The Impact Of Career Development And Workload Toward Employee Job Satisfaction at PT Askrindo Jakarta

Widya Parimita
Faculty of Economics State Univeristy of Jakarta
Email: widya_parimita@yahoo.com

Wisnu Satrio Pambudi
Faculty of Economics State Univeristy of Jakarta
Email: wisnusatriopambudi@gmail.com

Hania Aminah
Faculty of Economics State Univeristy of Jakarta
Email: hania@unj.ac.id

ABSTRACT

The purpose of this study are 1) determining the description of the workload, career development and job satisfaction in PT Askrindo, 2) testing empirically the effect of career development on job satisfaction at PT Askrindo, 3) testing empirically the effect of workload on job satisfaction at PT Askrindo, 4) empirically examining the influence of career development and workloads together on job satisfaction at PT Askrindo. Research conducted on 84 employees of PT Askrindo. The data collection technique using a survey method that is distributed questionnaires and processed by SPSS. This study used a descriptive analysis and explenatory. Results of regression showed that there is a significant positive effect between career development and job satisfaction, and there is a significant negative effect between workload and job satisfaction. Career development and work load together affect the job satisfaction of employees.

Keywords: Job satisfaction, career development, workload.

PRELIMINARY
Background

Every organization formed to achieve goals. One important factor that supports the achievement of these goals is the human resources within the organization itself. Human resources in an organization have to be well managed in order to reach organizational goals.

One of the problems faced by the company to achieve organizational goals are handling their low quality of human resources. In achieving the desired results will require a positive work attitude of employees. Organizations should be aware and consider the factors that influence the attitudes of employees for the purpose of the organization itself.

Job satisfaction can be described as the views of employees were pleasant or unpleasant of work being done. Job satisfaction has various impacts on employees. Employees who have a good job satisfaction reflected with their work performance and discipline of work. While when job satisfaction is low can be impacted on absent, productivity and turnover of employees in organization.

The level of job dissatisfaction can be seen from the level of attendance of employees or employee absent and employee belated because of the routine work of the employees themselves. The tabel below is the attendance data at PT. Askrindo:

Tabel 1. Attendance Data At PT Askrindo

Period August 2015 – April 2016

Bulan	Keterangan	Ketidakhadiran	Total Jumlah Karyawan	Persentase
Agustus	Tidak hadir	26	110	23,6%
September	Tidak hadir	30	110	27,2%
Oktober	Tidak hadir	33	110	30%
November	Tidak hadir	28	110	25,4%
Desember	Tidak hadir	30	104	28,8%
Januari	Tidak hadir	32	104	30,7%
Februari	Tidka hadir	33	107	30,8%
Maret	Tidak hadir	37	107	34,5%
April	Tidak hadir	30	107	28%

Sources: Data PT Askrindo 2015-2016

Based on the data above, employee attendance data that researchers use is the absence of data for no apparent reason, or often called alpha in August 2015 to April 2016. This indicates that there is low employee satisfaction at PT. Askrindo. Employees who indicated low satisfaction levels with lower absent or late to work.

The factors that affect job satisfaction is career development. The results of nterviews and questionnaires, showed that for many employees it is difficult to obtain a higher position. The implemantation of career development at PT Askrindo is not managed well enough. Employee perceptions of career development at the company as if there is no progress, because of an employee's career development and prioritized largely measured by seniority. So, junior employees must be patient waiting for the senior and spent longer time to achieve a better career.

Rotation of employees rarely done by the companies so that employees who are not happy with their job position can not move from the position that suited to their skill.

Other factors that affect job satisfaction is the workload. From the interviews conducted by the researchers to employees, researchers obtained information that the employees of PT Askrindo have a high workload and required to meet the targets set. The commissioners of PT Askrindo provide workload with a high target system. Moreover, the target is increasing each year.

Employees also have to do overtime when the demands of the target is not reached. Employees also feel workload sometimes unfair. Those who work in the marketing division and the suborgasi division feel that their workload is higher than the other divisions in the company. Whereas in other divisions have employees which is more than the employees in marketing division and suborgasi division.

Here are the results of the questionnaire pre-research at PT Askrindo:

Tabel. 2 Questionnaire pre-research at PT Askrindo:

No	Pertanyaan	Jawaban		Presentase
		Ya	Tidak	
1	Does carrer development in your company has already meet with your expectation?	6	34	85%
2	Does workload in your company is meeting with your expectation	9	31	77,5%
3	Does training and development that company hel has already meet with you expectation?	11	29	72,5%
4	Does target that company aimed has already meet with your expectation?	16	24	60%

Sumber: Data of researcher, 2016

The table above using 40 respondents PT.Askrindo employees. The results of pre-research shown that, there are two of the strongest factors that influence the low level of employee satisfaction. The first factor is the career development and the second factor is the workload. Based on what has been described above, the researchers are interested in doing a study entitled: The Impact of Career Development and Workload on Employee Job Satisfaction at PT. Askrindo Jakarta.

Problem Formulation

1. How description of career development, the workload and job satisfaction in PT. Askrindo?
2. Does career development has an impact on job satisfaction at PT. Askrindo?
3. Does workload has an impact on job satisfaction at PT Askrindo?
4. Do career development and work load influence together on job satisfaction at PT.Askrindo?

Study Purposes

1. Describing career development, workload and job satisfaction in PT. Askrindo
2. Examining empirically the effect of career development to job satisfaction at. Askrindo
3. Examining empirically the effect of workload on job satisfaction at. Askrindo
4. Testing empirically the effect of career development and workloads together on job satisfaction at. Askrindo.

LITERATURE REVIEW

Job Satisfcation

Job satisfaction according to Wexley and Yukl (2012: 327) is a "generalization attitudes to work." The assortment of one's attitude toward his work reflects the pleasant and unpleasant in his job and his hopes for the future.

Another opinion according to Robbins and Judge (2013: 131) which defines job satisfaction as "a positive feeling about the job as a result of the evaluation of characteristics." The work requires interaction with colleagues and superiors, follow the rules and organizational policies, performance standards, life with less than ideal working conditions, etc.

According Luthans (2012: 283), "job satisfaction is the result of the employees' perception of how good a job they give the items considered important".

Based on the expert opinion above it can be concluded that job satisfaction is a pleasant feeling resulting from the employees' perception of how important their work.

Career Development

Career development according Mangkunagara (2009: 77) is "staffing activities that help employees plan their future careers in the company so that the company and the employee to develop themselves to the maximum."

Another opinion, according to Hasibuan (2012: 69) defines career development as "an attempt to improve the technical skills, theoretical, conceptual, and morale of employees in accordance with the needs of the job/ position through education and training." Education increases the ability of theoretical, conceptual and moral employees, while training aims to improve the technical skills of the employee's job.

Marwansyah (2012: 224) argues that "the career development tools include the skills, education and experience as well as techniques of behavior modification and improvements, which provide added value so as to enable a person to work better."

Based on the expert opinion of the above it can be concluded that career development is an ongoing process activities and by the company's employees in improving the ability to fill the post of the company in the future

Workload

According to Hart and Staveland (2010: 16) workload is "perceived connection between the amount of mental ability in processing and the amount needed to do a task."

Meanwhile, according Meshkati (2014: 7) "workload is a difference only between the capacity or the ability of workers to the claim by the work that must be faced." It can be concluded in the opinion of experts at the top that workload is demanding work that must be completed by the employee within a certain time.

Research Framework

Picture 1. Research Framework
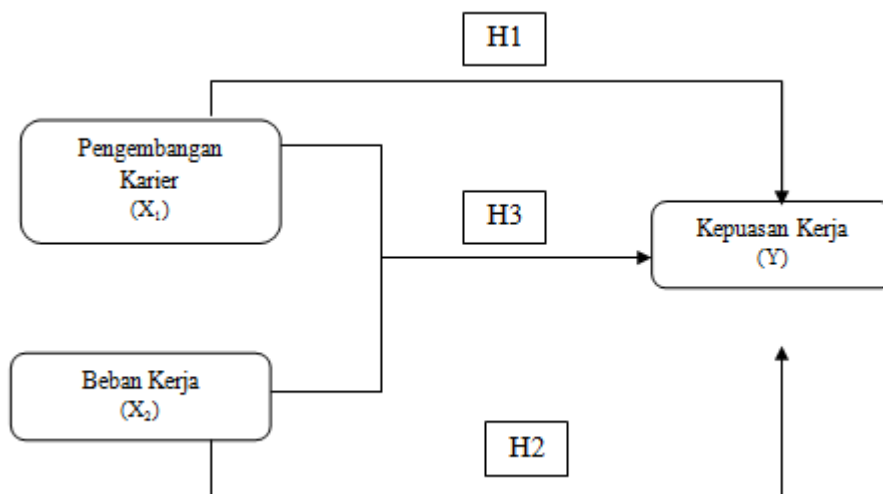
Source: Data of researcher , 2016

Hypothesis

Based on the study of theory and models above, then the hypothesis in this study are:

hypothesis 1

H_o : Career development has no effect on job satisfaction at PT Askrindo.

H_a : Career development effect on job satisfaction at PT Askrindo.

hypothesis 2

H_o: The workload has no effect towards the satisfaction kerjapada PT. Askrindo.

Ha: Workload effect on job satisfaction at PT Askrindo.

hypothesis 3

H$_o$: Career development and workloads together have no effect on job satisfaction at PT Askrindo.

Ha: Career development and workload together effect on job satisfaction at. PT Askrindo.

RESEARCH METHODS

This study uses descriptive and explanatory research. The data used in this study derived from primary data obtained through interviews and questionnaires, while secondary data obtained through employee data obtained by researchers through PT Askrindo. Methods of sampling using probability sampling. The samples used in this study were 84 respondents.

RESULTS AND DISCUSSION

Test Instruments

Validity test

Validity can be defined as a characteristic size associated with the level of measurement of a questionnaire to measure correctly what he wanted researchers to measure. Criterion validity testing is if the value rhitung> rtabel, the instrument is valid. Conversely, if the value of r calculated < r tabel, the instrument is invalid and must be removed or replaced.

Validity test done by distributing questionnaires to a sample outside the sample used in the study but has similiar criteria. Validity test results can be seen in Table 3 below:

Tabel 3. Validity Test Result

Variabel	Item Before Test	Item Not Valid	Item Valid
Job Satisfaction	**10**	**0**	**10**
Carreer Development	**9**	**0**	**9**
Workload	**9**	**0**	**9**

Source: Researcher, 2016

Based on Table 3, the results of validity test conducted on the variables of job satisfaction, career development and the workload does not have an item that statement is not valid, because r calculated each instrument is greater than r tabel. It can be concluded that all of the points in the variable declaration is valid for all instrument has qualified a value r calculated > r tabel 0.361.

Reliability Test

Reliability test is used to determine the degree of accuracy, precision, or the accuracy shown by measurement instruments. Reliability testing criteria is if the value of Cronbach's alpha> 0.6, the instrument is reliable. Conversely, if the value of Cronbach's alpha <0.6 then the instrument is not reliable.

Reliability test results for each variable can be seen in Table 4 below:

Tabel 4. Realibility Test Result

Variabel	Cronbach's Alpha	Result
Carrer Development (X_1)	0.925	Reliabel
Workload (X_2)	0.918	Reliabel
Job Satisfaction (Y)	0.836	Reliabel

Source: Researcher, 2016

As can be seen in Table 4, the value of Cronbach's Alpha > 0.6; for career development variables, workload and job satisfaction are respectively 0925, 0918, 0836. Instruments of these three variables declared reliable.

Descriptive Analysis

Description of the data is the result of processing raw data variable research that is intended to provide a general overview of the deployment and distribution data. The data obtained is the result of research through a questionnaire distributed to 84 employees of PT Askrindo as a sample.

Descriptive analysis for each variable can be seen in Table 5 below:

Tabel 5. Descriptive Analysis Result

	Job Satisfaction	Carrer Development	Workload
Strongly Agree	21.3%	25.4%	31.1%
Agree	24.1%	16.2%	33%
Disagree	47.6%	48.6%	21.6%
Strongly Disagree	7.1 %	9.7%	14.3 %

Source: Researcher, 2016

In Table 5 it can be seen the answers that respondents describe each variable. On job satisfaction variables, the answer is dominated by the category selected by respondents disagreed with the percentage of 47.6%. It can be concluded that job satisfaction of employees of PT Askrindo fall into the low category.

In career development variables, the answer is dominated by the category selected by respondents disagreed with the percentage of 48.6%. It can be concluded that career development has not effectively implemented the company perceived by employees.

While the variable workload, the answer selected respondents agree with the category is dominated by a percentage of 33%, and amounted to 31.3% strongly agree. It can be concluded that the workload of employees of PT Askrindo included into high category.

Classic Assumption Test

Normality Test

Normality test is performed to determine whether the data taken from the population that is normally distributed or not. This test uses the Kolmogorov-Smirnov test and otherwise normal distribution if the significance is greater than 0.05.

Tabel 6. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Job Satisfaction	Carrer Development	Workload
N		84	84	84
Normal Parameters[a,b]	Mean	26.06	23.15	25.44
	Std. Deviation	5.235	5.358	5.447
Most Extreme	Absolute	.054	.048	.053
Differences	Positive	.047	.048	.048
	Negative	-.054	-.036	-.053
Kolmogorov-Smirnov Z		.491	.437	.487
Asymp. Sig. (2-tailed)		.970	.991	.972

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS 22, 2016

Based on the analysis with SPSS normality test can be seen that with a test level of 5% ($\alpha = 0.05$) all variables have a P value (sig.) Above 0.05 so it can be concluded that all the variables normal distribution that qualifies to do method parametric statistical multiple linear regression analysis.

Linearity Test

Linearity test aims to determine whether the two variables have a linear relationship or not significantly. Linearity test is usually used as a prerequisite in the analysis of the correlation or linear regression.

Liniearitas test conducted by searching regression line career development variables (X1) and workload (X2) to job satisfaction (Y).

Tabel 7. Result of Linearity Test Carrer Development and Job Satisfcation

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
KepuasanKerja * PengembanganKarir	Between Groups	(Combined)	1331.357	22	60.516	3.913	.000
		Linearity	891.112	1	891.112	57.622	.000
		Deviation from Linearity	440.246	21	20.964	1.356	.178
	Within Groups		943.345	61	15.465		
	Total		2274.702	83			

Sources: SPSS 22.0, 2016

Based on the test results of linearity between the variables of career development with job satisfaction variables in Table 7 above, it is known that the significant value linearity of 0000. That is, the significance value less than 0.05 so it can be concluded that between the two variables there is a linear relationship

Tabel 8. The Result of Linearity Test Wokload and Job Satisfaction

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
KepuasanKerja * BebanKerja	Between Groups	(Combined)	1239.919	22	56.360	3.322	.000
		Linearity	794.967	1	794.967	46.863	.000
		Deviation from Linearity	444.952	21	21.188	1.249	.246
	Within Groups		1034.783	61	16.964		
	Total		2274.702	83			

Sources: SPSS 22.0, 2016

Based on the test results of linearity between variable employee commitment with job satisfaction variables in Table 8 above, it is known that the significant value linearity of 0.000. That is, the significance value less than 0.05 so it can be concluded that between the two variables there is a linear relationship.

Multicollinearity Test

Multicolinearity test is useful to know whether the proposed regression model has found a strong correlation between independent variables (independent). Multicoliniearity measure can be determined by looking at the

value of Variance Inflation Factor (VIF) in the regression model. If VIF <5 or close to 1, it reflects no multicolinierity.

Tabel 9. Multicolinearity Test Reslut

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Carrer Development	.783	1.277
	Workload	.783	1.277
a. Dependent Variable: KepuasanKerja			

Sources: SPSS 22.0, 2016

Based on the test results multikolinearitas in Table 9 by using statistical data processing, an unknown figure to pegnembangan career VIF and the workload that each by 1277. VIF of all independent variables is less than 5, then between the two independent variables did not reveal any problems multicolinearity.

Heteroskedastisity Test

Heterokedastisity is an occur in which there is inequality variants of residuals for all observations in the regression model. If the significance of less than 0.05, then there is a problem heteroscedasticity. The method used in this research is the method of Spearman's Rho test, which correlate the residual value (unstandardized residual) with each independent variable.

Tabel 10. Heterokedasticity Test Result

Correlations

			Unstandardized Residual	Carrer Development	Workload
Spearman's rho	Unstandardized Residual	Correlation Coefficient	1.000	.032	-.013
		Sig. (2-tailed)	.	.776	.906
		N	84	84	84
	Carrer Development	Correlation Coefficient	.032	1.000	-.498**
		Sig. (2-tailed)	.776	.	.000
		N	84	84	84
	Workload	Correlation Coefficient	-.013	-.498**	1.000
		Sig. (2-tailed)	.906	.000	.
		N	84	84	84

**. Correlation is significant at the 0.01 level (2-tailed).

Sources: SPSS 22.0, 2016

In Table 10, it is known that correlation between career development with unstandardized residual generate significant value of 0, 776; the correlation between workload with unstandardized residuals generating value 0906. Thus, it can be concluded that the regression model did not reveal any problems heterokedasticity because the correlation significance value greater than 0.05.

Hypothesis Test

Simple Linear Regression Equation Results

Regression analysis is a statistical technique that is useful to examine the relationship between variables. This study uses linear regression analysis (simple linear regression). Simple linear regression analysis is a linear relationship between the independent variable and the dependent variable. Simple linear regression model is as follows:

$$Y = a + b_nX_n$$

Y   = Dependent Variabel (Carrer Development)

a, b_n = parametric

Xn   = Independet Variabel

Tabel 11. Simple Linear Regression Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	11.900	1.999		5.952	.000
	Carrer Development	.612	.084	.626	7.267	.000

a. Dependent Variable: KepuasanKerja

Source: Resercher, 2016

Based on the above table, the variables of career development has t calculated 7,267. T calculated value compared to the value of t tabel seen at α = 5%: 2 = 2.5% (test 2 sides) with degrees of freedom (df) n-k-1 or 84-2-1. Based on these calculations, obtained t tabel 1.989 thus t calculated (7.267)> t table (1.989) as well as the significant value of 0.000> 0.05. The conclusion that can be drawn from one hypothesis is Ho rejected and Ha accepted.

Based on Table 11.juga can be obtained by simple linear regression equation for the first hypothesis as follows:

$$Y = 11.900 + 0.612X_1$$

Constants in the equation model of 11,900, menaing that in the absence of independent variables career development, job satisfaction has reached 11.900. Furthermore, career development variables (X1) of 0.612 which means that if the variable career development is increased by one unit, then the variable job satisfaction (Y) will be increased by 0.612 units. Because the X1 variable coefficient is positive, meaning a positive influence between career development and job satisfaction. If the career development increases, job satisfaction will increase. Likewise if a career development declines, the job satisfaction will also decrease.

This result is suitable with the research conducted by Sobia Shujaat (2013), and Nurita Sari (2012). According Veitzhal Rival (2011: 208) career development is important where management can improve productivity, improve employee attitudes toward work, and build a higher job satisfaction.

Tabel 12. Simple Linear Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	40.514	2.227		18.196	.000
	Workload	-.568	.086	-.591	-6.637	.000

a. Dependent Variable: KepuasanKerja

Source: SPSS 22.0, 2016

Hypothesis 2 (H2)

Ho: Workload has no effect on employee job satisfaction

Ha: Workload has an effect on employee job satisfaction

According to the table above, the variable workload has thitung -6637. T calculated then compared with the value of t tabel as seen at α = 5%: 2 = 2.5% (test 2 sides) with degrees of freedom (df) n-k-1 or 84-2-1. Based on these calculations, obtained t tabel 1.989 thus t calculated (-6637) <t table (1989) as well as the significance value 0.000 <0.005. The conclusion that can be drawn from the second hypothesis is Ho rejected and Ha accepted. Thus the variable workload has a negative and significant impact on job satisfaction.

Based on Table 12 may also be obtained by simple linear regression equation for the second hypothesis as follows:

$$Y = 40.514 + -0.568X_2$$

Constants in the equation model of 40 514, it means that without their independent variable workloads, job satisfaction has reached 40 514. Furthermore, the regression coefficient of variable workload (X2) of 0.568. That means if the value of the variable workload (X2) is increased by one unit, then the variable job satisfaction (Y) will increase by 0568. Because the X2 variable coefficient is

negative, meaning a negative influence between workload and job satisfaction. If the workload increases, job satisfaction will decrease. Vice versa, if the workload decreases then increases job satisfaction.

These results are consistent with several previous studies such as Sobia Ali and Yasir Aftab Farooqi (2014), Mustapha Noorani (2013) and Putu Purbaningrat Yo and Ida Bagus Ketut Surya (2015). According Dhania (2010: 16) workload is perceived connection between the amount of mental ability in processing and the amount needed to do a task.

Tabel 13. The Result of F Test (ANOVA) Independent Variabel Carrer Development and Workload Toward Dependent Variable Job Satisfaction

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1152.130	2	576.065	41.566	.000[a]
	Residual	1122.572	81	13.859		
	Total	2274.702	83			

a. Predictors: (Constant), BebanKerja, PengembanganKarir

b. Dependent Variable: KepuasanKerja
Source: Researcher, 2016

Hypothesis 3 (H3)

Ho: Career development and the workload is not with the same effect on employee job satisfaction

Ha: Career development and workload with the same effect on employee job satisfaction.

In the table above, note that F calculated obtained at 41.566. F calculated value is then compared with the value F table, as seen with a confidence level of 95% or $\alpha = 5\%$, with 1 df (number of variable-1) or 3-1 = 2, and df 2 (nk-1) or 84-2- 1 = 81. Based on these calculations, obtained F tabel of 3109 thus F calculated (41 566)> F table (3.109). F test of significance at 0,000; thus less than 0.05. The conclusion that can be drawn is variable workload and career development together affect the job satisfaction variables.

Based on Table 13 may also be obtained by multiple linear regression equation for the third hypothesis as follows:

$$Y' = 25.289 + 0.437X1 + -0.368X2$$

This equation used to predict the value of the dependent variable when the independent variables increase or decrease the constants in the equation for 25.289 models. This means that in the absence of independent variables, job satisfaction has reached 25 289. Furthermore, regression coefficients and career development for 0.437 is positive. This shows any increase in value of the variable of career development (X1) is increased by one unit assuming the other variables constant, the job satisfaction variable (Y) will increase by 0.437, and the career development of a positive effect on employee job satisfaction.

Then the regression coefficient variable workload (X2) is -0368 and negative sign. This means that any increase in the value of the variable workload (X2) is increased by one unit assuming the other variables constant, the job satisfaction variable (Y) will be decreased by -0368, and workload negatively affect job satisfaction.

Coefficient Analysis of Determination

Analysis of determination in multiple linear regression was used to measure how far the ability of the model to explain variations in the dependent variable.

Tabel 14. Analysis of Determination Result

Model				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712a	.506	.494	3.723

a. Predictors: (Constant), BebanKerja, PengembanganKarir

Source: SPSS 22.0, 2016

4:23 According to the table above it can be seen that the R2 value of 0506, or (50.6%). It shows that 50.6% of job satisfaction can be explained by the

variable workload and career development, while the remaining 49.4% can be influenced or explained by other variables.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research on "The Effect of Career Development and Workload on Employee Satisfaction PT Askrindo Jakarta", concluded as follows:

1. Career development has a positive and significant impact on job satisfaction in employees of PT Askrindo Jakarta.
2. The workload has a negative and significant impact on job satisfaction in employees of PT Askrindo Jakarta.
3. Career development and workload with the same effect on job satisfaction of employee PT Askrindo Jakarta.

Recommendation

Based on the conclusion, some of the recomendation in this study are as follows:

Companies advised to provide a frequency appropriate training so that employees are able to complete work tasks well, then giving the job responsibilities are not too high to employees as well as companies advised to provide equal opportunities for each employee to get a promotion.

REFERENCES

Ali, Sobia, dan Yasir Aftab Farooqi.2014. *Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division).* International Journal of Multidisciplinary Sciences and Engineering, Vol. 5, No. 8, 23-30.

Hasibuan, Malayu. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: PT Toko Gunung Agung

Kuncoro, M. 2013. *Metode Riset untuk Bisnis dan Ekonomi.* Jakarta:Erlangga.

Mangkunegara, Anwar Prabu. 2009. *Manajemen Sumber Daya Manusia Perusahaan.* Bandung: PT. Remaja Rosdakarya

Noorani Mustapha. 2013. *Examining Faculty Workload as Antecedent of Job Satisfaction among Academic Staff of Higher Public Education in Kelantan, Malaysia.*Business and Management Horizons. Vol 1,20-30

Priyatno, Duwi. 2010.*Teknik Mudah dan Cepat Melakukan Analisis Data Penelitian dengan SPSS dan Tanya Jawab Ujian Pendadaran.* Yogyakarta: Gaya Media

Robbins, Stephen P dan Timothy A. Judge. 2008.*Perilaku Organisasi,*Edisi 12 Buku 1. Jakarta: Salemba Empat.

Rivai, Veithzal. 2011. *Manajemen Sumber Daya Manusia Untuk Perusahaan.* Jakarta: Grafindo Persada

Shujaat, Sobia. 2013. *Impact of Career Development on Employee Satisfaction in Private Banking Sector Karachi.* Journal of management and Social Sciences. Vol 9 (2), 01-08

Wexley, Kenneth N dan Gary A. Yukl. 2012. *Perilaku Organisasi Dan Psikologi Perusahaan,* Alih Bahasa: M. Shobarudin. Jakarta : Rineka Cipta.