

SOCIOLOGICAL ANALYSIS OF RESPONSIBILITY AND JOB SATISFACTION AMONG RURAL INDUSTRIAL WORKERS IN DISTRICT DIR LOWER, KHYBER PAKHTUNKHWA-PAKISTANShahid Khan¹, Dr. Muhammad Jawad², Dr. Asad Ullah³, Dr. Malik Muhammad Shafi⁴**Original Article**

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Abstract

The current study was framed to sociological analysis the factor of responsibility and job satisfaction among rural industrial workers in District Dir. Lower, KP-Pakistan. Data was collected from 279 industrial workers of Crush Plants, Marble and Furniture Industries through multistage random sampling techniques in study population. The nature of the study was quantitative and cross sectional. Chi-square and Kendall's T^c tests were used to find association between independent statements and dependent variable. The association between relationship independent statement, my work responsibility is clearly described ($P = 0.000$; $T^c = 0.179$), evenly distribution of work responsibility ($P=0.000$; $T^c=0.177$), work responsibility fully utilize/matching my skill ($P = 0.017$; $T^c = 0.157$). Similarly, responsibility are assigned on need of the work, the association is ($P = 0.436$, $T^c = 0.074$), I have a multiple work to do ($P = 0.045$; $T^c = -0.045$), responsibility and personal well-being ($P = 0.004$; $T^c = 0.126$) and whereas the association for responsibility and social well-being of the workers ($P = 0.045$; $T^c = -0.045$). Further, the relationship was find spurious for responsibility and job satisfaction in context of educational status of the workers. As a whole the study find role ambiguity, role conflict and multiple task performance with toughest work schedule in the sampled industries, thus leading to dissatisfaction of workers as well as industrial development in the region. The policy of green HRM (the right person right job) must be adopted within the local industrial sector. A flexible timetable must be devised so the workers may find proper time for their socio-personal well-being. The study conclude that higher and greater the role conflict and ambiguity leading to least job satisfaction among workers consequently negatively rubs workers for their socio-personal well-being in the region. To assure job satisfaction and as result industrial development through the philosophy of responsibilities (role) the principle of green HRM (right person right job) must be followed by local management of the company.

Keywords: Responsibilities, Job Satisfaction Workers, Rural Industries, Development, KP-Pakistan

Introduction

Job satisfaction is the combination of two words, i.e. 'Job' means work anywhere employee beings spent most of their time to make their lively hood. There is exchange between profits and amenities

among workers and their parental employment. The next is 'satisfaction' that is expressive and psychological situation of worker occurred as a result of their duties. So we can say job satisfaction is state of pleasure, emotion, which an employee get after performing his duties of after doing his job (Clark, 1996). In psychological point of view, work gratification is a pleasurable emotional ritual as a result of the appraisals of workers services they are getting in organizational goals achievements (Line and Kennel, 1993). Employment satisfaction is the degree of workers satisfaction through multiple factors like, compensation, social security, tools and technologies, training and development within an organization (Jackson, 1985). Whereas dissatisfaction is the prevailing situation of workers and gap between their aspirations and achievements while servicing in a particular organization. In simple employment satisfaction is the combination of psychological, physiological and environmental circumstances that push the workers for working more zealously to achieve the organization goals. It is the amount of overall positive affect that individuals have towards their work, services and organization as a whole (Line and Kennel, 1993). In developing countries like Pakistan, industrial development and Workers satisfaction is still a matter of grave concern (Ahmad, 2016). The current industrial sectors of the country is based on the workers exploitation and highly dissatisfaction from industrial services (Mustafa & Mumin, 2014). There are mistreatment in term of salaries, pay and wages, safety and health and other fundamental rights especially in context of work responsibilities. Consequently, negatively rubs the laborers for their personal, communal and psychological well-being in the region. For most of the time the poor labors employed on stumpy earnings for long hours with multiple roles, poor socio-physical and psychological conditions (World Health Organization, 2014). Consequently, the industrial sectors particularly, rural manufacturing of the country facing the problem of less out-put production, reduction in the quality and quantity of work, less industrial growth indexation and least job satisfaction in the area (Ahmad *et al*, 2015). The current study will thus attempt to sociologically analyze the factor of responsibility with worker's satisfaction in rural industries of Dir Lower.

Responsibility

Responsibilities refers to the duty, function and task fulfillment of employee on the basis of their matching qualification and commitment for accomplishment of convinced part in an organization (Bakotic & Babic, 2013; Will Barrett, 2004). It is a sphere obligation dispensed to a person on the basis of his personal characteristics like, occupation and exertion (Misener, 1996). It is not only the discharge of task but also include the functional obligation of particular role as well as moral commitment of the workers. Restraint and role some time overlapping each other and difficult to differentiate between them. However, restraint is the overall task and duties assigned to a person whereas the role is the specific function and illustration of the restraint. Moreover, in organizational structure a restraint employee is that who actually performed his assigned task with full determination and obligation in order to gain organization objectives (Watson, 1981). In ethical sense the responsibilities is the accomplishment of duties interrelated with efficient obligation of employee part performed provides basis of acceptance that the actor has gained the high degree of morality, basic level of ethical maturity as well as capabilities of motive (Will Barrett, 2004).

Statement of the Problem

Developed countries had achieved a sustainable growth and advancement of industrialization, large scale export consequently sophisticated technologies, advance means of transportation and communication, developed infrastructure stable socio-economic position with higher degree of workers satisfaction in their industrial setup. Like other developing countries the industrial sector in Pakistan is suffers from a number of socio-economic, political environmental challenges where less

industrial growth, poor working condition especially exploitation of workers has multiplied the severity of the issue in the country. The low wages, authoritarian industrial relationship, job insecurity, absence of adequate safety, training and development, personal growth, recognitions and especially role conflict ambiguity, workers exploitation in context of long hour working and taught work schedule are still persisting in the manufacturing sectors, especially in rural industries of the area. This research study is an attempt to analyze job satisfaction in context of responsibilities of workers in rural industries of Khyber Pakhtunkhwa with special focus on specified industries in District Dir Lower. This study provide much insight into responsibility of industrial workers, particularly of rural industrial with regard to employees' level of motivation, performance and satisfaction, since a well motivational practice is vital to gain industrial evolution and expansion in the country.

Responsibility and Job Satisfaction

The employee role/duties or performance is considered crucial in hastening the expansion and growth of organization. Superior performance based on responsibility is the basic motive and principle of today competitive business environment, and the green HRM to fully utilized human capital to support employer's goals (Mariam, 2009; Indriyani & Wisnu, 2010). Role performance is the level of realization of the contribution especially, when it is in line with their efforts for assigned tasks. On the basis of such outstanding performance reward are granted to committed workers for greater efforts resulting work gratification, consequently improving the productivity and income of organization (Yıldız 2014; Ay Keleş 2017). Similarly, improve and excellence performance is highly depending on clearly defined role, matching qualification, the role which have capacity to fully utilize the skill and professional qualification of the workers, based on the philosophy of right person right job, no dual role and role conflict as well as the flexible work schedule so employees may find enough time for their personal lives, family and other socio-culture activates, leading thereby to job satisfaction within parental organization. Conversely, responsibility/ role uncertainty causing to role conflict and ambiguous performance expectation of the workers. If job description are not properly defined with matching qualification and benefits, the role ambiguity will definitely to be arise. In prevailing uncertain circumstances, the workers face role conflict as they not have a definite direction for their duties and proper scheme to handle the situation and meet organization obligation (Glissmeyer, 1985). In this regard, Mostafa and Momen (2014) disclosing the uncertain responsibility mostly exist in modern competitive base organization and materialistic base manufacturing culture everywhere. In such organization a variety of role uncertainty has been established. Among them the most frequent are expectation role uncertainty, procedural uncertainty, and priority and behavior base uncertainty of responsibility. Similarly, Brun (2009) has classified role uncertainty into two major categories; subject uncertainty and other is supply uncertainty. The uncertainty regarding goods, marketplace, practices and managerial resources are known as subjective uncertainty while the other is related to innovation, multiple responsibility, rationality as well as dependability are convinced (Wright & Bonett, 2007; Clark, 1997). Whatsoever, the uncertain responsibility severely effecting the performance and productive of employee as well as resulting harmful consequences on their physical and mental health in shape of tension, nervousness poor decision maker and misperception among workers (Misener, 1996; Jackson & Schuler, 1985). It is thus concluded that role and responsibility are the assigned obligation, written or unwritten commitments between employee and employers. It plays a vital role in enhancing the performance of an employee if based on certain job description and considered a leading factor of job satisfaction.

Methodology

Cross-sectional study design was followed for the current study to sociologically analyze job satisfaction in context of responsibilities among industrial workers in study population. Further, the study was delimited to specific industries (Crush plants, Marble and Furniture Industries) in District Dir Lower Khyber Pakhtunkhwa-Pakistan. The study universe of the study was divided into six PESCO operational sub divisions, however, due to diverse and greater number of industries and workers operating under PESCO Sub Division Chakdara, Samar Bagh and Timergara further constituted the study population. The mandatory sample size for 932 industrial workers (Target Population) was carried out as 279 (Sekaran, 2003). Further, 279 sample respondents was proportionally allocated to each industries in the study population and the target population was studied through random sampling technique. For, proportional allocation of sample size, the Bowley formula was used (Baowley, 1926, Babie, 1989). The collection of primary information was made through well-established interview schedule. Further, to measure the study variable (responsibility) and job satisfaction, the scale devised by Muhammad *et al.* (2011), for measuring role ambiguity and job satisfaction was followed with little changes based on the literature review for the current study. Moreover, the reliability of the instrument was also assured through pre-testing and Cronbach's Alpha, where the value of the variable was measured as 0.60, which is equal and above the criteria of indexation, thus the variable was indexed for cross tabulation of the study variables. After, collection of primary information the data was proceeded through SPSS where chi-square and Tau-c (T^c) tests were applied for measuring association between multiple statements of independent variable of responsibilities with dependent variable (job satisfaction) of workers. Data was analyzed at Bi- Variate and multivariate levels, where education status of the respondents was taken as background variable of the study.

Table-I Total Sample Size and Their Proportional Allocation

PESCO Divisions	Sub	Total number of workers employed	Sample workers From Each Stratum			
			Crush Plants	Marble Industries	Furniture Industries	Tota
Chakdara		344	36	33	34	103
Samar Bagh		252	27	22	27	76
Timergara		336	38	38	24	100
Total		932	101	93	85	279

Field Survey; 2022

Results and Discussion

At Bi-Variate level, the table indicate a high significant and positive association between statement my work responsibility is clearly defined ($P = 0.000$; $T^c = 0.179$), with job satisfaction. Similarly, independent statement, the work are evenly distribute in our industry also show a high significant and positive results ($P = 0.000$; $T^c = 0.177$) and my work efficiently uses my skill and professional experiences again indicate a significant and positive association with job satisfaction of the workers ($P = 0.017$; $T^c = 0.157$). These finding are in the link with work of (Hackett et al., 1985) and

(Zhao & Rashid, 2010). Their study found a strong relationship between clear role of employee with their psychological well-being, performance and happiness. The unclear, ambiguous, unjust and mismatching responsibilities of the workers leading to role conflict, consequently poor recital and outcome of organization as a whole. Whereas the clearly defined role, responsibilities according to the skill and evenly distribution of duties has a substantial relation with individual performance and play a crucial role in task achievement of organization.

The results further indicate a non-significant association between statement in my industry responsibility are assigned on the base of the need of the work ($P = 0.436$; $T^c = 0.074$). This results is contradictory with research work of (Waheed, & Malik, 2010). The study disclosed mismatching role resulting to job stress, especially, when the individual doesn't have the skills and abilities to perform the assigned duties efficiently. When the worker not given the proper training or some necessary resources have not been given to perform the job or when they are confronted with conflicting job demands (Waheed, & Malik, 2010). If stress is not handled and managed effectively, it accumulates with in an individual. Job stress is multidimensional in nature i.e. workload pressure, time pressure, performance pressure, role conflict, role ambiguity, work family conflict etc.

Further, the statement I have a multiple work to do in my industry indicated significant but inverse in relation ($P = 0.045$; $T^c = -0.045$) with workers satisfaction. The responses of the sampled respondents indicated that most of the time they are performing multiple role in their industries which is inversely proportion to their satisfaction. The industrial sector of the country is passing from initial stage of growth and development especially of the rural area of the country. Besides, due to certain external, internal and environmental challenges as well as informal manufacturing sector the rural industrial usually employing cheap labors for their services. Due to low work strength in the company, these workers are usually assigning dual role to their workers; labor cum manager, loader, operator, drivers or even labor cum security guard and cook. These information is also support the review of (Ahsan *et al.*, 2009; Quick, 1999; and Timms *et al.*, 2015). Their study finding conclude that higher and greater the role conflict and ambiguity leading to least job satisfaction. The modern competitive and economic based HRM has adopted the policy of workforce pressure to accomplish multiple task with single person. However, this dual and multiple role negatively influencing worker's psychology and leading to mental complexities like stress, frustration, anxiety, worry and depression among industrial workers (Borg & Falzon, 1991).

Further the table indicate a significant and positive relationship ($P = 0.004$; $T^c = 0.126$) between the statement my responsibility allowed me to get enough sleep, rest and healthy food (personal well-being) with job satisfaction and the statement my workload is reasonable and I am find time for my family and friend (Social well-being) is again significant and positive ($P=0.004$; $T^c=0.170$) with independent variable of the study. These results are supported by the work of Lorincova, *et al* (2018). They reveals that sustainable HRM considered human capital particularly their well-being as important assert and stakeholder of any organization. Further, to achieve company objectives the sustainable HRM focusing on the overall factors of workers motivation to ensure their presence as human capital play crucial role if use properly. For improving the socio-personal well-being, such organization follow a flexible working schedule where employee finds time for their personal needs like to maintains their health fitness, recreational facilities, time for proper rest and other socio-culture activities for better work performance, increase business efficiency, competitiveness, success, and to ensure sustainability and personal satisfaction as well (Delmas *et al.*, 2013).

Table-II Association Between Responsibility and Job Satisfaction of the Workers

S.NO	Statements	Job Satisfaction			Total	Statistics χ^2 , (P-Value) & T^c
		Highly Satisfied	Moderate satisfied	Least Satisfied		
1	My work responsibility is clearly described/ defined					
	Agree	26 (9.3%)	28 (10%)	33 (11.8%)	87(31.2%)	$\chi^2=25.061$ (P=0.000) $T^c=0.179$
	Neutral	4 (1.4%)	9 (3.2%)	14 (5%)	27 (9.7%)	
	Disagree	11(3.9%)	62 (22.2%)	92 (33%)	165(59.1%)	
2	The work are evenly distributed in our industry					
	Agree	29 (10.4%)	35 (12.5%)	49 (17.6%)	113(40.5%)	$\chi^2=23.725$ (P=0.000) $T^c=0.177$
	Neutral	7 (2.5%)	17 (6.1%)	17 (6.1%)	41(14.7%)	
	Disagree	5 (1.6%)	47 (16.8%)	73 (26.2%)	125(44.8%)	
3	My work efficiently uses my skill and professional experiences					
	Agree	21 (7.5%)	34 (12.2%)	35 (12.5%)	90 (32.3%)	$\chi^2=12.097$ (P=0.017) $T^c=0.157$
	Neutral	8 (2.9%)	16 (5.7%)	24 (8.6%)	48(17.2%)	
	Disagree	12 (4.3%)	49 (17.6%)	80 (28.7%)	141(50.5%)	
4	In our industry responsibilities are assigned on the basis of the need of the work					
	Agree	23 (8.2%)	49 (17.6%)	62 (22.2%)	134(48%)	$\chi^2=3.786$ (P=0.436) $T^c=0.074$
	Neutral	5 (1.8%)	20 (7.2%)	22 (7.9%)	47(16.8%)	
	Disagree	13 (4.7%)	30 (10.8%)	55 (19.7%)	98(35.1%)	
5	I have a multiple work to do in my industry					
	Agree	21 (7.5%)	42 (15.1%)	71 (25.4%)	134(48%)	$\chi^2= 3.685$ (P=0.045) $T^c = -0.045$
	Neutral	3 (1.1%)	17 (6.1%)	20 (7.2%)	40 (14.3%)	
	Disagree	17 (6.1%)	40 (14.3%)	48 (17.2%)	105(37.6%)	
6	My responsibility allowed me to get enough sleep, rest and healthy food (Personal well-being)					
	Agree	13 (4.7%)	35 (12.5%)	32 (11.5%)	80(28.7%)	$\chi^2=15.504$ (P=0.004) $T^c=0.126$
	Neutral	14 (5%)	12 (4.3%)	23 (8.2%)	49(17.6%)	
	Disagree	14 (5%)	52 (18.6%)	84 (30.1%)	150(53.8%)	
7	My work load is reasonable and I am find time for my family and friends (Social well-being)					
	Agree	23 (8.2%)	36 (12.9%)	36 (12.9%)	95(34.1%)	$\chi^2=15.382$ (P=0.004) $T^c=0.170$
	Neutral	5 (1.8%)	8 (2.9%)	13 (4.7%)	26 (9.3%)	
	Disagree	13 (4.7%)	55 (19.7%)	90 (32.3%)	158(56.6%)	

Field Survey 2022. Percentages are given in parentheses

Association between responsibility and Job Satisfaction in context of education status of the respondents

The primary information further indicate a highly significant and positive relationship ($P=0.000$; $T^c=0.170$) of indexed variable i.e. responsibility and worker's satisfaction in regard of illiterate status. Likewise, the association for literate status was also extremely substantial and positive ($P=0.000$; $T^c=0.247$) also highly significant and positive ($P=0.000$; $T^c=0.221$) for all-inclusive data as well. Due to variation between T^c values the relationship of responsibility and workers satisfaction in regard of education status is spurious. The given T^c value of positive direction further indicate strong relationship of responsibility with job satisfaction despite the difference in educational level of

the workers. Responsibility is the overall assigned role given to employee to perform according to their qualification, skill and experiences. The clearly described role based on professional qualification and matching wages are equally important for illiterate and literate workers. It multiply the out-come of labors, helps in unleash their expertise and abilities for superior performance within industries (Rees, Alfes, & Gatenby, 2013; Dirisu, *et al.*, 2018).

Table-III Association between responsibility and Job Satisfaction (controlling educational status of the respondents)

Educational Status	Independent Variable	Dependent Variable				Statistics χ^2 , (P- Value) & T ^c	Level of significance for entire table
		Highly satisfied	Moderate Satisfied	Least Satisfied	Total		
Illiterate	Responsibility	Job Satisfaction				$\chi^2=28.005$ (P=0.000) T ^c =0.170	$\chi^2=40.619$ (P=0.000) T ^c =0.221
	Agree	10 (8.7%)	4 (3.5%)	9 (7.8%)	23 (20%)		
	Neutral	1 (0.9%)	28 (24.3%)	18 (15.7%)	47 (40.9%)		
	Disagree	5 (4.3%)	16 (13.9%)	24 (20.9%)	45 (39.1%)		
Literate	Agree	12 (7.3%)	9 (5.5%)	11 (6.7%)	32 (19.5%)	$\chi^2=20.865$ (P=0.000) T ^c =0.247	
	Neutral	10 (6.1%)	19 (11.6%)	29 (17.7%)	58 (35.4%)		
	Disagree	3 (1.8%)	23 (14.0%)	48 (29.3%)	74 (45.1%)		

Field Survey 2022. Percentages are given in parentheses

Conclusion

The field information as whole finds a significant association with work reasonability and job satisfaction in the study population. However, the role ambiguity, role conflict and multiple task performance with toughest work schedule were the major concern of the sampled population. Further, the work responsibilities play important role in job satisfaction for both illiterate and literate respondents and on the basis of variation of Chi-square and Tau-c Values, the relationship is spurious in context of education status of the study population. Thus the factor of responsibilities in majority of the rural industries were not based on the right person and right jobs and usually, a single worker has been assigned dual or multiple roles in these manufacturing sectors of the area. Further, there were not specific and defined responsibilities and majority of workforce were engaged as labor-cum manager, labor-cum cook, driver or loader etc. Such dual role negatively influencing worker's psychology and leading to mental complexities like stress, frustration, anxiety, worry and depression as well as less industrial growth in the region.

Recommendations/Suggestions

The ambiguous responsibility of workers leads to role conflict and other socio-psychological problems for industrial workers. To minimize the harmful impact of role uncertainty, the company manager must clearly describe the role of each worker independently. The policy of green HRM; the right person right job must be adopted within their industry. A flexible timetable must be devised so the workers may find proper time for their socio-personal well-being. In this regard the government must properly implement national law regarding working hours with a special focus on ILO act no 1 trade and agencies agreement, 1931 and labor working hour's acts of the national and provincial government that work hours must not exceed more than 8 hours per day.

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