



THE EFFECT OF SALARY, CAREER DEVELOPMENT AND REWARDS ON JOB SATISFACTION (STUDY OF HUMAN RESOURCE MANAGEMENT LITERATURE)

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Abstract: The Literature Review article on the Effect of Salary, Career Development and Rewards on Job Satisfaction is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is using the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this study are: 1) Salary has an effect on Job Satisfaction; 2) Career Development has an effect on Job Satisfaction; and 3) Awards have an effect on Job Satisfaction. Apart from these 3 exogenous variables that affect the endogenous variable Job Satisfaction, there are still many other factors including Work Environment, Organizational Culture and Workload variables.

Keywords: Sallary, Career Development, Rewards, Job Satisfaction

INTRODUCTION

Human Resources are an important factor in running an organization or company. For this reason, management needs to pay attention to aspects related to Human Resource Management to accelerate the achievement of company or organizational goals. In this case salary, career development and awards are indicators that need to be investigated by researchers in determining job satisfaction. Because an employee's job satisfaction will have an impact on the performance and loyalty of the employee, so that it will have an impact on company performance and company image.

Based on the background of the problems that have been discussed, the researchers determine the formulation of the problem as follows:

1. Does Salary affect Job Satisfaction ?
2. Does Career Development affect Job Satisfaction ?
3. Does the award affect Job Satisfaction ?

LITERATURE REVIEW

Job Satisfaction

According to Sudaryo & Nunung (2018) Job Satisfaction is a condition where a person feels satisfied or likes and dislikes work based on expectations with rewards provided by the agency.

According to Afandi (2018: 74) Job Satisfaction is a positive attitude from the workforce, including feelings and behavior regarding their work through the assessment of one job as a sense of respect in achieving one of the important values of the job.

Indicators of job satisfaction according to Nuraini (2013) are: Sufficient wages, reward for work, career development, fair treatment, calmness of work and feeling of being recognized.

Job Satisfaction has been widely studied by previous researchers, including: (Ali et al., 2022), (F. Saputra & Mahaputra, 2022a), (F. Saputra & Mahaputra, 2022b).

Salary

According to Andrew F. Sikula (2007:119) Salary is remuneration in the form of money received by an employee for his contribution in achieving organizational goals. According to Panggabean (2008:77) Salary is a financial reward that is paid to an employee on a regular basis, either annually, quarterly, monthly, weekly and even daily.

The salary earned by an employee who works in an organization is an important factor in the success of achieving company goals, in addition to other factors. Because the salary obtained by the employee will affect work productivity, stability and employee work. Salaries have been widely studied by previous researchers including: (F. Saputra, 2021), (Mahaputra & Saputra, 2022), (Suharyono & Ali, 2015),

Career Development

According to Samsudin in (Hamali: 2018) Career development is a condition which shows an increase in a person's status in an organization where that person works.

According to Burso (2018), career development is an effort carried out by every employee or an organization to increase self-motivation to do optimally in serving and improving abilities or skills in carrying out the main tasks and functions of profit and non-profit organizations.

Career Development indicators according to Bahri & Zamzam (2015), namely: career clarity, evaluation and rewards, workplace in accordance with organizational goals.

Career Development has been widely studied by previous researchers including: (Setiyaningrum, 2019), (F. Saputra & Mahaputra, 2022a), (Mukhtar, M., Ali, H., & Jannah, 2016).

Rewards

According to Sastrohadiwiry (2010: 17) an award is a reward for services provided by an organization or company to an employee, because they have contributed their thoughts and energy in achieving organizational goals.

According to Adhitomo Wirawan et al (2018) Reward is an important factor in motivating employees to contribute to providing innovative ideas for good business functions and improving company performance both financially and non-financially. Award indicators according to Dicky Saputra (2017) are: Wages, salaries, incentives, allowances, interpersonal awards and promotions.

The award has been widely researched by previous researchers, including: (Widhiastana et al., 2017), (Sunarto et al., 2017), (Suak et al., 2017).

Table 1. Relevant Previous Research Results

No	Author (year)	Previous Research Results	Similarity with this article	Difference with this article
1	(Supatmi et al., 2012)	The Effect of Training, Compensation on Employee Job Satisfaction and Employee Performance	Discussing about Compensation for Job Satisfaction	There is a difference in the variable Training on Employee Performance

2	(Sunarto et al., 2017)	The Effect of Reward, Punishment and Job Satisfaction on Employee Performance at PT. Central Jakarta Sinarmas Insurance	Discussing the effect of rewards on job satisfaction	There is a difference in this study, there is a research locus
3	(Suak et al., 2017)	The Effect of Reward and Punishment on Employee Performance of Sutanraja Hotel Amurang	Discussing the effect of Reward on Job Satisfaction	There is a difference in this study, there is a research locus.
4	(Andini, 2010)	Analysis of the Effect of Salary Satisfaction, Job Satisfaction, Organizational Commitment on Turnover Intention (Case Study at Roemani Muhammadiyah Hospital Semarang)	Discussing the influence of Salary on Job Satisfaction	In this study, the research locus was carried out at the Roemani Muhammadiyah Hospital, Semarang
5	(Mukhtar, M., Ali, H., & Jannah, 2016)	Analysis of the Influence of Leadership Style and Organizational Culture on Career Development of the Ministry of Religion of Jambi Province	Discussing Career Development in an organization	In this study, the research locus was carried out at the Ministry of Religion of Jambi Province
6	(Bahri & Chairatun Nisa, 2017)	The Effect of Career Development and Work Motivation on Employee Job Satisfaction	Discussing Career Development	This study discusses the effect of work motivation on employee performance satisfaction

RESEARCH METHODS

The method of writing scientific articles is the qualitative method and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Google Scholar and other online media.

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 posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or "library review" (Review literature), as the basis for formulating hypotheses and in the final stage these two literatures become the basis for comparing the results and findings. -findings revealed in research (H. Ali & Limakrisna, 2013)

DISCUSSION

Based on the theoretical study and relevant previous research tables, the following discussion is discussed:

1. The Effect of Salary on Job Satisfaction

Salary is a reward given by the organization or company to employees or employees who have given their time, energy and thoughts to the organization in achieving organizational goals.

Each organization or company has its own provisions in determining the amount of salary given, each division and position in the company has its own salary. The greater the salary given, of course, the heavier the tasks and responsibilities that must be carried out by employees. However, to achieve justice between companies and workers, the government sets a minimum wage to benefit both parties, both employers and workers.

Salary affects job satisfaction, this is in line with research conducted by: (F. Saputra, 2021), (Mahaputra & Saputra, 2022), (Suharyono & Ali, 2015).

2. The Effect of Career Development on Job Satisfaction

Career Development affects Job Satisfaction, where the dimensions or indicators of Career Development, one of which is career clarity, affects Job Satisfaction indicators, namely career development and fair treatment.

An organization that pays attention to the clarity and career development of each of its employees will lead to job satisfaction of its employees, because employees think they are treated fairly by the company or organization where they work or devote their energy, time and thoughts.

Career Development has an effect on Job Satisfaction, this is in line with research conducted by: (F. Saputra, 2021), (Mukhtar, M., Ali, H., & Jannah, 2016).

3. The Effect of Rewards on Job Satisfaction

Reward is a condition where employees receive recognition or appreciation for their dedication in achieving organizational or company goals. Awards that can be given can be in the form of certificates of appreciation, salary increases, bonuses and so on that show appreciation to employees.

An employee who gets an award will assume that his existence and hard work has been appreciated by the organization or company, so that loyalty to the employee himself will arise.

Rewards have an effect on Job Satisfaction, this is in line with research conducted by: (Sunarto et al., 2017), (Suak et al., 2017), (Hermawan, 2021a), (F. Saputra, 2022a).

Conceptual Framework

Based on the problem formulation, theoretical studies, previous research and discussion of the influence between variables, the conceptual framework is obtained as follows:



Figure 1. Conceptual Framework

Based on the conceptual framework picture above, then: Salary, Career Development and Rewards affect Job Satisfaction.

Apart from the variables of Salary, Career Development and Rewards that affect Job Satisfaction. There are many other factors that affect job satisfaction, including:

- 1) Work Environment: (Karsono, 2018), (Anas, 2019), (Kurniawan, D., Putra, C. I. W., & Sianipar, 2021), (Andrian et al., 2021), (Pangkey et al., 2019), (Husadha, C., Zen, A., & Panjaitan, 2014), (Dhianty, 2022), (Supriyadi et al., 2019), (Alurmei, 2019), (Nugraha et al., 2017), (Widianoro et al., 2021), (Zahra, 2020), (Athalarik & Zahra, 2021), (Erviani et al., 2019), (Ala et al., 2021).
- 2) Organizational Culture: (Manrejo & Fitarningsih, 2021), (Manrejo et al., 2020), (D. Kurniawan, 2020), (Lantu & Irfana, 2019), (Sianipar, 2019), (Zen et al., 2022), (Dhianty,

- 2021a), (R. Saputra & Dhianty, 2022b), (Atmoko & Noviriska, 2022), (Corsini & Nugraha, 2021), (Viena, 2021).
- 3) Workload: (Syauket et al., 2022), (Manrejo & Ariandiyen, 2022), (Kurniawan, S., & Zen, 2021), (Zen, 2019a), (Manrejo, 2019), (Sudiantini et al., 2022), (R. Saputra & Dhianty, 2022a), (Ummah, A. H., Djuanda, G., Ahmad, D., Afriza, E. S. D., Athalarik, F. M., Moekahar, F., ... & Kairupan, 2021), (Sinaga et al., 2020), (Riyani et al., 2008), (Imaddudin et al., 2022), (Zulfah et al., 2020), (Hariyati & Sovianti, 2021), (R. Kurniawan & Ala, 2021).
 - 4) Leadership Style: (Karsono et al., 2022), (F. Saputra, 2021), (Nurpati, 2020), (Manrejo & Sebayang, 2021), (Anas, 2020), (Irfana, T. B., Adam, H., & Mirza, 2018), (Dhianty, 2021b), (Yurnal & Ihsan, 2019), (Hermansyah, E. O., Machfoedz, M. B. A., & Kartawan, 2010), (Athalarik & Susanto, 2020), (Iksan et al., 2022), (Athalarik & Zahra, 2021), (Sinthya et al., n.d.), (Sovianti, 2021), (Ala, 2017), (Putra et al., 2022), (Ilhamalimy & Mahaputra, 2021).
 - 5) Work Culture: (Sari & Ali, 2022), (F. Saputra, 2021), (Ismail et al., 2022), (F. Saputra, 2022b), (Hafat & Ali, 2022), (Elmi et al., 2016), (Sari & Ali, 2022), (Zen, 2019b), (Siswanto & Putri, 2021), (Yurnal, 2016), (Soetoto, 2018), (Noviriska, 2019), (Mujab et al., 2021), (Imaddudin & Susanto, 2020), (Imaddudin, 2020), (Zahra, 2022), (Arifianto, 2017), (Puspita et al., 2022).
 - 6) Management: (F. Saputra & Ali, 2022), (Hermawan, 2021a), (Hermawan, 2021b), (Hernikasari et al., 2022), (F. Saputra & Ali, 2021), (Dhianty, 2018), (Kainde et al., 2021), (Muzzamil et al., 2021), (Sulistiyanto et al., 2020), (Sjafrizal et al., 2020), (Dwinarko, 2019), (Zahra, 2018).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the problem formulation, theoretical study and discussion above, the researcher can conclude hypotheses for further research, namely:

1. Salary affects Job Satisfaction
2. Career Development affects Job Satisfaction
3. Rewards affects Job Satisfaction

Recommendation

Based on the conclusions above, there are other factors that affect job satisfaction, namely: work environment, organizational culture, workload, leadership style, work culture and management.

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