

Enhancing Job Satisfaction through Workload, Knowledge Sharing Behavior, Psychological Contract and Innovative Work Behavior

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Enhancing Job Satisfaction through Workload, Knowledge Sharing Behavior, Psychological Contract and Innovative Work Behavior

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Abstract

This research aims to determine the influence of workload, knowledge sharing behavior, psychological contract and innovative work behavior on sales consultant job satisfaction at Finance company. The population in this study were all sales consultants of the finance company, numbering 320 people. The sampling technique used was the Slovin method, the sample size for this study was 80 respondents. The data collection technique uses a questionnaire, the data analysis technique used is multiple linear regression. The results of this study show that workload has a positive but not significant effect on job satisfaction. Knowledge sharing behavior has a significant positive effect on job satisfaction. The psychological contract has a negative and significant effect on job satisfaction. Innovative work behavior has a positive but not significant effect on job satisfaction. This study suggests companies increase workload, knowledge sharing behavior, psychological contract and innovative work behavior so that sales consultant job satisfaction can increase.

Keywords: Workload; Knowledge Sharing Behavior; Psychological Contract; Inovatif Work Behavior; Job Satisfaction

1.0 INTRODUCTION

Human resources have the responsibility to develop the company by applying positive values and culture (Sukmawaty et al., 2021) in the company environment, in order to support the effectiveness of the work of a company in achieving goals. Realizing the importance of human resources (HR) for the survival of the company, a company needs to pay special attention to their human resources, such as providing training, direction and guidance from management to create quality human resources (HR).

This Finance company is an official dealer of Mitsubishi brand motor vehicles that serves the sale of vehicle units and after-sales services, including the sale of original spare parts, workshop services and vehicle body repairs. One of the human resources in Finance company is a sales consultant. Fierce competition in the world of sales consultants both individually and between companies, demanding an increase in human resources (HR) for the company in terms of the quality of each individual in order to achieve its goal, namely the sales target. Of course, the goals of a company will be achieved if employees get job satisfaction (Ramadona et al., 2021) as expected and will encourage them to work harder and be enthusiastic in achieving the targets and goals that the company wants.

A pre-survey has been conducted regarding job satisfaction for 20 sales consultant respondents. It is known that 90% of respondents are satisfied with their current job and 85% of respondents are satisfied with the income or incentives received, so that the level of job satisfaction of sales consultants at Finance company. Reward in the high category. However, in the results of the pre-survey regarding complaint data on 20 sales consultant respondents. It is known that 70% of respondents have experienced discomfort in carrying out work and 65% of respondents have felt that the work targets that have been set by the company are beyond their capabilities, so that the level of complaints from sales consultants is quite high.

Job satisfaction is an emotional state that arises in a person, namely how employees view their work, whether the job is pleasant or unpleasant (Ummah Kholifatul, 2020). There are several factors that can affect job satisfaction such as the workload borne by employees, the existence of knowledge sharing behavior activities between employees, psychological contracts that meet expectations, and innovative work behavior between employees and the company. If these factors are not in accordance with employee expectations, then satisfaction at work cannot be met.

Workload is a number or set of jobs or activities in physical or psychological form that require expertise, must be done and completed within a predetermined period of time (Hernaningsih, 2022). Seeing that one of the responsibilities of a sales consultant is to sell products and ensure the achievement of sales targets within a period of time that has been determined by the company, of course, it has its own burden and pressure for a sales consultant. This can affect the job satisfaction of a sales consultant in carrying out his work. Research conducted

by (Tentama et al., 2019a) stated that workload had a significant effect on job satisfaction, but research conducted by (Lucky Meilasari et al., 2020a) stated that workload had a positive and insignificant effect on job satisfaction. However, according to (Iroth et al., 2018) it is stated that workload has a negative and insignificant effect on job satisfaction.

Another factor that affects job satisfaction is knowledge sharing behavior. Knowledge sharing is an activity of interaction and communication between two or more people as a process to increase knowledge and efforts to improve self-development (Marliza et al., 2022). A person can channel their knowledge in discussions or forums, others listen and they can discuss and exchange knowledge with each other (Mazidah & Laily, 2020). In carrying out their work, sales consultants have a team and knowledge sharing has been carried out between individuals and teams in daily work. Sharing the knowledge they have can help and create new knowledge from the knowledge obtained from other individuals so that there will be job satisfaction for a sales consultant in carrying out his work. According to research conducted by (Simanjuntak & Sitio, 2021) which states that knowledge sharing has a partially positive and significant effect on employee job satisfaction, supported by research conducted by (Yuniarti et al., 2023) which states that knowledge sharing has a significant effect on job satisfaction. However, according to (Akmal & Azliyanti, 2022) it is stated that knowledge sharing has a negative effect on job satisfaction.

Another factor that affects job satisfaction is the psychological contract. A psychological contract is an employee's trust and expectations towards the company. The trust refers to an agreement that gives rise to expectations regarding mutual obligations between the employee and the organization or company where they work. Some psychological contracts in this company have been implemented, with this psychological contract, of course, it provides encouragement for sales consultants in carrying out their work. Research conducted by (Adiawaty, 2017) which states that psychological contracts have a positive effect on job satisfaction and (Rosita, 2017) which states that psychological contracts have a significant effect on job satisfaction.

In addition, innovative work behavior is also one of the factors that can affect an employee's job satisfaction. In this case, innovative behavior is closely related to innovation. Innovation itself is in the form of social change, only the difference is emphasized on the characteristics of the change. Meanwhile, innovative behavior emphasizes its creative attitude towards something that changes from something traditional to something modern with the aim of benefiting the company (Astuti et al., 2019). This Finance company provides sales consultants with the freedom to innovate for their work, of course, in accordance with the company's vision and mission, this provides opportunities and helps a sales consultant with new ideas to promote their products. According to research conducted by (Astuti et al., 2019) which states that innovative work behavior has a positive effect on job satisfaction and (Nasir et al., 2019a) which states that innovative work behavior has a significant effect on job satisfaction.

Based on the background and the existing differences in previous research findings, the purpose of this study is to address the gaps in the literature and provide new insights into the factors influencing job satisfaction among sales consultants at Finance company Pekanbaru for the year 2023.

2.0 LITERATURE REVIEW

The Effect of Workload on Job Satisfaction

According to (Nabila & Syarvina, 2022) A workload is a set or a number of tasks that must be completed by an organizational unit within a specified time. Employees will be happy and satisfied with their work if the workload received is not so heavy according to what the employee receives. The more the company provides a workload according to the standards with the employee's ability, the more active the employee will also be in working so that the work can be completed on time and the results are also satisfactory and employee job satisfaction will increase. Therefore, giving workload to employees can affect employee job satisfaction.

Based on the results of research conducted by (Tentama et al., 2019a) it is stated that workload has a significant effect on job satisfaction. However, research conducted by (Lucky Meilasari et al., 2020a) states that workload has a positive and insignificant effect on job satisfaction. However, it is not in accordance with research conducted by (Lucky Meilasari et al., 2020a) which states that workload has a positive but not significant effect on job satisfaction.

H1: Workload has a significant influence on job satisfaction.

The Effect of Knowledge Sharing Behavior on Job Satisfaction

Knowledge sharing is the process of sharing knowledge from one individual to another individual or group through various media (Susita et al., 2021). Knowledge sharing between employees can help employees who lack knowledge so that they get knowledge related to work to improve their abilities and skills that can be improved.

Based on the results of research conducted by (Simanjuntak & Sitio, 2021) which states that knowledge sharing has a partially positive and significant effect on employee job satisfaction, supported by research conducted by (Yuniarti et al., 2023) which states that knowledge sharing has a significant effect on job satisfaction. **H2: Knowledge sharing behavior has a significant influence on job satisfaction.**

The Effect of Psychological Contract on Job Satisfaction

According to (Meisha, 2017) a psychological contract is the trust of an individual in a reciprocal obligation with the company. This trust expresses an understanding of the promises made and offers considerations in binding changes between employees and the company in order to structure an obligation. Broadly speaking, companies should understand what employees want and need in determining workplace behavior and responses, and vice versa. A psychological contract that is in accordance with the agreement of both parties, employees and the company will feel satisfied and reasonable, both parties will be satisfied and are likely to maintain their relationship.

Based on the results of research conducted by (Adiawaty, 2017) which states that psychological contracts have a positive effect on job satisfaction and (Rosita, 2017) which states that psychological contracts have a significant effect on job satisfaction.

H3: Psychological contracts have a positive and significant influence on job satisfaction.

The Effect of Innovative Work Behavior on Job Satisfaction

According to (Sujarwo & Wahjono, 2017) innovative behavior is a creative and innovative attitude towards something that changes from something traditional to something modern. A person who has innovative behavior will be seen in his daily life attitude which will have a critical mind, will always try to make something change in the surrounding environment and always something new will happen from traditional to modern life. The existence of innovative work behaviors affects a person's morale and can increase job satisfaction.

Based on the results of research conducted by (Adiawaty, 2017) which states that psychological contracts have a positive effect on job satisfaction and (Rosita, 2017) which states that psychological contracts have a significant effect on job satisfaction.

Based on research conducted by (Astuti et al., 2019) which states that innovative work behavior has a positive effect on job satisfaction and (Nasir et al., 2019a) which states that innovative work behavior has a significant effect on job satisfaction.

H4: Innovative Work Behavior has a positive and significant influence on job satisfaction.

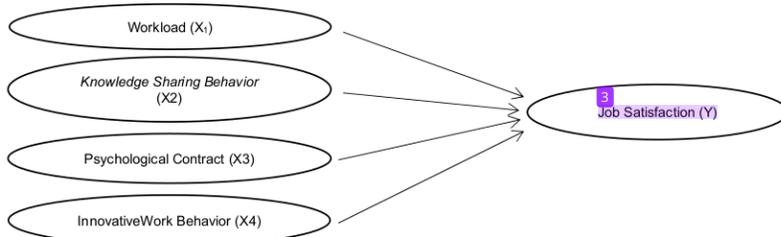


Figure 1. Framework of Thought
Source : Processed Data

3.0 METHODOLOGY

Population and Sample

Population is the entire area that has an object or subject and has certain characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2013). The population in this study is all sales consultants which totals 320 people. The sample used in this study was 80 people, the value of 80 was obtained from rounding 76.19 results of calculations with the Slovin formula.

Types and Data Sources

The data sources used are primary and secondary data. Primary data is data that comes directly from respondents. Respondent data is needed to find out respondents' responses regarding workload, knowledge sharing behavior, psychological contracts, and innovative work behaviors. Meanwhile, secondary data is in the form of evidence of

historical records or reports that have been compiled in archives (documentary data) to be published and not published.

Data Analysis Techniques

To achieve the goals that have been conveyed previously, 2 types of analysis are used in the study. The first analysis uses descriptive analysis to find out how the picture of each variable in the study is. While the second analysis uses a questionnaire feasibility test where the tests used are validity and realism and **Multiple Linear Regression Analysis**. The regression model is a model used to analyze the influence of various independent variables on a single dependent variable. In this study, there are several independent variables, namely Workload (X1), Knowledge Sharing Behavior (X2), Psychological Contract (X3) and Innovative Work Behavior (X4) that affect the bound variable, namely Job Satisfaction (Y). The form of multiple linear regression equations used in this study:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information:

Y = Job Satisfaction

a = Constant

e = Disruptive Variable

X1 = Workload

X2 = Knowledge Sharing Behavior

X3 = Psychological Contract

X4 = Innovative Work Behavior

b1, b2, b3, b4 = Regression coefficient of Independent variables

4.0 RESULTS AND DISCUSSION

Characteristics of Respondents

Table 1. Characteristics of Respondents

| Demographics | Category | Frequency | Percentage |
|-----------------------|-------------------------------|-----------|------------|
| Gender | Man | 30 | 38% |
| | Woman | 50 | 62% |
| Age | 18-25 Years | 32 | 40% |
| | 26-33 Years | 21 | 26% |
| | >33 Years | 27 | 34% |
| Last Education | High School/Vocational School | 47 | 59% |
| | Bachelor | 33 | 41% |
| Working Period | < 1 Year | 14 | 18% |
| | 1-5 Years | 35 | 43% |
| | > 5 Years | 31 | 39% |

Source : Processed Data

From table 1, it can be seen that the most respondents are women, which is as many as 50 people. Meanwhile, there were fewer male respondents than women, namely 30 people. This is because women have attractive characteristics such as appearance and also have skills in making sales, such as better listening skills and emotional intelligence.

Meanwhile, the more dominant age works at this finance company is 18-25 years old with a total of 32 respondents while the age over 33 years old totals 27 respondents and the least is 26-33 years old with a total of 21 respondents. This shows that 18-25 year olds tend to be more productive and have high ambitions in meeting sales targets.

Meanwhile, the last education that dominated more a high school/vocational school with a total of 47 respondents and for undergraduates there are 33 respondents. It can be seen that more sales consultants with the last education of high school/vocational school which is one of the minimum requirements for education in employee recruitment.

While the employees who have the longest working period are > 5 years with a total of 31 respondents, for the most working period there are 1-5 years there are 35 respondents and the working period < 1 year with a total of 14 respondents. So it can be said that the sales consultant at this finance company has quite good work experience and can be said to be able to master its field based on its working period.

Validity Test

The validity data shows that all indicators used to measure the variables in this study have a Corrected Item - Total Correlation value greater than the R value of the table, which is 0.2199. So that the test results show that all indicators are declared valid, so that further testing can be carried out.

Reality Test

The results of the Reality Test show that the pseudo-variable is declared reliable. This is because the value of Cronbach's α (alpha) in each variable is greater than α 0.6.

Classical Assumption Test

Normality Test

Table 2. Normality Test Results

| Test | Unstandardized Residual | Conclusion |
|------------------------|-------------------------|----------------------|
| Kolmogorov-Smirnov Z | 0.695 | Normally distributed |
| Asymp. Sig. (2-tailed) | 0.720 | |

Source : Processed Data

In this study, it can be seen that the results of the normality test using the Kolmogrov-Smirnov test with the One-Sample Kolmogrov-Smirnov Test value of 0.695 and the Asymp.Sig (2-tailed) value of 0.720 which is greater than 0.05 (significance level) so that it can be concluded that the test data is normally distributed.

Multicollinearity Test

From table 3, it can be seen that the test results above show that all free variables have a tolerance value greater than 0.1 and a VIF value less than 10 (Tolerance value > 0.1 and VIF < 10). Therefore, it can be concluded that this study is good because all independent variables do not occur multicollinearity.

Table 3. Multicollinearity Test

| Variable | Tolerance | VIF | Conclusion |
|----------------------------|-----------|------------|-----------------------------|
| Workload | 0.889 < 1 | 1.124 < 10 | No Multicollinearity Occurs |
| Knowledge Sharing Behavior | 0.386 < 1 | 2.591 < 10 | No Multicollinearity Occurs |
| Psychological Contract | 0.284 < 1 | 3.517 < 10 | No Multicollinearity Occurs |
| Innovative Work Behavior | 0.311 < 1 | 3.214 < 10 | No Multicollinearity Occurs |

Source : Processed Data

Based on the above data, the results of the heteroscedasticity test of workload variables (X1), knowledge sharing behavior (X2), psychological contracts (X3), and innovative work behavior (X4) did not occur heteroscedasticity problems in each independent variable in this study. This is because the significant value of each independent variable > 0.05.

Multiple Linear Regression Test

In this study, there are several independent variables, namely Workload (X1), Knowledge Sharing Behavior (X2), Psychological Contract (X3) and Innovative Work Behavior (X4) that affect the bound variable, namely Job Satisfaction (Y). The form of multiple linear regression equations used in this study:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$
$$Y = 11.657 + 0.186 + 1.157 - 0.59 + 0.266$$

Model Feasibility Test

Table 4. Hypothesis Test Results

| Variable | Unstandardized Coefficients B | Standardized Coefficients Std. Error | Hypothesis | t/F table | t/F count | Sig. | Result |
|----------------------------|----------------------------------|---|------------|-----------|-----------|-------|---------|
| Constant | 11.657 | 3.296 | | | | | |
| Workload | 0.186 | 0.105 | + | 1.992 | 1.778 | 0.079 | No. Sig |
| Knowledge Sharing Behavior | 1.157 | 0.263 | + | 1.992 | 4.404 | 0.000 | Sig. |
| Psychological Contract | -0.059 | 0.119 | - | 1.992 | -0.495 | 0.622 | No. Sig |
| Innovative Work Behavior | 0.266 | 0.183 | + | 1.992 | 1.456 | 0.150 | No. Sig |
| Anova | | | | 2.494 | 21.199 | 0.000 | Sig. |
| Adjusted R2 | | | | 0.506 | | | |

Source : Processed Data

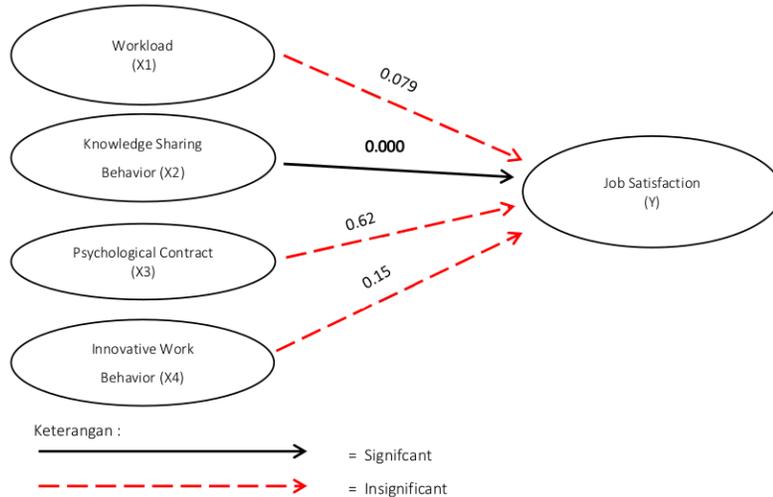


Figure 2. Final Estimation of The Result Model

Test F (Simultaneous Test)

Based on the results of the simultaneous significance test, the results of the F_{cal} value were 21,199 and the F_{table} was 2,494. This shows that the value of $F_{cal} > F_{table}$ with a significant value that is smaller than the predetermined significance level of $0.000 < 0.05$. This shows that so that H_0 is rejected and H_1 is accepted, it means that independent variables simultaneously affect the dependent variables. Therefore, job satisfaction is influenced by workload variables, knowledge sharing behavior, psychological contracts, and innovative work behaviors together.

Determination Coefficient Test (R²)

Table 5. Coefficient of Determination (R-Square)

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .728 ^a | .531 | .506 | 4.32036 |

a. Predictors: (Constant), Innovative Work Behavior, Workload, Knowledge Sharing Behavior, Psychological Contract

b. Dependent Variable: Job Satisfaction

Source : Processed Data

From table 5, it can be shown that the result of the determination coefficient (R-Square) obtained is 0.0506. This means that 50.6% of sales consultant job satisfaction can be explained by workload variables, knowledge sharing behavior, psychological contracts, and innovative work behaviors while the remaining 49.4% of sales consultant job satisfaction is influenced by other variables that are not studied in this study.

Partial Regression Coefficient Significance Test (T-Test)

The t-test was carried out to show the influence of workload, knowledge sharing behavior, psychological contracts, and innovative work behaviors on partial job satisfaction using the t-test. The test compares the value of t_{table} and t_{count} where the value of t_{table} is determined by determining the number of samples through the formula of degrees of freedom is $n-k-1 = 109-4-1 = 75$.

Based on the results of the test that have been carried out, the test results prove that the t-value of calculating the workload is $1,778 < 1,992$ with a significant amount of $0.79 > 0.05$, so the workload has a positive but not significant effect on job satisfaction. The value of knowledge sharing behavior is $4,404 > 1,992$ with a significance of $0.000 < 0.05$, then knowledge sharing behavior has a positive and significant effect on job satisfaction. The psychological contract calculation value is $-0.495 < 1,992$ with a significance of $0.662 > 0.05$, then the psychological contract has a positive but not significant effect on job satisfaction. The calculated value of innovative work behavior is $1,456 < 1,992$ with a significance of $0.150 > 0.05$, so innovative work behavior has a positive but not significant effect on job satisfaction.

Discussion of Research Results

The Effect of Workload on Job Satisfaction The workload in this study is a variable X_1 that has a positive but not significant influence on job satisfaction. High workload will increase sales consultant job satisfaction. An increased workload and easy to do well can cause job satisfaction, such as the targets that have been determined in the work of a sales consultant. In carrying out their work, sales consultants have targets in making sales both individually and with a team. The burden received will be in accordance with the incentives or salaries received by the sales consultant, of course it will make the sales consultant persistent in achieving higher targets. This is the reason why the workload has no effect on the job satisfaction of sales consultants.

The results of this study are supported by previous research (Lucky Meilasari et al., 2020a) which stated that workload has a positive but not significant effect on job satisfaction.

The Effect of Knowledge Sharing Behavior on Job Satisfaction

Knowledge Sharing Behavior in this study is a variable X_2 that has a positive and significant influence on job satisfaction. High knowledge sharing behavior will increase sales consultant job satisfaction.

Knowledge Sharing Behavior will help in expanding information about the products to be sold, so that it can make it easier for sales consultants to make sales. Because they often share their thoughts, information, and knowledge with other colleagues about their work, sales consultants have extensive knowledge about the products they sell and create good communication with colleagues. With this culture of sharing knowledge (Bakhroini et al., 2022), it affects the job satisfaction of sales consultants. The results of this study are supported by previous research (Simanjuntak & Sitio, 2021) which stated that knowledge sharing behavior has a partially positive effect on job satisfaction and research conducted by (Yuniarti et al., 2023) which stated that knowledge sharing has a significant effect on job satisfaction.

The Effect of Psychological Contract on Job Satisfaction

The psychological contract in this study is a variable X_3 , that has a negative but insignificant influence on job satisfaction. Low psychological contract will increase sales consultant job satisfaction.

A good psychological contract or identical to a balanced mutual relationship between the company and employees, will be able to create good job satisfaction as well. In the principle of psychological contracts, if the desired expectations are met, it will create good job satisfaction. However, in this study, the direction of the negative regression coefficient means that the psychological contract has a negative influence on the job satisfaction of sales consultants in other words a better psychological contract will reduce sales consultant job satisfaction. On the other hand, the worse the psychological contract, the job satisfaction of the sales consultant will increase. The results of this study are supported by previous research (Adiawaty, 2017) which states that psychological contracts have a positive effect on job satisfaction. However, it is not in line with research conducted by (Rosita, 2017) which states that psychological contracts have a significant effect on job satisfaction.

The Effect of Innovative Work Behavior on Job Satisfaction

Innovative work behavior in this study is a variable X_4 that has a positive but not significant influence on job satisfaction. High innovative work behavior will increase sales consultant job satisfaction.

Innovative work behavior is a behavior that can be stimulated by increasing job satisfaction. With the opportunity to find new and better methods and ways of working, so that they can apply it in the company, it shows that employees are in a state of fun and satisfaction in the company. Organizational behavior can make employees make changes in methods and ways of working to be applied in the implementation and completion of work. The results of this study show that the direction of the positive regency coefficient means that innovative work behavior has a positive influence on the job satisfaction of sales consultants. In other words, innovative work behavior that gets better will increase sales consultants' job satisfaction. This is supported by previous research (Astuti et al., 2019) which stated that innovative work behavior has a positive effect on job satisfaction. However, it is not in line with research conducted by (Nasir et al., 2019a) which states that innovative work behavior has a significant effect on the job satisfaction.

5.0 CONCLUSION

This study aims to determine the influence of workload, knowledge sharing behavior, psychological contracts, and innovative work behaviors on the job satisfaction of sales consultants. The conclusions that can be drawn from the results of the research that have been carried out include that workload has a positive but not significant effect on job satisfaction. Thus, the workload borne by the sales consultant does not affect his satisfaction at work. Knowledge sharing behavior has a positive and significant effect on job satisfaction. Thus, if the knowledge sharing behavior is better, the level of information sharing and knowledge received is better. Psychological contracts have a negative and insignificant effect on job satisfaction. Thus, a low psychological contract will increase job satisfaction, of course a high psychological contract will increase job satisfaction. Innovative work behavior has a positive but not significant effect on job satisfaction. With the lack of innovative work behavior from within sales consultants, it will certainly affect work results and satisfaction at work.

It is hoped that future researchers will develop this research by adding and expanding new independent variables and studying them from different perspectives. And also use other methods for problems, especially those related to job satisfaction.

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ORIGINALITY REPORT

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