

A QUALITATIVE APPROACH ON THE RELATIONSHIP BETWEEN WORKFORCE DIVERSITY, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE AT KPP PRATAMA MANADO

PENDEKATAN KUALITATIF TERHADAP HUBUNGAN ANTARA KERAGAMAN TENAGA KERJA, KEPUASAN KERJA, DAN KINERJA KARYAWAN DI KPP PRATAMA MANADO

by

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Abstract: Humans are always active role in all activities inside the organization. The purpose of the company will be impossible to achieve without active participation. KPP Pratama is the one of the company yang has many employees from various regions in Indonesia, which is KPP Pratama Manado rich in the characteristics of each employee. The research aims to examine analyze the influence of workforce diversity, job satisfaction, and employee performance at KPP Pratama Manado. Data was collected through the interview individually. This research utilizes a qualitative approach to examine and explore in-depth interview on their experiences and opinion. As the final result of the research, shows that workforce diversity, job satisfaction and employee performance have a positive influence. Can be seen from the following factors there are age, culture, education background, religion, gender, pay, supervisor, co-worker, the work itself, planning, and developing which makes employee comfortable and give good performance to company. The organization should pay more attention to the division of employee in each department so that the gap of age and performance in each department could be managed accordingly, so as to minimize the problems that exist within the organization.

Keywords: *human resource management, workforce diversity, job satisfaction, employee performance.*

Abstract: *Manusia selalu berperan aktif dalam semua kegiatan di suatu organisasi. Tujuan perusahaan tidak akan tercapai tanpa partisipasi apa pun. KPP Pratama adalah salah satu perusahaan yang memiliki banyak karyawan dari berbagai daerah di Indonesia, yang mana KPP Pratama Manado kaya akan karakteristik di masing-masing karyawan. Penelitian ini bertujuan untuk menguji pengaruh keragaman tenaga kerja, kepuasan kerja, dan kinerja karyawan di KPP Pratama Manado. Data dikumpulkan melalui wawancara secara individual. Penelitian ini menggunakan pendekatan kualitatif untuk menguji dan menyelidiki dengan melakukan wawancara mendalam tentang pengalaman dan pendapat mereka. Sebagai hasil akhir dari penelitian, menunjukkan bahwa keragaman tenaga kerja, kepuasan kerja dan kinerja karyawan memiliki pengaruh positif. Dapat dilihat dari faktor-faktor berikut; budaya, latar belakang pendidikan, agama, jenis kelamin, gaji, atasan, rekan kerja, pekerjaan itu sendiri, perencanaan, dan pengembangan yang membuat karyawan nyaman dan memberikan kinerja yang baik kepada perusahaan. Organisasi sebaiknya lebih memperhatikan pembagian karyawan di setiap departemen sehingga jarak usia dan kinerja di masing-masing departemen dapat dikelola dengan sesuai, sehingga dapat meminimalkan masalah yang ada dalam organisasi.*

Kata Kunci: *manajemen sumber daya manusia, keragaman tenaga kerja, kepuasan kerja, kinerja karyawan.*

INTRODUCTION

Research Background

Human Resource Management (HRM) is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. Human resource management is the way organizations manage their staff and help them to develop (McCourt and Eldridge, 2003: 2) in order to be able to execute organizations' missions and goals successfully. In addition to the ever-increasing number of people in the world, competition also arises because of the needs of existing companies today for workers with certain skills. Conflicts that occur usually with a relatively far in age, culture, education background, and salary that can certainly affect employee performance. Success or failure of an organization is very dependent on the quality of human resources that are owned by them since the high-quality worker are human resources that are able to excel maximum way.

Jobs that are too less challenging will create boredom, but too much challenge creates frustration and feelings of failure. Under the conditions of a moderate challenge, most employees will experience pleasure and satisfaction. Having a friendly and fun co-worker can also create increased job satisfaction. Organizations that can develop and employ the necessary policies and procedures related to job satisfaction, will maintain a competitive advantage among their counterparts and increase their effectiveness. To achieve success and maintain a competitive advantage, organization must be able to utilize the most important resource such as the skills of the workforce.

Kantor Pelayanan Pajak Pratama Manado is one company that often makes mutations to employees. Therefore, KPP Pratama Manado has many employees from different cities and has many characteristics. Conditions in the Tax Office Pratama Manado in the implementation of the mutation program because the background of the performance of employees who are still possible if the employees concerned achievement increases when they are moved or not. The relationship between workforce diversity, job satisfaction and employee performance are if the perception shown by the employee is good then it will affect the employee's performance is good also because it can make the employees feel more comfortable and fun with good working environment situation whereas if the perception showed bad employees then the performance of these employees will also be reduced. Job satisfaction depends on the job characteristics, family responsibility, and personal expectation of the employees (Flarencis, Madrigal, and Pages, 2010). The influence of the work environment on employee performance can be seen from the employees of KPP Pratama Manado that can provide good maintenance work environment which has been applied in the company in providing services in the field of taxation.

Research Objective

The purpose of this study is to know the relation between workforce diversity, job satisfaction, and employee performance at KPP Pratama Manado.

THEORETICAL FRAMEWORK

Human Resource Management

In general, human resources management aims to increase contributions of employees in organizations. Those contributions are new ideas, productively working and success. Bratton and Gold (2003: 7) define Human Resource Management as the strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage. This is achieved through a distinctive set of integrated employment policies, programs and practices. Although there is no consensus on the definition or the characteristics of HRM it can be seen from the above definition that HRM is a combination of people-oriented management practices that views employees as assets, not cost, and its main aim is to create and maintain a skillful and committed workforce to gain competitive advantage.

Workforce Diversity

Workforce diversity as the ways that people differ which can affect a task or relationship with in an organization such as, education, religion, and culture by Carrell (2006). Workforce diversity includes, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience (Srivastava and Agarwal, 2012: 46). Organizations are facing diversity challenges in multiple forms such as demographic changes in manpower integrated with global markets and worldwide rivals

that should be managed strategically (Kreitz, 2008). To manage diversity strategically and successfully organizations needs human resources managers with essential skills in developing organizations, enhancing leadership skills, developing positive communication and correspondence tools, besides implementing effective assessment process. Workplace diversity generates conflicts between employees. Conflict occurs due to differences of perception, ideas, behaviors, interest, attitudes, religious differences, political differences and unjustified distribution of resources.

Job Satisfaction

In an ever growing competition for the best employees, companies need to provide a good working environment. Moreover, job satisfaction increase productivity and initiates progress. According to Locke (1976: 1304), job satisfaction is defined as "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Implicit in Lock's definition is the importance of both affect, or feeling, and cognition, or thinking. According to Vroom (1964: 718) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the workplace. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance.

Employee Performance

Kenney (1992: 134) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance, for example, using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja, 1992: 27).

As cited by Elnaga and Imran (2013: 140), Performances are classified into four elements:

1. Planning – setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals
2. Monitoring – continuously measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals.
3. Developing – an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company.
4. Rating – to summarize the employee and performance; can be beneficial for looking at and comparing performance over time or among various employees

Previous Research

First study by Zahid, Shaikh, and Zehra (2017). Impact of Organizational Culture on Pakistan Hotels Workforce's Job Satisfaction. This investigation tackles the purpose of Denison's prototypical for searching the organizational culture and Spector JGS assessment to inspect workforce job gratification in the course of 5 points Likert Scale. There is direct positive relationship between organizational culture and job satisfaction. It is clear from the organizational culture has a noteworthy role in Research target of this study is 220 hotels employees from middle range 3-star hotels in Pakistan. The study undertakes in the direction of achieving organizational goals by initiating fortify strategies towards building the strength to obtain the objective. Research confirmed that males have lower job satisfaction resulting from the stress while females have higher job satisfaction due to perception of existing friendly environment. The research found that males require financial rewards while female

The second study by Uddin, Luva and Hossian (2012). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. The research used Qualitative Methodology as the research method. The research demonstrated that numerous attributes of organizational culture have significant positive influence over the performance of organization. The research has mapped out different cultural aspects of organizations as well as showed the vital relationship between culture and performance. Through robust and in-depth observations, the research explained how employees' beliefs, norms, gestures and all relevant aspects of organizational culture impacted on firm's performance. The research significantly demonstrate both positive and negative mannerism of culture which has significant consequences on employees as well as firms performance. The research also asserts that organizational culture is an open system approach which has interdependent and interactive association with organizations performance. The sophisticated and extensive nature of the research would add value to organization studies discipline by providing an important qualitative perception towards organizational culture and performance and would initiate further discussions to create an effective framework between organizational culture and its impact on performance.

Another research study is by Owusu (2014). An Assessment of Job Satisfaction and Its Effect On Employees' Performance: A Case Of Mining Companies In The (Babiani – Anhwiaso – Bekwai Distric) In The Western Region. The satisfaction level was high especially with health and safety policies in the two mining companies. The study tested the determinants of the employees' job satisfaction and its effect on performance in the mining companies in Bibiani – Anhwiaso – Bekwai District in the Western Region. Employees are highly satisfied especially with the safety policies in pace. Most employees are satisfied with their jobs despite the challenges. The Compensation/pay is the main factor that determines the job satisfaction of mine workers. Employees are highly satisfied especially with the safety policies in pace. And also their performance is positively affected by compensation/pay while the nature of work negatively affects their performance. Lastly, inadequate training and development form their major challenge as far as job satisfaction is concerned.

Conceptual Framework

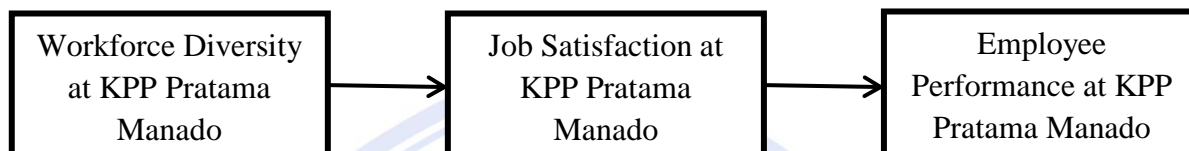


Figure 1. Conceptual Framework

Based on the conceptual framework which shows the related of workforce diversity, job satisfaction, and employee performance. Diversity can influence attitudes towards work negatively or positively and contribute to either satisfaction or dissatisfaction on the job. If the employee is comfortable with their work environment, co-worker, and with existing rules in the organization will have an impact on job satisfaction where the employee is satisfied with their work, so the employee will contribute and carry out their job properly resulting in a good performance for their company.

RESEARCH METHOD

Types of research

The method that will be used to analyze this research is a qualitative analysis method. Lincoln and Guba (2000: 3) qualitative research involves an interpretive and naturalistic approach: "This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them". Qualitative research means that the research do not doing by any equation or formula or scale just like in quantitative. It is all about the explanation, the described result based in fact.

Place and Time of Research

This research will be conducted at Kantor Pelayanan Pajak (KPP) Pratama Manado. This company is located at Jl. Dotulong Lasut No 15. Those respondents are the employees who worked in KPP Pratama Manado. The time of research will be conducted from August to September 2017.

Research Procedures

Steps of the research are as follows:

1. Asking a consent letter to collect data from administration at the college.
2. Applying a consent letter to Head Office of Services Section in KPP Pratama Manado.
3. Checking each division to get the respondents who are willing to be interviewed.
4. Interviewing the informant and writing a diary.
5. Analyzing the data.
6. Reporting the Results.

Population and Sample

Population in this research is the permanent employees of KPP Pratama. Sampling in qualitative research is non-probability sampling. It is unlike probability sampling used in qualitative research where recruit the population with characteristic that represent a wider community. The sample size of this research are 10 permanent employees of KPP Pratama Manado based on Department Representative. Purposive sampling is

especially exemplified through the key informant technique, wherein one or a few individuals are so indicated to act as guides to a culture (Bernard 2002: 147). Purposive sampling is a nonrandom technique that does not need underlying theories or a set number of informants possesses.

Data Collection Method

This research used primary data and secondary data. Primary data is original data that has been collected specially for the purpose in mind, and collected the data from the original source first hand. The researcher uses in-depth interview and observation for primary data to get the result of this research, which is a list of questions put to the respondents, in the sense of personal statement or things you want to know and have been to collect the data. Secondary data is data obtained from the indirect object of research in the form of documents or reports, it consists of an overview of the study, and other data relevant to this research.

Operational Definition and Measurement of Research Variables

A variable is a characteristic or attribute of interest in the research study that can take on different values and is not constant. Types of variables may include socioeconomic status, attitudes, achievement, education level, and performance.

Table.1 Definitions of Research Variables

Variable	Operational Definition	Indicator	Adopted from
Workforce Diversity	Employees of KPP Pratama Manado every few years in mutation that is why KPP Pratama has many workforce diversity and also characteristic with various cultures.	Gender, Age, Ethnicity, Culture, Religion, Education background	Robbins (2009)
Job Satisfaction	A good work environment and different character by every employee in KPP Pratama Manado provide job satisfaction for employees who feel comfortable with work environment in KPP Pratama Manado	The work itself, Pay, Promotion, Supervisor, Co-worker, and Working Condition	Handoko (2001)
Employee Performance	Task and responsibilities of the employee in KPP Pratama Manado are enormous, the employee is also required to give good performance in accordance with the rules stipulated by KPP Pratama Manado. Certainly, a good performance based on the Job satisfaction of the employee.	Planning, Monitoring, Developing, Rating	Elnaga and Imran (2013)

Source: Authors and Journals (2017)

Data Validity Method

The validity of qualitative research is sometimes doubted because of the research subjectivity, less of control in interview questions and incredible resources. The validity of this research needs to be checked with: Credibility, Transferability, and Conformability.

Data Analysis Method

The interviews were audio recorded. This research collect and analysis the data based on the in-depth interview and observation result from the respondent of KPP Pratama Manado. Interview doing by asking a

question to the respondent personally, and observation doing by directly go to the place (object) and see how it actually happen and records the interview section. This research use the case study as a qualitative type of research, which is in this research, the obtained information will be described one by one.

RESULT AND DISCUSSION

Result

The interview was conducted by using semi-structured interview. It applied to 10 respondents. Respondents were withdrawn from lower, middle, and top level management. The interviews were conducted for between 20 to 30 minutes. Respondents came from varied cities, age, and different educational backgrounds.

Respondent 1: Mr. Afif Yusro (Waskon 1 Department)

He said, *"The existence of workforce diversity between the employees gives more innovative solution to tackle problems in work, whenever it happened."* In his role to build an effective team that produce good performance, he gives new ideas to the team. He thinks that the relatively high gap of religion, gender, and age diversity in KPP Pratama Manado does not considered as a barrier in creating employee satisfaction. The workload in KPP is very great, hence the amount of salary given is very vital in regard to higher work risk. Currently, he is satisfied with his salary.

Respondent 2: Mrs. Caecilia Diah Permatasari (Ekstensifikasi Department)

When she has to deal with unsociable co-worker, she developes proactive behavior, positive thinking and flexibility to create satisfying work. The things she do not like related to co-worker are low responses and slow people in work. In producing good work performance, her role is to motivate the team, unify the differences, to conduct reward and critics, to unify perception and work rhythm, and to direct the team. Good salary motivates us to keep on developing our creativity, initiative to reach better performance, thus salary is important for the employee. She thinks that gender differences are not too important since satisfaction in work happened if the differences become strength in reaching the organizational goals.

Respondent 3: Mr. Adiono Nugroho (Services Department)

He thinks that workforce diversity is very important, since in an organization there are numbers of task thus diversity is needed, because not all individual could fit each other and diversity could make worker help each other. When he is dealing with unsociable workers, he tend to ignore them, and keep on doing the work. He thinks that by having co-workers with different culture will increase his insights to help other employees and organization grow. A relatively distant gap in age creates him a problem, since the younger and the older tend to have different passion and interest. The diversity in educational background is very helpful in working since higher educated employee could have better ideas and innovations. And for his salary, it is still less since usually overtime is not paid however his boss continues to provide motivation for his team to give good results.

Respondent 4: Mr. Cahyo Kusumo (PDI Department)

With the differences of culture, religion, and skill of KPP Pratama Manaado employees mutual respect, appreciate, and maintain tolerance. The way he does when dealing with co-worker is difficult to socialize is to approach to know the character of a person so that there is no misunderstanding. According to him, salary is very important to increase motivation in work. His boss occasionally communicates individually to discuss the work so that if there is a problem in work can find a good solution to improve the previous performance. Helping each other and good communication in work that makes him comfortable with his team now. He also wants to add new knowledge to improve the quality of work.

Respondent 5: Mr. Muhammad Jamaludin (Inspector Department)

This respondent indicated that workforce diversity is very important as a foundation for work to be maximized by the differences in culture of each employee. When faced with a troubled co-worker he asks for a solution to the boss, to get direction or a fair division of labor in order to minimize unfavorable communication. With the workforce diversity in KPP Pratama he is getting to know each character so that when placed in the new work environment he can quickly adjust. *"In the KPP, the assessed target of each worker who has the*

portion of each task in accordance with his position" he said. "Job satisfaction is when we get the solution to the problem in the existing work and run it well so as to achieve good results" he stated. Convenience is obtained in KPP Pratama Manado since the co-worker are able to cooperate and the condition of office facilities which he said already supportive regarding to his work. For the acquired current salary, he thinks it is sufficient according to his educational background, which is D1.

Respondent 6: Mrs. Melva Pontoh (Waskon 2 Department)

On a team he is more motivating and accepting ideas from co-workers. However, he argues that religious differences do not matter to him, the similarity in vision and mission is the most important thing. And also educational background can make workers share knowledge and experience. So far he was satisfied with his performance because his superiors are very supportive with the tasks that run and can work together well. The rules in the KPP are getting updated as the modernization grows, so he has to increase his knowledge and skills. Salary the main factor for employee as motivation in work and he is also satisfied with his salary because it is proportional to the work load. In work there are challenges and he must go through.

Respondent 7: Ms. Puspa (General Department)

According to her, every piece of work has its own field and the existence of workforce diversity can help each employee to achieve maximum performance. *"The awareness of each individual on the difference between culture, religion, and educational background does not necessarily require formal rules for the company to respect others"* she stated. A boss is an important intermediary to get a solution when he gets a co-worker that is difficult cooperate and socialize, to prevent bigger problem happening. The age gap that is relatively far with other co-worker is not a problem because many are helping and also with the existence of different educational background makes workers to share knowledge each other.

Respondent 8: Ms. Dian Suci Lestari (Waskon 3 Department)

According to her, the company also requires a rule on holiday leave, so that employees who must return to the city of origin get a day off enough to celebrate the holiday. If she is faced with a co-worker who is difficult to socialize then he prefers to succumb but still looking for a way out of every problem. The rules in terms of education in the company limit her in her career, because each part in the company requires a certain degree of education. In her team she gives good ideas or suggestions to develop company. Religious differences do not make her disturbed in work, because fellow worker has mutual respect and appreciate each other. According to her, salary is important because in worklife there will be responsibility and risk, as well as in KPP, who have great risks and responsibilities.

Respondent 9: Mr. Rifky Hamdan (Waskon 4 Department)

"To create good work, a team must always do its best and provide new innovations to improve morale" he said. The existence of religious differences in the organization does not matter because the workers respect each other's religion. *"Job satisfaction is when the quality and quantity of a job in accordance with the target work"* he stated. *"Salary is one of the important things to improve the motivation to work, the size of the salary depends on the burden and responsibility of a job. The nominal salary I get now matches my work load now, and that's what motivates me to work."* He said. His boss often provides moral support and coaching in regular internal division meetings, making it easier to work and he is able get solutions when problems occur in work.

Respondent 10: Mr. Wayan Sekin (Penagihan Department)

With an S1 degree of education he gets more experience and knowledge that can be shared by him to a younger employee. In his work he prioritizes teamwork, because in the KPP in completing a task is based on the team, so to complete a task there should be a good cooperation in the team. *"Relatively far age does not make an issue for me because their younger employees are quicker to understand with tasked tasks, coupled with technological developments that use applications, in my age of 49 years old is hard to understand the existing tax applications"* he said. *"Current salary nominal is in accordance with the responsibilities and workload that I bear, because the salary is important to increase the morale for each employee"* He said.

Discussion

Relationship between Workforce Diversity and Job Satisfaction at KPP Pratama Manado.

With the difference in culture owned by the worker, the worker creates many ideas or views that can help to solve the problems that arise in the work. Based on interview data, more than 60% of employees revealed that culture differences do not make a problem in work because they can accept the differences that each employee has from different cities. Another small factor in cultural differences is that the language of different regions makes a little misunderstanding in communicating. Some respondents revealed, that the relatively far in age gap burdens the work of younger employees, because the work morale of employees who approached the retirement age is somewhat slack. But on the contrary, employees who are approaching retirement age also feel helped by the young employees because currently many task that needs technology are done by the younger employees. Senior employees are somewhat lacking in technology knowledge and quite difficult to master the existing applications. Differences of education background also become a positive thing since it provide more quality knowledge for every employee in terms of work. Job satisfaction is different on each employees, there are causes of it such as work environment factors, co-worker, and even salary that make employees in KPP Pratama Manado feel comfortable in working. That is why workforce diversity is important in an organization because it provides many positive impacts for employee and company itself.

Relationship between Job Satisfaction and Employee Performance at KPP Pratama Manado.

Highly satisfied workforce is an absolutely necessity for achieving a high level of performance advancement of an organization. Satisfied worker leads to extend more effort to job performance, he/she then works harder and better. Thus every organization tries to create a satisfied workforce who perform for the well-being of the organization. Locke (1976: 1340) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result. Salary is the main reason why employees do their best at work. Salary is an important factor that employee needs and wants. As a fact, more than 70% of respondents revealed that they are satisfied with the salary earned, because with only D1 graduates they can earn a large salary that makes them more enthusiastic in work. Employee in KPP Pratama Manado also feel comfortable and happy in working because their superiors often provide solutions and suggestions whenever an employee faces difficulty in working. problems so there is no limit in communicating between superiors and subordinates.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the previous explanation and research result, it can be concluded that workforce diversity gives positive impacts toward job satisfaction, also job satisfaction have a significant influence for the employee performance. As explained above, the employee of KPP Pratama Manado were satisfied with the workforce diversity in the company because of the difference (culture, age, education background, religion, and gender), since employees were provided inspirational knowledge, experience and ideas for every of them. The gap in age which is relatively far causes differences in principle due to work that mostly use the technology. Different educational backgrounds from each employee add knowledge and experience to other employee. Job satisfaction has relationship on employee performance which is seen from several job satisfaction factors such as pay, the work itself, co-worker, supervisor, promotion, and working condition which gives a significant influence. With high salary makes employee more enthusiastic and more responsible for the work done. Careful supervisors, and co-workers who work well together generate employee satisfaction and deliver good performance for the organization. . KPP Pratama Manado also pay attention to employee performance to be promoted in order to improve the quality of employee to be able to provide better performance to the company.

Recommendation

Based on this result of this research, there are several recommendations suggested to the employee and to the organization:

1. The organization should pay more attention to the division of employee in each department so that the gap of age in each department could be managed accordingly, so as to minimize the possibility of difference of opinion between employees in because of the relative long distance.

2. In the case of religious holiday leave, the organization should pay attention to the length of time for leave of employment to employees who celebrate religious festivities so they can celebrate and go on holiday with their families.
3. Organization need to provide adequate support in the establishment of workforce diversity programmes, diversity training and implementation processes.
4. To be more solid and qualified, the employees must develop better communication and more open to fellow employee and boss in order to create kinship that can help more maximal job.
5. Employee must continue to motivate each other so that nothing is missed or idle. So that all employees can ensure their productivity for the company.

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