

Implication of Career Development And Demographic Factors on Quality of Work Life

*Zulkarnain*¹

Faculty of Psychology
University of Sumatera Utara

Yahaya Mahamood

School of Psychology and Human Development
National University of Malaysia

Fatimah Omar

School of Psychology and Human Development
National University of Malaysia

Abstract

The objective of this research is to study the implication of career development and demographic factors on quality of work life. The research was done cross sectional, by conducting 429 subjects who work in public service. Data was collected from a set of questionnaires which consists of scale of quality of work life, scale of career development and bio data. The result of Pearson correlation analysis indicated positive and significant correlation between career development and quality of work life. The correlation indicated that the positive perception of career development, the higher of quality of work life. Also, the Point Biserial correlation indicated demographic factors such as; sex, age, education, length of service and marital status showed positive and significant with quality of work life. These findings contribute to an understanding of ways by top management in attempts to attain a quality of work life between the needs of the employees and the needs of the organization.

Keywords: quality of work life, career development and demographic factors.

Indonesia is developing to achieve a developed country within the next decades. This country still faces many problems in order to achieve its intended purpose. In an effort to improving productivity and quality of service, both of government and private sector, some various efforts have been made. These efforts include providing a salary increase, paying an annual bonus, giving grace to the brilliant workers in jobs and providing various facilities for

workers. But once these efforts are still not able to fulfill the will of some workers, because each worker has a different assessment in assessing their respective interests (Chen, Chang & Yeh, 2004)

Existing problems at the level of both organizations in the non-business or business is that they have people who are intellectually capable of good, but often a good intellectual ability is not manifested in the achievement of work for the organization where they work less support to be able to realize their potential (Saklani,

¹ Korespondensi mengenai artikel ini dapat dilakukan dengan menghubungi: zul_psi@yahoo.com

2004). The existence of various changes that occurred in the organization influenced to workers behavior. Workers feel threatened, anxious, and uncomfortable because of the potential influence changes in working condition. Instability of employment status and income level allowed to work pressure, job dissatisfaction, strike, skipping, changing jobs and so on can affect and cause phase decreased quality of work life (QWL).

As a developing country Indonesia need some productive workers. This is important for the delivery workers who can improve the quality and productivity in order to par with other developed countries, like Japan, USA and other developing countries. Awareness of necessary of human resources, the organization has launched several efforts to improve job satisfaction and so on will increase productivity. One of effort is to improve the quality of work life (Saklani, 2004). Quality of work life does not only affect job satisfaction, but it will also affect life satisfaction, such as family life, social life, financial and welfare of workers (Sirgy, Efraty, Siegel & Lee, 2001). Danna & Griffin (1999) saw the quality of work life as a concept that includes the level of life satisfaction as the highest level, and job satisfaction in the middle. Job satisfaction can be obtained from such work satisfaction with wages, coworkers, and supervisors. Quality of work life is an important thing. Some mentioned the fact that a happy worker is a productive worker; a happy worker is a worker who devoted and committed to the organization (Greenhaus, 2002). Baron (2000) said that the quality of work life also aims to make work more attractive and provide benefits to workers.

Improving the quality of work life is an important thing because the contribution

can increase organizational effectiveness and reduce the negative behavior of workers (Mullins, 1996). In several empirical studies, the implementation of the quality of work life led to increased compliance and employee satisfaction, increase confidence, improve relationships between workers and supervisors, improving safety and health. In addition, can reduce labor complaining, reduce the conflict between labor and management, improve productivity and strengthen the organization's position in market competition (Roxburgh, 1999). The results showed that the high level of quality of work life associated with high levels of job satisfaction in several aspects of work life (Wilcock & Wright, 1991).

There are three distinctive elements of quality of work life related interventions: (1) a concern about the effect of work on people as well as organizational effectiveness, (2) the idea of worker participation in organizational problem solving and decision making and (3) the creation of reward structures in the workplace which consider innovative ways of rewarding employee input into the work process such as gain sharing (Rose et al., 2006). In the 1980s, emphasis was increasingly placed on employee centered productivity programs. In the mid 1990s till today faced with challenges of downsizing and corporate restructuring, quality of work life is reemerging where employees are seeking out more meaning where rising educational levels and occupational aspirations in today's slow economic growth and reduced opportunities for advancement, naturally, there are rising concerns for quality of work life and for career and personal life planning. Most people want to improve their performance on the job, to receive constructive suggestions regarding areas they need to work on and to be

commended on their job well done. Thus, employees during their career will like to experience growth and development, a sense of where one is going in one's work life.

Quality of work life in general could be compensation systems, social relations and career development (Kalimono, Lindstrom & Smith, 1997). Some literature also states that environmental factors (such as physical, security and work conditions), relationship factors (such as relationships in the working group, the relationship between workers and management), demographic factors, social change, technology and labor markets is important related to the quality of work life (Saklani 2004). The research conducted by Gani & Ahmed (1995) who found that good working conditions and opportunities for growth are the main considerations in the quality of work life of workers.

Kraemer (2000) said that a worker will stay in the organization depends on how they see their future in the organization. Worker will stay in the organization when he/she felt that work designs provided by the organization useful for work and careers. The existence of a clear career advancement within their working lives are also profoundly influenced a worker to survive in an organization.

Hariandja (2002) stated if a worker feels his/her career development grow stunted and not match to career goals achieved within the organization, then the worker may not have high morale, are not motivated to work and even going to resign and get out of the organization. This opinion is also consistent with Robbins & Coulter (1999) who claimed career development is one way for organizations to attract and retain people with talent in an organization.

Encompasses the career development practices used within the organization such as placing clear expectations on employees on their expectations and succession plans. Quality of work life is linked to career development and career is evolving from such interaction of individuals within the organizations. Career arises from the interaction of individuals with organizations and society. Career is not primarily a theoretical construct but is used in meaningful ways, given meaning and it creates meaning and also experience. Careers are typically defined as a 'sequence of work roles or a sequence of a person's work experiences over time (Chen et al., 2004).

Career development is a process and activities to prepare workers for positions in the organization, which will be done in the future. Career development one needs to be done because a worker who works in the organization not only wants to get what belongs but expect change, progress and opportunities to progress to higher. Some of the things that encourage career development within a worker are: first, the desire to develop themselves according to their intellectual abilities; second, to obtain greater compensation than usual; the third to get freedom in the job; fourth, to guarantee safety at work and the last to pursue achievement in work (Melinda & Zulkarnain, 2004).

Mobley (1998) said that it is important to realize that career planning and development process involves assessment of workers and organizations that will enhance success in one's career and also can reduce negative behavior and improve the quality of workers in the organization. Thus career development program which will be able to meet organizational needs and the workers needs.

Anoraga (2000) also stated that the forms of career development that can be done by the organization in three ways, namely through career education, providing career information and guidance. To drive a profitable career development for organization and worker, organizations need to conduct and development training programs, mastering the law, provide feedback to workers and to build a cohesive working environment to enhance the ability and willingness of workers in implementing career development. Feedback on career development efforts needed to achieve career goals of workers, ensuring that workers are not promoted will be considered for further promotion (Tarigan & Zulkarnain, 2005).

At the beginning, career development activities are conducted by the organization, but the career development will be effective if carried out jointly between workers and organizations (Cascio, 2003; Schein, 1987). According to Mathis & Jackson (2003) employee satisfactions on the career development was strongly influenced by level of the workers' need. The organization should offer a pattern of career development to fulfilling these workers purposes. According to Robbins (2001) pattern of career development offered by organization to the aim of fulfilling the employees need, not necessarily be perceived as such by the workers. In other words, acceptance of career development workers will depend on how they respond to and perceive this career development. Workers' perception of career development is influenced by the interaction between the values, hopes, and purposes of workers conducted through work experience. The differences of individual characteristic also lead to differences in career development perception. The fulfillment of the needs and expectations of

career development workers who carried out between workers and the organization will create a positive perception of themselves at work in his career development in organizations. These conditions will eventually have an impact on improving the quality of work life.

Improving the quality of work life also associated with demographic factors. Haque (1992), Haque & Rahman (1999) said that quality of work life has a relationship with demographic factors. Demographic factors such as age, income, education level has a relationship with the quality of work life. In addition, Salami (2008) also did a research determine the link between indicators of quality of work life work such as work involve with demographic factor. The results of the study showed that marital status, educational level and age correlated with work involve. Research conducted by Beasley, Karsh, Hogenauer, Marchand, & Sainfort (2005) reported that workers who had length of service for the organization has a high level of quality of work life than new workers. These results are also consistent with the opinion by Labiris, Petounis, Kitsos, Aspiotis, & Psillas (2002) states that length of service has a positive relationship with the quality of work life. Lewis, Brazil, Krueger, Lohfeld, & Tjam (2001) found that gender, length of service and education correlated with quality of work life components such as work satisfaction, supervisor support and work environment. Meanwhile, Argentero, Miglioretti & Angilleta (2007), Salami (2008), Dolan, Garcia, Cabazes & Tzafirir (2008) showed that sex, age, education length of and Marital status service correlated to quality of work life.

Based on described above, the researcher wanted to examine the relationship between career developments, demographic factors with the quality of work life

in the workers employed in public service organizations.

Method

Variables in this study are the quality of work life as dependent variable, career development and demographic factors as independent variables.

Subjects

Subjects in this study were the workers who work in the 5 organizations in public services. The numbers of subjects in this study were 429 which consist of 225 males and 204 females.

Measurement Instrument

Scales used in this study were:

Quality of Work Life Scale

The instrument was used in measuring the quality of work life is the quality of life scale designed to some aspects of work life quality suggested by Walton (in Cascio, 2003), namely: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life. Each statement has four alternative responses. Very Agree, Agree, Disagree and Very Disagree. This scale consists of 44 items and the Alpha Cronbach coefficient of reliability is 0.928.

Career Development Scale

The instrument was used to measure perceptions of career development is career development scale designed

using some aspects of career development proposed by Noe, Hollenbeck, Gerhart, & Wright (1994), namely: the individual's role (career development undertaken by individuals), supervisory role (career development by supervisor), and organizational role (career development undertaken by the organization). Each statement has four alternative responses. Very Agree, Agree, Disagree and Very Disagree. This scale consists of 32 items and the Alpha Cronbach coefficient of reliability is 0.936.

Result

The analysis of data was using Pearson correlation using SPSS 15.0 for Windows. Pearson correlation showed a significant relationship between career development and quality of work life, $r = 0.629$; $p < .01$. It means that the positive perception of career development the higher the quality of work life. $R^2 = 0.396$, it means career development contributed 39.6% to variance of quality of work life. In addition, Pearson correlation showed a significant relationship among aspects of career development and the quality of work life. Overall results seen in Tabel 1.

To find out the determinants of quality of work life, a stepwise regression method was used. Based on the stepwise method used, the three predictor variables were found to be of significance in explaining quality of work life. Overall results seen in Tabel.2

The three predictor variables are individual's role, supervisory role and organizational role. The R-squared of 0.147 implies that the three predictor variables explain about 14.7 of the variance in the QWL. This is quite a respectable result. As depicted in the coefficients table (Table 2),

Table 1
Summary of Pearson correlation between career development, aspects of career development and quality of work life

| Independent Variables | Quality of Work Life |
|------------------------|----------------------|
| Career Development | 0.629** |
| a) individual's role | 0.338** |
| b) supervisory role | 0.183** |
| c) organizational role | 0.311** |

** p<0.01

Table 2
Summary of estimates of coefficients for the model

| | B (Unstandardized Coefficients) | Std. Error | Beta (Standardized Coefficients) | t |
|---------------------|---------------------------------------|---------------|--|---------|
| Constant | 63.705 | 7.348 | | 8.670** |
| individual's role | 1.251 | .268 | .243 | 4.675** |
| supervisory role | .106 | .252 | .121 | 2.421* |
| organizational role | .814 | .209 | .198 | 3.893** |

** p<0.01, * p<0.05 R = 0.384; R² = 0.147

the estimates of the model coefficients for β_0 is 63.705, β_1 is 1.251, β_2 is 0.106, and β_3 is 0.814. Therefore, the estimated model is as below:

$$Y (\text{QWL}) = 63.705 + 1.251 (X_1) + 0.106 (X_2) + 0.814 (X_3) + e$$

Where:

- X1 = individual's role,
- X2 = supervisory role,
- X3 = organizational role

In addition, point Biserial correlation showed significant relationships between demographic factors, such as gender, age, educational level, length of service and marital status with the quality of work life. Overall results seen in Tabel 3.

Discussion

Based on Pearson correlation analysis, $r=0.629$, $p<.01$. It means that the positive perception of career development the

higher of the quality of work life. Thus, it can be concluded that the quality of work life of work depends on how these workers perceive career development in organizations. If workers feel that they can develop themselves in the organization, they feel that the organization can fulfill their personal need. Conversely, if workers unable to develop themselves, so the organizations are not able to fulfill their personal need.

Table 3
Summary of Point biserial correlation between demographic factors and quality of work life

| Demographic factors | Quality of Work Life |
|---------------------|----------------------|
| Gender | 0.138** |
| Age | 0.276** |
| Education | 0.196** |
| Length of Service | 0.235** |
| Marital Status | 0.262** |

** p<0.01

These results are consistent with the proposed by Chen et al. (2004), Rhoades & Eisenberger (2002) that nowadays people no longer work mere physiological needs, but also require an increase in non-material as a manifestation of self-actualization in the form of career development. Career development is all kinds of activities undertaken within the organization in order to implement a career plan that can be achieved the career goals. How the workers perceive their career development may affect to work attitudes and behavior in organizations, because individual perception of a thing that needs is one factor that indicates the formation of attitudes and behavior.

There are three reasons that could explain the implication of career development to quality of work life. First, the effectiveness of career development will be obtained if the career development activities carried out jointly between the workers, employers and organizations. Workers, who have a positive perception of career development and supported by the organization, tend to have high motivation to achieve the goals (Rose et al., 2006). Thus, workers who are satisfied with the job and his career will be loyal to the organization and work to improve profitability and productivity of the organization.

Second, implication of career development to quality of work life can be explained by Ivancevich (1995). He suggested that career development is an attempt to adapt the purposes and objectives of workers with career opportunities available at present and in the future in an organization. Individuals will have career opportunities in line with the offerings provided by the organization. Career development pattern offered by the organization will be accepted by workers as a support for the forward. A good working condition, the support and

the opportunity to develop is a major consideration in the work life of workers. Acceptance of career development will depend on how they respond to and perceive this career development. Workers' perception of career development is influenced by the interaction between the values, hopes, and purposes of workers, through positive experiences gained during the running of work.

Third, a positive relationship between career development and quality of work life can be explained by Clutterbuck (2004). They argue that organizations that manage and develop human resources effectively will have a high level of productivity, high market value and higher profit growth. In other words, these organizations can meet the needs of the organization, shareholders and investors. In addition, the effective of human resource management can meet the needs of workers with a variety of ways consistent with organizational capacity. Thus the human resources in the organization will be able to develop themselves in an optimal. Research conducted by Melinda & Zulkarnain (2004) showed that workers were willing to make sacrifices for the organization, so that the workers will be willing to work and do some effort for the success of the organization. Willingness is only going to grow and develop if the workers believe that the success of the organization is also the success to achieve their desired career.

Kraemer (2000) said that a worker will stay in the organization depends on how he saw his future in the organization. Workers will remain in the organization and if he feels the plan provided by organization has a benefit to his career. The existence of clear career advancement in the working range is also greatly affecting a worker to survive in the organization. Workers, who are able to identify programs that will appeal to their

work experiences and profitable, would survive in the organization.

According to Robbins & Coulter (1999) career development is a way for organizations to attract and retain people who are very talented. Hariandja (2002) said that one of the individual activities for their career development is to resign from the organization. The resignation became an option in an attempt to achieve career goals. This can happen if the organization does not allow obtaining career development. Moving to another organization may be acquired additional knowledge and experience; increase the level of position and salary increases.

Based on a survey conducted by Hudson Institute's 2000 Global Employee Relation (Kraemer, 2000), the most important factor in influencing the persistence of a worker at a organization associated with satisfaction the activities from day to day, well-being and concern to the workers. This opinion is in accordance with research conducted by (Kraemer 2000) which reported that two of the three main reasons an employee leaves the organization is the lack of awards received and the lack or absence of the organization's career development.

The results of this study also reported a significant relationship between demographic factors with the quality of work life. The results of this study showed that male workers have a high level of work life are higher than female workers. In addition, the older workers and have high education levels also have a high quality of work life. The results are consistent with research conducted by Haque (1992), Haque and Rahman (1999) states that the quality of work life has a relationship with demographic factors. Demographic factors such as age, income, education level has a relationship with the quality of work life.

The results also showed that the length of service significantly correlation to quality of work life. This result is consistent with research Jennifer & Dianne (2007), which states the work experience is closely linked to the quality of work life. Research conducted by Beasley et al. (2005) also supports the results of this research. They performed research on the quality of work life with 584 of the workers public service. Their results indicated that the length of service has a significant relationship with the quality of work life. Workers who have a length of service have a higher of quality of work life than the new workers. Meanwhile, research also shows that workers who had married have a higher of work life than unmarried workers. Gaither et al. (2007) did a research aim to look at the relationship of marital status with one indicator of the quality of work life. The results of the study showed that worker who has been married more able to survive in a work environment that has a high burden than unmarried individuals. Those who are married and have children have a higher level of quality of work life as compared to the singles. Past researchers have observed that in early stages of their careers, individuals are often willing to sacrifice their personal lives in the interests of their career progression. However, as individuals advance in age to the maturity stage of their career, they have been found to place a greater emphasis on a balance between their work and family lives that individuals place on their family role as they age. Prior research has found that being married leads individuals to give their personal lives priority over their work lives. Similarly, being a parent increases the importance that individuals place on their family role. Some research indicates that a happy family life correlates with high levels of job satisfaction and objective career achievement (Rose et al., 2006).

The result of this study supports the proposition that the degree of satisfaction in quality of work life is related to the degree to which the individual believes his or her success criteria have been met, especially if the individual places great importance on these criteria which include organizational climate, pay, respect, personal growth and family life balance. This supports the materialistic work ethic that place strong emphasis on corporate power, income and personal growth as parts of their careers. It can also be concluded from the data, that the individual's family life correlates significantly with his/her level of quality of work life. This further suggests that a successful family life carries over into one's career and makes one more satisfied with personal achievements. The fact that is worthy of conclusion is the importance of career achievement in quality of work life. In the current context, the emphasis is on income, position and personal growth and opportunity in career mobility as potential success indicators.

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