

A COMPARATIVE ANALYSIS OF JOB ATTITUDES BETWEEN FULL-TIME AND OUTSOURCING EMPLOYEES AT PT. TELKOM AKSES IN MANADO**ANALISA KOMPARATIF SIKAP KERJA ANTARA KARYAWAN FULL-TIME DAN KARYAWAN KONTRAK PT. TELKOM AKSES DI MANADO**

By:

Sika Ester Karamoy Siahaan¹**Josep B. Kalangi²****Ferdinand J. Tumewu³**

¹²³International Business Administration, Management Program
Faculty of Economics and Business
University of Sam Ratulangi Manado

E-mail:

sikashn@gmail.comjosepbkalangi@unsrat.ac.idtumewufj@unsrat.ac.id

Abstract: This study aims to examine whether there are significant differences in job attitudes between full-time employees and outsourcing employees. This study took the place at PT. Telkom Akses in Manado. This study is a quantitative research by distributing questionnaires using Likert Scale. The samples used are full-time employees and outsourcing employees at PT. Telkom Akses in Manado with the number of samples divided into two parts, namely 30 samples of full-time employees and 30 samples of outsourcing employees with a total of 60 samples. Validity test is used in this research using the Pearson Product Moment. Reliability test is used in this research using the Alpha Cronbach. Normality test is used in this research using Kolmogorov-Smirnov Test. Technical analysis used in this research is Independent Sample t-test, where it uses to compare two independent variables. This research is a comparative test which then gets result that there are significant differences in job attitudes between full-time employees and outsourcing employees at PT. Telkom Akses in Manado. From this research the researcher suggest that both company and employees must pay more attention to the agreement.

Keywords: *job attitudes, full-time employees, outsourcing employees*

Abstrak: Penelitian ini bertujuan untuk melihat apakah terdapat perbedaan yang signifikan dalam sikap kerja antara karyawan full-time dan karyawan kontrak. Penelitian ini mengambil tempat di PT. Telkom Akses di Manado. Penelitian ini merupakan penelitian kuantitatif dengan mendistribusikan kuesioner menggunakan skala Likert. Sampel yang digunakan dalam penelitian ini adalah karyawan full-time dan karyawan kontrak yang ada di PT. Telkom Akses di Manado dengan jumlah sampel yang dikategorikan menjadi dua bagian yaitu 30 sampel karyawan full-time dan 30 sampel karyawan kontrak dengan jumlah total sampel adalah 60 sampel. Uji validitas yang digunakan dalam penelitian ini adalah Pearson Product Moment. Uji realibilitas yang digunakan dalam penelitian ini adalah Alpha Cronbach. Uji normalitas yang digunakan dalam penelitian ini adalah Kolmogorov-Smirnov Test. Alat analisa yang digunakan dalam penelitian ini adalah Independent Sample t-test, dimana uji tes tersebut digunakan untuk membandingkan dua variable independen. Peneilitian ini adalah uji komparatif yang kemudian didapatkan hasil bahwa terdapat perbedaan yang signifikan dalam sikap kerja antara karyawan full-time dan karyawan kontrak di PT. Telkom Akses di Manado. Dari penelitian ini peneliti memberikan saran untuk kedua belah pihak agar memperhatikan kontrak yang sudah disepakati.

Kata kunci: *sikap kerja, karyawan full-time, karyawan kontrak.*

INTRODUCTION

Research Background

The development of an organization is determined by many factors. However, it is human factors that determine the growth and development of an organization. The role of humans as resources is increasingly believed to be of importance because it is a central system in a work system. Human resources in this case employees become the main requirement in the progress of the company. Proper management of human resources is a very important part. Even if the company carries out wrong recruitment process, it will become a problem for the company, where the quality of human resources will support the success of the company. Human resources are the only resources that have intellect, feelings, skills, knowledge, encouragement, power and work. All those human resources potentials affect the company's efforts to achieve goals. Even though technology has been and will be increasingly sophisticated along with the widening of information, capital and material fulfillment, it is difficult for companies to achieve their intended goals without the existence of human resources.

So that companies can continue to survive and compete, technology alone is not enough if it is not balanced with reliable human resources, so that investment in the most valuable economic resources, namely human resources cannot be delayed anymore. Because the biggest threat to economic stability is the workforce that is not ready to face challenges or changes that occur. By regulating human resource management in a professional way, it is expected that employees can provide good job attitudes and work productively. An organization is formed to achieve a common goal. But to achieve goals effectively, of course there needs to be good feedback from employees or presented a good job attitude and good leadership. Job attitude is an attitude taken towards the organization, work, customers and between employees. Here attitude is the result of individual evaluation of an object or stimulus to bring up a positive or negative attitude. Stimulus here can be in the form of humans, objects, ideas or thoughts. Attitude is a cognitive component and has an understanding that is almost the same as prejudice, but prejudice tends to be more negative. Attitudes also cannot arise by themselves because there are several factors that influence the formation of attitudes, namely personal experience, culture, other people who are considered important, mass media, educational and religious institutions, and emotional factors.

PT Telkom Akses is a subsidiary of Telkom which is engaged in the construction and management of network infrastructure. PTTA was established on December 12, 2012. PTTA is a subsidiary of PT Telekomunikasi Indonesia, Tbk whose shares are wholly owned by PT Telekomunikasi Indonesia, Tbk. PTTA is engaged in the business of providing construction services and managing network infrastructure. The establishment of PTTA is part of Telkom's commitment to continue to develop broadband networks to provide unlimited information and communication access for all Indonesian people. The presence of PTTA is expected to encourage the growth of broadband access networks in Indonesia. In addition to installing broadband access networks, other services provided by PTTA are Network Terminal Equipment, as well as Operations and Maintenance Management (O and M) services for broadband access networks. The vision of PTTA is to become a service company operating and maintaining broadband networks and telecommunications infrastructure construction services that are leading in the archipelago that are oriented to prime quality and satisfaction of all stakeholders.

Employee status, which is a condition that distinguishes one employee from another employee in the company. In the world of work, employee status has become a very interesting thing to discuss. Because through differences in their status there will be many things that can be found and studied, as well as how these differences influence each other. The fact that we are unaware of the differences in statuses that have quite different job attitudes. Because status, whatever the context, is very influential on the attitude that will be implemented. Also the existence of discrimination between full-time employees and part-time employees can lead to problems in a company. Different attitudes, views, behavior become a very crucial thing. The main difference between outsourcing employees and full-time employees is that of the legal status, if full-time employees does not have a period of time then for outsourcing employees has a period of time. This is also set in *Perjanjian Kerja Waktu Tertentu* which means it the expiration period of work relations, whereas full-time employees is stipulated in *Perjanjian Kerja Waktu Tidak Tertentu*. Regarding salary, facilities, welfare, leave etc. outsourcing employees can have the same rights as full-time employees depending on a mutually agreed work agreement. Therefore all rights and obligations of each party must be included in all work agreements and employees must carefully study the work agreements made by the company.

Research Objective

To know the difference in job attitudes between full-time and outsourcing employees at PT. Telkom Akses in Manado.

Theories

Human Resource Management

Human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organization (Armstrong, 2016:7). It is a system of activities and strategies that focus on successfully employees at all levels of an organization to achieve organizational goals. Employees are the human resources of an organization and its most valuable asset.

Organizational Behavior

Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness (Kondalkar, 2007). Meaning that it is a distinct area of expertise with a common body of knowledge.

Job Attitudes

A job is a grouping of tasks, duties, and responsibilities that contributes the total work assignment for an employee. While attitude is the tendency to respond to something consistently to support or not support by paying attention to certain objects. Therefore, job attitudes are evaluations of one's job that express one's feeling toward, beliefs about, and attachment to one's job (Judge and Mueller, 2012).

Employee

Employees are workers and managers working for a company, organization or community (Wikipedia). Basically, employees are people who use their energy and ability to get a reward in the form of income, either in the form of money or other forms from employers or employers or employers. This group is all employees who have positions in the company, including CEOs and top-level executives, managers and supervisors, experts and administrative specialists, line employees, part-time employees and so on.

Employee Status

Employee status is a condition that distinguishes one employee to another employees in the company. Where they have their responsibility based on which of their status. It is the status of a worker or an employee in a company on the basis of the contract of work or duration of work done. An employee may be a full-time employee, part-time employee, outsourcing employee, or an employee on a casual basis.

Previous Research

Conceptual Framework

This part discuss about the conceptual framework from the variable of this study

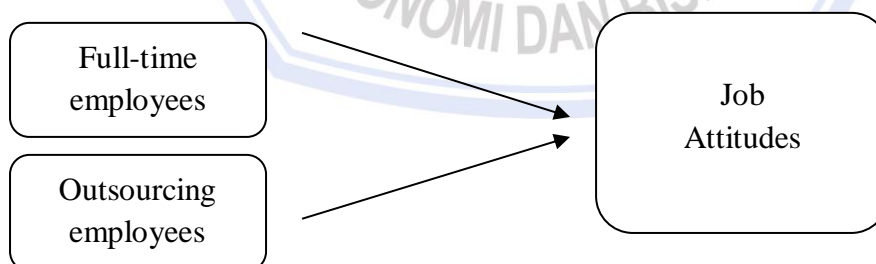


Figure 1. Conceptual Framework

Source: Data Analysis Method, 2019

This study aims to analysis the differences in job attitudes between full-time and outsourcing employees at PT. Telkom Akses in Manado.

Hypothesis

The hypothesis of this research are:

- H₀: It is suspected that there is no difference in job attitudes of full-time employees and outsourcing employees.
- H₁: It is suspected that there are differences in job attitudes between full-time employees and outsourcing employees.

RESEARCH METHOD

Research Approach

This is a quantitative research and using comparative analysis method to conduct the research.. Comparative analysis is the item-by-item comparison of two or more comparable alternatives, processes, products, qualifications, sets of data, systems, or the like. This research will analyze the difference in job attitudes between full-time and outsourcing employees at PT. Telkom Akses in Manado.

Population

The population in this research refers to PT. Telkom Akses Manado employees that will be divided into two parts which are full-time employees and outsourcing employees.

Sampling Technique

The sampling technique used in this research is quota sampling technique.

Sample

Sample used in this research is employees at PT. Telkom Akses in Manado divided into two parts which are 30 full-time employees and 30 outsourcing employees.

Data Collection Method

There are two types of data: (1) Primary data use questionnaires were distributed to full-time and outsourcing employees at PT. Telkom Akses in Manado while calculating the questionnaires using Likert Scale. And (2) secondary data is method of data collection by studying the relevant literature in order to obtain a theoretical overview from books, journals, and relevant literature from library and internet of the concept of job attitudes and employee status.

Operational Definition of Research Variables

Table 1. Definition of Research Variables

| NO | Variables | Definition | Indicator |
|----|-----------------------|--|--|
| 1. | Job Attitudes | Attitudes performed by full-time and outsourcing employees in order to carry out the duties in accordance with the responsibilities given. | - Satisfaction - Commitment - Engagement |
| 2. | Full-time employees | Employees work permanently in a company with fixed salary and other advantages received. | - Salary - Work Hours |
| 3. | Outsourcing employees | Employees work non-permanently in a company with certain period of time and with written agreement. | - Salary - Work Hours |

Source: Author's, 2019.

Data Analysis Method

Validity Test

To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured.

Reliability Test

Reliability test is established by testing for both consistency and stability of the answer of questions.

Alpha Cronbach is reliable coefficients that can indicate how good items in asses have positive correlation one another (Sekaran and Bougie, 2013:162).

Independent Sample t-test

T-test compares the means of two variables. This test is done by comparing the t-value with t-table. The level of significance is 5% ($\alpha = 0.05$). If t-value is greater than t-table hypothesis is accepted.

Normality Test

Normality test is used to determine weather the distribution of data followa normal distribution or close to.

RESULTS AND DISCUSSION

Results

Table 2. Validity Test of Full-time Employees

| | | Salary | Work Hours | Satisfaction | Commitment | Engagement | Total Full-time |
|-----------------|-----------------|--------|------------|--------------|------------|------------|-----------------|
| Salary | Pearson | 1 | .395 | .607 | .533 | .497 | .800 |
| | Correlation | | | | | | |
| | Sig. (2-tailed) | | .031 | .000 | .002 | .005 | .000 |
| Work Hours | N | 30 | 30 | 30 | 30 | 30 | 30 |
| | Pearson | .395 | 1 | .633 | .562 | .523 | .737 |
| | Correlation | | | | | | |
| Satisfaction | Sig. (2-tailed) | .031 | .000 | .001 | .003 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| | Pearson | .607 | .633 | 1 | .497 | .727 | .867 |
| Commitment | Correlation | | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .005 | .000 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Engagement | Pearson | .533 | .562 | .497 | 1 | .539 | .772 |
| | Correlation | | | | | | |
| | Sig. (2-tailed) | .002 | .001 | .005 | .002 | .002 | .000 |
| Total Full-time | N | 30 | 30 | 30 | 30 | 30 | 30 |
| | Pearson | .497 | .523 | .727 | .539 | 1 | .817 |
| | Correlation | | | | | | |
| | Sig. (2-tailed) | .005 | .003 | .000 | .002 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| | Pearson | .800 | .737 | .867 | .772 | .817 | 1 |
| | Correlation | | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |

Source: Output SPSS, 2019

Table 2 shows statement on the indicators of Salary is (0.800), Work Hours is (0.737), Satisfaction is (0.867), Commitment is (0.772), and Involvement or Engagement is (0.817) in job attitudes performed by full-time employees have a significant value that is above 0.5%, which means that all statements are considered valid.

Table 3. Validity Test of Outsourcing Employees

| | | Salary | Work Hours | Satisfaction | Commitment | Engagement | Total Outsourcing |
|-------------------|---------------------|--------|------------|--------------|------------|------------|-------------------|
| Salary | Pearson Correlation | 1 | .470 | .439 | .454 | .402 | .694 |
| | Sig. (2-tailed) | | .009 | .015 | .012 | .028 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Work Hours | Pearson Correlation | .470 | 1 | .325 | .386 | .439 | .625 |
| | Sig. (2-tailed) | .009 | | .080 | .035 | .015 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Satisfaction | Pearson Correlation | .439 | .325 | 1 | .668 | .499 | .795 |
| | Sig. (2-tailed) | .015 | .080 | | .000 | .005 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Commitment | Pearson Correlation | .454 | .386 | .668 | 1 | .715 | .876 |
| | Sig. (2-tailed) | .012 | .035 | .000 | | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Engagement | Pearson Correlation | .402 | .439 | .499 | .715 | 1 | .814 |
| | Sig. (2-tailed) | .028 | .015 | .005 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Total Outsourcing | Pearson Correlation | .694 | .625 | .795 | .876 | .814 | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |

Source: Output SPSS, 2019

Table 3 shows the indicators of Salary is (0.694), Work Hours is (0.625), Satisfaction is (0.795), Commitment (0.876), and Involvement or Engagement is (0.814) in job attitudes performed by outsourcing employees have a significant value that is above 0.5%, which means that all statements are considered valid.

Table 4. Reliability Test of Full-time Employees

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .849 | 5 |

Source: Output SPSS, 2019

Table 4 shows that full-time employees statements using the Cronbach Alpha have a value of 0.849 that is above 0.60, which means that all variables declared reliable because it has exceeded the reliability coefficient.

Table 5. Reliability Test of Outsourcing Employees

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .822 | 5 |

Source: Output SPSS, 2019

Table 5 shows that outsourcing employees statements using the Cronbach Alpha have a value of 0.822 that is above 0.60, which means that the data is reliable.

Table 6. Normality Test

| | | Total Full-time | Total Outsourcing |
|----------------------------------|----------------|---------------------|---------------------|
| N | | 30 | 30 |
| Normal Parameters ^{a,b} | Mean | 103.70 | 91.80 |
| | Std. Deviation | 9.315 | 11.205 |
| Most Extreme Differences | Absolute | .153 | .105 |
| | Positive | .087 | .055 |
| | Negative | -.153 | -.105 |
| Test Statistic | | .153 | .105 |
| Asymp. Sig. (2-tailed) | | .072 ^{c,d} | .200 ^{c,d} |

Source: Output SPSS, 2019

1. Table 6 shows that significant column (Asymp. Sig. (2-tailed)) for total full-time is 0.072 which means that is more than 0.05. It means that the probability of H_0 received population mean of total full-time is normally distributed.
2. Table 6 shows that significant column (Asymp. Sig. (2-tailed)) for total outsourcing is 0.200 which means that is more than 0.05. It means that the probability of H_0 received population mean of total outsourcing is normally distributed.

Table 7. Group Statistics

| | Employees | N | Mean | Std. Deviation | Std. Error Mean |
|---------------|-------------|----|--------|----------------|-----------------|
| Job Attitudes | Full-time | 30 | 103.70 | 9.315 | 1.701 |
| | Outsourcing | 30 | 91.80 | 11.205 | 2.046 |

Source: Output SPSS, 2019

Table 7 shows the difference of total variable between full-time and outsourcing employees. It shows that the total mean of full-time employees is 103.70 while the total mean of outsourcing employees is 91.80. It can be concluded that in this case total full-time employees is higher than total outsourcing employees.

Table 8. Independent Sample t-test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | 95% Confidence Interval of the Difference | | |
|---------------|-----------------------------|---|------|------------------------------|--------|-----------------|-----------------|---|-------|--------|
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | Lower | Upper |
| Job Attitudes | Equal variances assumed | 1.074 | .304 | 4.473 | 58 | .000 | 11.900 | 2.660 | 6.575 | 17.225 |
| | Equal variances not assumed | | | 4.473 | 56.128 | .000 | 11.900 | 2.660 | 6.571 | 17.229 |

Source: Output SPSS, 2019

Table 8 shows that the t value is 4.473 with the value of sig. (2-tailed) is 0.000. By seeing these results the decision is to accept H_1 and reject H_0 because the significant 2-tailed of 0.000 is less than 0.05. It indicates that there is a significant differences in job attitudes between full-time and outsourcing employees at PT. Telkom Akses in Manado.

Discussions

Salary

Full-time employees not only paid with a fixed salary, they also get benefits and several kinds of bonuses or rewards. The payment and rewards they received make them confident and it reflects on their job attitudes. They performed a good job attitudes which affect in their performance while doing their work, also they don't really have to think about losing or afraid for not getting paid because of their status. While outsourcing employees also receive salary although they don't always get bonuses or rewards. The result said that even though they are happy with the fact that they also receive salary, they wish to have the same benefits as full-time does. Salary definitely affect how they behave which result in their performance at work. This result is similar to the previous research conducted by Karatuna and Basol (2017) where income level fully mediated the work status effect on job satisfaction and satisfaction with work status partially mediated this relationship.

Work Hours

From the result conducted shows that full-time employees always do their work while the work hours is still ongoing. They spent the whole time to do their work, they often to be at the office when it is the time to work, come at work *on time* and will leave the office when the work hours is finished, unless if they have outside issues then they have the permission to leave earlier. Opposite with full-time employees, outsourcing employees tend to ignore the work hours that have been regulated. They are not always at work or do not do their work while work hours is still ongoing. The overall samples stated that they often to be outside while working, come to work not following the regulated rules and sometimes purposely do not do their work. This result is similar to the previous research by Ritchie et al, (2009) where part-time employees are less satisfied with their number of working hours and schedule than their full-time colleagues, this may be because their managers did not discuss these details with them before starting work, and therefore they did not meet the employees' needs (Ritchie et al., 2009b).

Satisfaction

Full-time employees have a better job attitudes that affect on their performance which result in they feel satisfied with themselves. They have the ability to finish the work on time, they meet the superior's expectation, pay attention to every single detail or work they are doing, even they are able to work under pressure. The result shows that outsourcing employees also feel pleased with themselves. They performed a good job attitudes even though full-time employees does it better. Overall, they are also able to give good result in their work with the job attitudes they have.

Commitment

The result shows that full-time employees are more committed to the company. It can be shown from the job attitudes that they performed. They put the company first before themselves, be honest to the superior or other employees, follow the rules that have been regulated which results in their work in the company. While outsourcing employees are not committed as good as full-time employees are. The reason is because of their status, which makes them to feel that they do not have to commit to the company because they do not know if they are going to have promotion, are they going to be full-time employees or remain as outsourcing employees in the company. On the other hand, not a few outsourcing employees have good job attitudes and work well in the company. This is in line with research conducted by Joung, Choi and Taylor (2016) where full-time employees were also more committed to the organization and had less intention to leave than their part-time counterparts.

Engagement

Full-time employees do really involve themselves in almost every aspects or activity in the company. They have a good relationship towards the superior and other employees and are able to be flexible and involve themselves in some situations that the company needed. Even though the result is concluded so, not a few outsourcing employees that also have good relationship or are able to engage and involve themselves in some situations the company needed, and also to communicate with other employees and superior. It happens because they think if they can communicate or have good relationship with everybody, then they will probably get a promotion or recognized in the company.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Job attitudes of full-time employees at PT. Telkom Akses Manado have a high level of quality. They have high quality and professionalism because of their status, but also the experience they have gained based on their age and length of work. Another factor is that they get several benefits which then influence how they behave in the company which then gives a good influence or outcome to the company such as satisfaction, commitment and engagement. On the other hand, outsourcing employee at PT. Telkom Akses Manado also have good quality or job attitudes in the company. Despite their status and with the significant differences they have, they can still give a good job attitudes even though sometimes there is a sense of dissatisfaction, still lacking in devoting themselves completely to the company and their lack of involvement in the company. Thus the conclusion is that there are significant differences between full-time and outsourcing employees towards job attitudes at PT. Telkom Akses Manado which is also indicated through the coefficient values obtained, that is 0.000 or < 0.05 . Therefore, the benefit of this research is the researcher got to know about how status difference especially in the world of work is really important, risky yet have some advantages if the company do the things right.

Recommendations

1. In terms of salary or payment, the company should provide some kind of rewards or bonuses for outsourcing employees in order to motivate or appreciate them so that they would feel recognized in the company which can lead them to feel confident with themselves so that they can perform a better job attitudes and can work well in the company.
2. The company must pay more attention and must be firm to outsourcing employees regarding to their behavior where they tend to ignore the work hours that have been regulated in the company. They should make some kind of "warning" for the outsourcing employees so that they know that even though they are not a full-time or permanent employees in the company, they have the responsibility to follow to regulation in the company.
3. The company should make clear about outsourcing employees employment status. They must perform a fair assessments and consider about giving a promotion to outsourcing employees that deserve the it.
4. Outsourcing employees also need to pay attention to the contract so that they can do something if later on they have the feeling that they have been manipulated by the company.

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