
**COMPARATIVE RESEARCH OF JOB SATISFACTION AND JOB INVOLVEMENT
BETWEEN MALE AND FEMALE IN FRESHMART BAHU MALL MANADO*****PENELITIAN KOMPARATIF KEPUASAN KERJA DAN KETERLIBATAN KERJA ANTARA
KARYAWAN PRIA DAN WANITA DI FRESHMART BAHU MALL MANADO***

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Abstract: To motivate employees the company must pay more attention on their job satisfaction and job involvement. A gender difference appears on satisfaction and involvement, because each gender tends to give a different perception. By knowing what each gender perception toward each variable, this research aims to see if there is significant difference between male and female employees. This research used a quantitative method. The sample of this research is male and female employees in Freshmart Bahu Mall Manado. The number of respondents is 100 employees consist of 50 male and 50 female respondents. Simple random sampling was adopted to select the respondents. The data are collected by questionnaires. The result of this research shows there are no significant differences in terms of job satisfaction and job involvement between male and female employees. The management of company may consider about the job satisfaction and job involvement and should maintaining this current condition, as well as performance, improve the service and quality of employees both for male and female employees.

Keywords: *male employees, female employees, job satisfaction, job involvement*

Abstrak: Untuk memotivasi karyawan perusahaan harus lebih memperhatikan tentang keterlibatan dan kepuasan kerja karyawan. Perbedaan gender terlihat pada kepuasan dan keterlibatan, perbedaan gender cenderung memberikan persepsi yang berbeda. Dengan mengetahui persepsi setiap gender terhadap setiap variabel, penelitian ini bertujuan untuk melihat jika terapat perbedaan yang signifikan antara karyawan laki-laki dan karyawan perempuan. Penelitian ini menggunakan metode kuantitatif. Sampel penelitian ini merupakan karyawan di Freshmart Bahu Mall Manado. Jumlah responden adalah 100 karyawan terdiri dari 50 laki-laki dan 50 perempuan. Simple Random Sampling digunakan untuk mengumpulkan data melalui kuesioner. Hasil penelitian ini menunjukkan tidak ada perbedaan yang signifikan dalam hal kepuasan kerja dan keterlibatan kerja antara karyawan laki-laki dan perempuan. Menejemen perusahaan dapat mempertimbangkan mengenai keterlibatan kerja dan kepuasan kerja karyawan dan harus menjaga kondisi tersebut, begitupun soal performa, tingkatkan layanan dan kualitas dari karyawan baik untuk karyawan laki-laki maupun karyawan perempuan.

KataKunci: *karyawan laki-laki, karyawan perempuan, kepuasan kerja, keterlibatan kerja*

INTRODUCTION**Research Background**

A good product does not come by itself, so does a company. Retail stores sell many kinds of goods for the customers starting from individual to household needs with affordable prices, high-quality products and serving the customers with the best services. Services provided by the retail stores or the employees make the customers feel comfortable and satisfied by giving the information details about the products that the customers want. Employees are required to provide the best services and performances to consumers, competent human resources and innovative plans to develop better business in the future.

Therefore, in order to sustain excellent and competitive workers, companies must pay more attention on their job satisfaction such as promotion, welfare, salary and internal relationships with co-workers. A company will not be able to achieve success and their goals if there are no supports and assists. For instance, employees play important roles in achieving these successes. As the competitions among the competitors rise, the organizations must develop creative strategies to compete in high competitive markets and to increase their performance in order to achieve their objectives.

The quality of human resources is related to job satisfaction. If employees are motivated, they tend to behave in a manner that will bring many benefits to the organizations as they become committed and loyal to distribute their energies and skills to the company. The behaviors and skills that employees possess will help the organization to achieve the targets both in the short and in the long-term. Jobs can affect people personally in terms of the job environment, the workforce, the co-workers, and the organization which later will be parts of their life. If companies eager to sustain loyal and committed employees, they must be consistent as well in giving job satisfaction equally to all workers or might even better support in the future.

Employees with high level of involvement contribute more and care about their works. For example, the employees will provide new ideas to the progress of the work, able to follow and rules the regulations of the company. According to Hung in Lubakaya (2014), job involvement is the degree to which an employee is engaged in and enthusiastic about performing their work, and business managers are typically well aware that efforts to promote job involvement among the staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives.

By considering the distinctive differences between male and female employees, where on the job satisfaction and job involvement there are differences based on gender, the author interested to conduct a research with the purpose of this study is to do a Comparative Research of Job Satisfaction and Job Involvement between Male and Female Employees in Freshmart Bahu Mall Manado.

Research Objective

To find out if there is significant difference in:

1. Job Satisfaction between male and female employees of Freshmart Bahu Mall Manado.
2. Job Involvement between male and female employees of Freshmart Bahu Mall Manado.

THEORETICAL FRAMEWORK**Human Resource Management**

Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2011:30). According to Noe, Hollenbeck, Gerhart, and Wright (2012:5), human resource management refers to the policies, practices, and systems that influence employees' behavior attitudes, and performance. The statement above shows that human resources provide recognition of the importance of the employee workforce that contributes to achieve organizational objectives.

Organizational Behavior

Organizational behavior relates to how people behave in organization, individuals, groups and behavior in organizational structures with a view to gain knowledge and organizes resources in order to analyze behavior and motivate productivity that is critical for success in management. Organizational behavior is the attitude and behavior of employees as individuals and a part of the organization in work environment, not in public

environment such as the community (Hariandja, 2006:1). According to Schermerhorn, Hunt and Osborn (2005:3), organizational behavior is the study of individuals and groups in organizations.

Job satisfaction

Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important (Luthans, 2011:141). Luthans (2011:142) stated that job satisfaction has some characteristics of a job about which employees have affective responses.

1. The work itself. It means extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.
2. Pay. Money not only helps people attain their basic needs but is also role in providing the upper-level needs. Employees often see pay as a reflection of how management views their contribution to the organization.
3. Promotion opportunities. They mean chances for advancement in the organization. Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take different forms and have a variety of accompanying rewards.
4. Supervision. It refers to the abilities of supervisor to provide technical assistance and behavioral support. It is measured by the degree to which a supervisor takes a personal interest and cares about the employee such as monitoring how well the employees, providing advice and assistance to the individual, and communicating with the associate on a personal.
5. Coworkers. They are the degree to which fellow workers are technically proficient and have good social environment.

Job satisfaction is an attitude or behavior that is pleasant or unpleasant from their works. It is a result of their perception about the work that is closely related to rewards that they believed they would receive after accomplishes the job.

Gender and Job Satisfaction

Male and female workers express relatively higher level of agreement about their liking of coworkers and enjoy their jobs in the same company, less sex discrimination, however they mildly agree that there were bickering and fighting at work (Mamun, Hussain & Islam in Shaheen, 2014). Research of Okpara, Sqillace and Erondu in Dhanapal, Subramaniam and Vashu (2013), showed that gender differences exist in the levels of job satisfaction; female hold negative perceptions about their pay, supervision and promotion, thus producing a low level of job satisfaction, while their male counterparts hold favorable opinions about pay, promotion policies and supervision and thus indicating male have a high level of job satisfaction.

Job Involvement

Job involvement measures the degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth (Robbins & Judge, 2007:73). However, job involvement according to Ishfaq and Talat in Lubakaya (2014), there are four ways to categorize job involvement which consists of (a) actively contribution to the job, (b) work as the central life, (c) performance compatibility with the self-concepts, and (d) performance as self-esteem. Employees who view their works as the part of their life will have greater opportunity to fulfill their major needs. While, employees who participate actively in their job that provides the chance to make decisions and play an essential role in the organizations' success will assist them to obtain high self-esteem.

Gender and Job Involvement

In a company employees are required to get involve more into their works, either for female employee or male employee in order to support and assist company to gain their success. According to Sekaran and Mowday (1981), a relationship of job involvement and the other demographic factors such an age and sex was significantly related to job involvement. While the study by Hickling found that variable demographics does have a relationship with job involvement. The results of this study indicated that full-time employees and part-time employees are different in demographic characteristic, women has a lower work involvement compared with men (Christy, 2016).

Previous Research

The relationship between job involvement, job satisfaction and organizational commitment by Raymond Toga and Themba Q. Mjoli (2013) this research indicate that there is no effect between job involvement and job satisfaction. The results showed that both job involvement and job satisfaction are strongly associated with organizational commitment, job satisfaction accounts for a higher proportion of variance in organizational commitment than job involvement. Shah, F. T., Idrees, F., Imam, A., Khan, T. A., and Mariyam, A. (2014). The result of this study found that there is a significant relationship among job satisfaction and organizational commitment which helps conclude that increased job satisfaction in IT professionals leads to increased organizational commitment.

Imam, A., Raza, A., and Ahmed, M. (2014) this study is destined to check how satisfaction impact to enhance the employees commitment towards their organization in banking sector employees of Pakistan. This study has the major limitation that the convenience sampling and also questionnaire to collect the data. The finding reveals that there exists a positive relationship between job satisfaction and organizational commitment among employees of banking sector. Predicting Organizational Commitment via Job Satisfaction, Gender, Age, Experience, and Position by Eleswed and Mohammed (2014) found that organizational commitment and job satisfaction were not statistically significant. A multiple regression analysis was used in an attempt to predict, the number of research sample are 156 employees.

Conceptual Framework

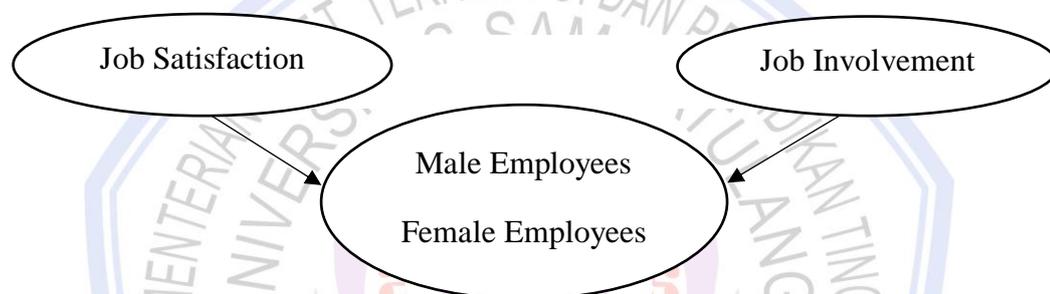


Figure 1. Conceptual Framework

This research is conducted to do comparative research of job involvement and job satisfaction between male and female employee in Freshmart Bahu Mall Manado.

RESEARCH METHOD

Type of Research

The type of this research is descriptive research with quantitative approach. The method used in this research is Independent Sample T-Test.

Place and Time of Research

This research was conducted in Freshmart Bahu Mall Manado and the time of research is from between May to July 2017.

Research Procedure

Several procedures were done to conduct this research:

1. Finding variable that affects organizational commitment
2. Finding theories about those variables
3. Reviewing previous studies related to the current study
4. Determining the population as well as the samples
5. Preparing the questionnaires
6. Distributing the questionnaires, then later being collected
7. Processing the data collected to reveal the result
8. Analyzing and writing the result

Researcher prepared and distributed 100 questionnaires to the respondents. Then, arranged the result data and processed with independent sample t-test. After analyzing the data, researcher makes a conclusions and recommendations followed by writing the result of the research.

Population and Sample

Population is generalized to the object or subjects which have a certain quantity and characteristic that is required by research to studying and to gain conclusion (Sekaran & Bougie 2009:107). Populations in this research are all male and female employees in Freshmart Bahu Mall Manado. The sample size of this research is 100 that being divided to 50 male and 50 female.

Data Collection Method

Primary data is original information collected for the first time Kothari (1985). Primary data were collected using data collection method by distributing a structured questionnaire to the respondent.

Data Analysis Method

Validity and Reliability

Validity test used to measure the validity of the questionnaire. To analyze that, Pearson Product Moment was used. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. This reliability test in this research used Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

Independent Sample T-Test

The study of Schlomer and The Military REACH Team (2012) explain that independent samples t-test is used to compare two groups whose means are not dependent on one another. In other words, when the participants in each group are independent from each other and actually comprise two separate groups of individuals, who do not have any linkages to particular members of the other group. Results of an independent samples t-test indicate whether the difference between two are larger than expected by chance.

RESULT AND DISCUSSION

Validity and Reliability Result

Validity Test

Table 2. Validity Test Result

	Pearson Correlation	Sig. (2-tailed)	N
Q1	.772	.000	
Q2	.789	.000	
Q3	.768	.000	
Q4	.722	.000	
Q5	.537	.000	
Q6	.569	.000	
Q7	.728	.000	
Q8	.661	.000	
Q9	.743	.000	
Q10	.645	.000	100
Q11	.720	.000	
Q12	.709	.000	
Q13	.651	.000	
Q14	.727	.000	

Q15	.651	.000
Q16	.601	.000
Q17	.371	.000
Q18	.716	.000
Q19	.589	.000
Q20	.507	.000
1		

Source: SPSS Output, 2017

Validity test results in Table.2 based on the value obtained from the Sig. (2-tailed), which are all below the 0.05, indicate that data are valid.

Reliability Test

Table 3. Reliability Test Result

Cronbach's Alpha	N of Items
.930	20

Source: SPSS Output, 2017

Reliability test results in Table. 3 the Cronbach's Alpha has a value 0.930, it proves the research instrument is assumed to be reliable.

Normality Test

Table 4. Normality Test Result

		Job Satisfaction	Job Involvement
N		100	100
Normal Parameters ^{a,b}	Mean	63.20	63.15
	Std. Deviation	9.016	8.076
	Absolute	.108	.094
Most Extreme Differences	Positive	.108	.094
	Negative	-.085	-.066
Kolmogorov-Smirnov Z		1.084	.936
Asymp. Sig. (2-tailed)		.190	.346

Source: SPSS Output, 2017

The result shows that the significance of job satisfaction and job involvement are above 0.05. Hence, it indicates that the data is normally distributed.

Independent Sample T-Test**Table 5. Group Statistics****Independent Sample T-test for Job Satisfaction**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
	Job Satisfaction	Male	50	63.70	8.335
	Female	50	62.70	9.709	1.373

Source: SPSS Output (2017)

This result in the table 5 shows that the mean value of male and female employees in Freshmart Bahu Mall Manado almost has a same perception on job satisfaction. The mean value of male employee is 63.70 and female is 62.70.

Table.6 Independent Sample T-test for Job Satisfaction

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Differen ce	Std. Error Differen ce	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfact ion	Equal variance s assumed	2.94 8	0.089	0.55 3	98	0.58 2	1.000	1.810	-2.591	4.591
	Equal variance s not assumed			0.55 3	95.80 6	0.58 2	1.000	1.810	-2.592	4.592

Source: Data processed, 2017

From the table 6 the p-value resulted in 0.582 ($p > 0.05$) both for male and female, the result indicates that there is a similarity and no differences in the average perception. Hence, H_0 is accepted which means there is no significant difference in Job Satisfaction between male and female. The result indicated that male and female employees in the Freshmart Bahu Mall Manado have equal level of satisfaction.

Table .7 Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
	Job Involvement	Male	50	64.28	7.941
	Female	50	62.02	8.130	1.150

Source: SPSS Output (2017)

Regarding job involvement, from the table 7 the mean value of male is 64.28 and female is 62.02, it almost have a same perception of job involvement.

Table .8 Independent Sample T-test for Job Involvement

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Involvement	Equal variances assumed	.313	.577	1.406	98	.163	2.260	1.607	-.930	5.450
	Equal variances not assumed			1.406	97.946	.163	2.260	1.607	-.930	5.450

Source: Data processed, 2017

From the table.8 the p-value resulted in 0.163 ($p > 0.05$) both for male and female. The result indicates that there is a similarity and there is no difference in the average perception. Hence, H_0 is accepted which means there is no significant difference in job involvement between male and female. Based on the results, indicates that male and female employees in the Freshmart Bahu Mall Manado involved equally.

Discussion

The development of retail stores in Manado were increased, in line with the increased in the number of retail stores. Hence, it is important for these stores to be aware, and keep maintaining their business competitiveness toward the current competitors and the possibility of a new comer competitors. The human resource takes an important part in the organization. According to Hung (2008), human resource is a major drive to maintain corporate competitiveness and enhance work attitude of an organization's members. Work attitude referred in this research is job satisfaction and job involvement. This study was conducted to compare job satisfaction and job involvement between male and female employees in Freshmart Bahu Mall Manado. In this research, the data were collected from 100 respondents that were categorized by gender, age, education, and working period. The respondents of this research are the employees in Freshmart Bahu Mall Manado. This research aims to find out whether there is a significant difference or there is no significant difference between the male and female employees in terms of job satisfaction and job involvement. It can be used to have a better understanding of employees to help them in developing the best strategy to increase the organizational commitment in order to maintain the company performance and productivity.

Comparison between Male and Female Based on Job Satisfaction

The result of this study shows that there is no significant difference between the male and female employees. From the table 4.5 job satisfaction mean value of male employees are 63.70 and female employees are 62.70, it means company took care about the employees welfare without showing any discrimination towards gender, by giving equal rights in terms of rewards for their work such as salary and promotion chance for both gender. It proves that Male and Female gives almost same perception of job satisfaction in Freshmart Bahu Mall Manado.

The results of this research are also supported the theory of Hodson (1989), that indicated a sizable portion of job satisfaction does not found difference between men and women, mostly because they found that women compare themselves to other women and men compare themselves to other men. Company has to keep maintaining and improving the satisfaction in terms of employees.

Comparison between Male and Female Based on Job Involvement

The result of this study shows that there is no significant difference between the male employee and female employee of Freshmart Bahu Mall Manado. From the result of table 4.7 job involvement mean value of male employees are 64.28 and female employees are 62.02, means employees are confidence, actively participate in giving new initiative and also feel that the job or task that company gives to them are important to do. The employees of Freshmart Bahu Mall Manado are fully involved at their work without feel restricted with their gender. It proves company provide an equal opportunities on each employee in participating or involving in any activity that conducted by the company. Male and Female gives almost same perception of job involvement.

The results of this test are in line with the results of the research are presented by Oguegbe, Joe-Akunne Chiamaka, and Edoga (2015), their study stated that there will be a significant difference between male and female bankers on job involvement was not confirmed. This indicated that gender is not a determinant of job involvement rather than another factor like personality can account for that. Thus, the company should consider and give attention to the importance of job involvement on employees because in every process to achieve organizational objectives, a company needs the employee involvement.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of data analysis in this research, it can be conclude that:

1. There is no significant difference in terms of job satisfaction between male and female employees in Freshmart Bahu Mall Manado.
2. There is no significant difference in terms of job involvement between male and female employees in Freshmart Bahu Mall Manado.

Recommendation

Based on the result there are some practical recommendations from this research, which are listed as follows:

1. Freshmart Bahu Mall Manado has succeeded in developing new ideas and opportunities continuously and positively. Moreover, all the employees are encouraged to improve themselves as well as improve their career to achieve success in a dynamic and complex environment. Therefore, the company should pay extra attention to the employees as individuals who provide services to customers as the image of the company. Furthermore, evaluating and maintaining equal job satisfaction and job involvement between genders workforces is also important within the company. As the result, these will encourage them to work better, more active and productive which will benefit the company as well.
2. The results of this study can be used as references for human resource management. This research and the limitations found in the study can be used as a source of ideas for the development of the study in the future.

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