture has an effect on employee job satisfaction; 2) compensation has an effect on employee job satisfaction; and 3) innovative behavior has an effect on employee job satisfaction.

Keyword: employee job satisfaction, work culture, compensation, innovative behavior

INTRODUCTION

Background

Job satisfaction is a pleasant or unpleasant emotional state of employees where employees will view from the perspective of their respective jobs because the level of job satisfaction of each employee is different. Job satisfaction is basically also an individual thing, each individual has a level of job satisfaction that is in accordance with their wishes and value system.

Work culture is a quality way of daily work and is always based on meaningful values, so that it motivates, inspires, to always work better, and satisfies the people served (Ruliyansa, 2018: 83).

According to KBBI, compensation is a reward in the form of money or non-money given to employees from the company. Another variable that affects employee job satisfaction

is innovative behavior, which is an individual's ability to create new ideas and points of view that are transformed into innovations (Dysvik, Kuvas & Buch, 2014).

This article discusses the influence of work culture, compensation, and innovative behavior on employee job satisfaction, a literature review study in the field of system thinking in Islamic education management.

Based on the background, the purpose of writing this article is to build hypotheses for further research, namely to formulate: 1) The effect of work culture on employee job satisfaction; 2) The effect of compensation on employee job satisfaction; and 3) The effect of innovative behavior on employee job satisfaction.

METHOD

The method of writing this Literature Review article is with a Descriptive Qualitative method and Literature review or Library Research, sourced from the online application Google Scholar, Mendeley and other online academic applications.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Result

Based on the background, objectives and methods, the results of this article are as follows:

Employee Job Satisfaction

Job satisfaction is an assessment, feeling or attitude of a person or employee towards his job (Koesmono, 2014).

Job satisfaction is an effective or emotional response to various aspects of one's job. This definition shows that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (Kreitner & Kinicki in Hamali, 2018).

The dimensions, indicators, syntheses or factors that influence employee job satisfaction are salary, the job itself, coworkers, superiors, promotions, and the work environment.

Employee job satisfaction has been studied by many previous researchers including (Z. Azhari, 2021) (V Mutiara, 2021) (R Nabawi, 2019).

Work Culture

Work culture can be interpreted as a pattern of basic assumptions, created, known or developed by a group to overcome the problems of external adaptation and internal integration so that it is considered necessary to be taught to new employees as the right way of looking, thinking, feeling about the problems they face (Efrinawati., et al, 2022).

Work culture is a common perception shared by all employees of the organization, so that each employee will have values, beliefs and behaviors that are in accordance with the organization (Sedarmayanti, et al, 2018).

Dimensions, indicators, syntheses or factors that have an impact on work culture are habits, rules, values.

This work culture has been widely researched by previous researchers including (DS Rafiie: 2018) (S Sedarmayanti: 2018) (Zakiul., et al: 2017)

Compensation

Compensation is the overall income given to employees as a reward for the contributions they make to the organization, both financial and non-financial in nature (Suparyadi: 271).

Compensation is everything that is received in the form of both physical and non-physical. Compensation also means all rewards received by a worker / employee for services or results from his work in an organization in the form of money or goods, either directly or indirectly (Djoko Setyo Widodo., et al: 2022).

Dimensions, indicators, syntheses or factors that affect compensation are wages and salaries, incentives, allowances, and facilities.

This compensation has been widely researched by previous researchers including (Herispon: 2022) (Feby Hasrawati: 2019) (Citha., et al: 2018) (Choirul Huda: 2018)

Innovative Behavior

Perilaku inovatif mengacu pada kemampuan untuk menciptakan ide orisinal, menggunakan pekerjaan sebagai ide potensial dan mengimplementasikan ide-ide baru ke dalam praktik kerja (Birdi, Leach & Magadley, 2016).

Perilaku inovatif sebagai penciptaan model bisnis, teknik manajemen, strategi dan struktur organisasi di luar yang sudah ada (McGruirk, Lenihan dan Hart, 2015).

Dimensi, indikator, sintesis atau faktor yang mempengaruhi perilaku inovatif adalah tantangan kerja, otonomi, situasi yang mendukung, kontak dari luar, perbedaan, dan variasi permintaan.

Perilaku inovatif ini telah banyak diteliti oleh peneliti terdahulu diantaranya (Benyamin Situmorang: 2014) (Anastasi Ekawati: 2014) (Anton Sujarwo: 2017).

Results of Review of Relevant Articles

Reviewing relevant articles as a basis for determining research hypotheses by explaining the results of previous studies, explaining the similarities and differences with the research plan, from relevant previous studies such as table 1 below.

Table 1: Relevant Research Results

No	Author (Year)	Previous Research Results	Similarities with this article	Difference with this article	H
1	W Ruswandi (2017)	Work culture and compensation have a positive and significant effect on job satisfaction	Work culture affects job satisfaction	Motivation affects job satisfaction	H1
2	E Damayanti (2020)	Work culture and compensation have a positive and significant effect on job satisfaction	Work culture affects job satisfaction	Work environment affects job satisfaction	H1
3	A Hidayat (2021)	Compensation and work motivation have a positive and significant effect on job satisfaction	Compensation affects job satisfaction	Motivation affects job satisfaction	H2
4	Natalia, dkk (2021)	Compensation and job stress have a positive and significant effect on employee job satisfaction.	Compensation affects employee job satisfaction	Job stress affects job satisfaction	H2

5	Anastasia Ekawati (2014)	Innovative culture has a positive effect on employee job satisfaction	Innovative culture affects employee job satisfaction	Leadership style affects employee job satisfaction	H3
6	Benyamin Situmorang (2014)	Innovative behavior has a positive effect on job satisfaction of junior high school principals in Medan	Innovative behavior affects job satisfaction of junior high school principals in Medan	Learning leadership affects job satisfaction at junior high schools in Medan	H3

Discussion

Based on the theoretical study, the discussion of this literature review article is to review relevant articles, analyze the influence between variables and make a conceptual thinking research plan:

Based on the research results, the discussion of this article is to review relevant articles, analyze the influence between variables and make a conceptual thinking research plan:

The influence of work culture on job satisfaction.

Work culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems arising from external adaptation and internal integration that have gone well enough, so it needs to be taught to new members as the right way to understand, think and feel about these problems.

The principles or concepts of work culture are that work culture affects job satisfaction, if work culture increases, job satisfaction will also increase.

Work culture affects job satisfaction, if the work culture is perceived well, job satisfaction will be perceived well and vice versa. That if the work culture is perceived as bad then job satisfaction will also be bad.

Factors that influence work culture are habits, rules and values.

To increase job satisfaction by paying attention to work culture, what management must do is provide opportunities for employees to use skills, and provide feedback on how well employees work, then how employee working conditions both in terms of personal comfort and ease of doing work where the stronger the work culture in the organization, the employee job satisfaction will also increase.

Work culture affects job satisfaction, this is in line with research conducted by: (DS Rafiie: 2018) (S Sedarmayanti: 2018) (Zakiul., et al: 2017)

The effect of compensation on job satisfaction.

Compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided by the company/organization.

The principles or concept of compensation is an exchange between the workforce and the organization. The workforce uses its skills, knowledge and competence to help the organization get the job done to achieve a competitive advantage in realizing its vision. On the other hand, the organization provides its employees with salaries and benefits, a comfortable work environment, opportunities for education and training, to help the workforce balance work activities and other activities.

Compensation affects job satisfaction, if compensation is perceived well, job satisfaction will be perceived well too, and vice versa. This can be explained that the higher the compensation received by employees, the higher the employee job satisfaction.

Factors that affect compensation are supply and demand, labor unions, ability to pay, productivity, cost of living and government.

Compensation plays a role in employee job satisfaction, this is in line with research conducted by: (Herispon: 2022) (Feby Hasrawati: 2019) (Citha., et al: 2018) (Choirul Huda: 2018)

The effect of innovative behavior on employee job satisfaction.

Innovative behavior is the action of individuals who are able to create new ideas, products, problem solving and technology.

The principles or concepts of innovative behavior are finding out new technologies, generating creative ideas, advancing and fighting for ideas to others, researching and providing the necessary resources to realize ideas, developing careful plans and schedules to realize the new idea and creative.

Innovative behavior affects job satisfaction, if innovative behavior is perceived well, job satisfaction will be perceived well too, and vice versa. This can be explained that if innovative behavior increases, job satisfaction will also increase better.

Factors that influence innovative behavior are work challenges, autonomy, strategic attention, supportive situations, outside contacts, differences, and demand variations.

Innovative behavior plays a role in job satisfaction, this is in line with research conducted by: (Benyamin Situmorang: 2014) (Anastasi Ekawati: 2014) (Anton Sujarwo: 2017)

Conceptual Framework

Based on the formulation of the problem, discussion and relevant research, the conceptual framework of this article is as shown in Figure 1 below.

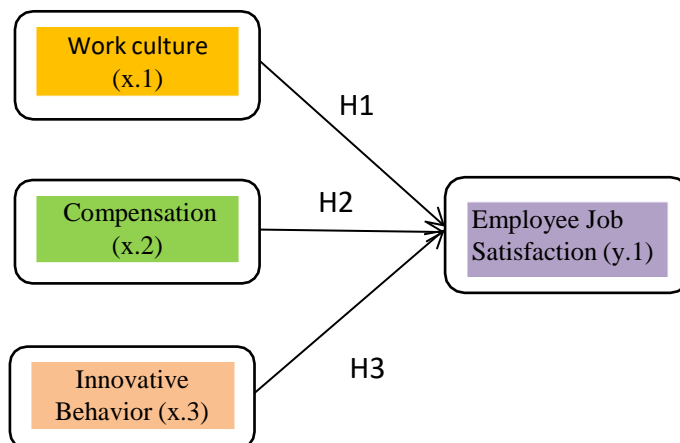


Figure 1: Conceptual Framework

Based on the conceptual framework above, then: work culture, compensation and innovative behavior affect employee job satisfaction. Apart from the three exogenous variables that affect employee job satisfaction, there are still many other variables, including:

- 1) Work Environment: (Ade Irma:2020) (Siti Chodijatul Fitriyah: 2021) (A. Nurlaela: 2021)
- 2) Discipline: (Janny Adriani Djari: 2017) (T Widiyanto: 2019) (A Sardina: 2020)
- 3) Motivation: (Ni Kadek Eni Juniarti dkk: 2015) (STMST Mubaroqah: 2020) (A Ariansyah: 2019)

CONCLUSION

Based on the objectives, results and discussion, the conclusion of this article is to formulate hypotheses for further research, namely: 1) work culture affects employee job satisfaction; 2) compensation affects employee job satisfaction and 2) innovative behavior affects employee job satisfaction.

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