



Job Enjoyment in High-Risk Job: A Study on Window Cleaners

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Received: 16-02-2025

Reviewed: 13-03-2025

Accepted: 21-04-2025

Abstract

This study aims to examine the phenomenon of job enjoyment among window cleaners at PT ISS Indonesia, located in South Jakarta. This qualitative research adopts a case study approach, involving six window cleaners as informants and one supervisor as a key informant to provide additional insights into job enjoyment. Data were collected through observation, interviews, and documentation and analyzed using data triangulation. The findings indicate that several factors influence employees' job enjoyment, including the level of enjoyment experienced, structured training programs, a positive job environment, and flexible job hours, all of which impact employees' decisions to stay or switch jobs. Additionally, mood and workplace challenges serve as motivational factors, encompassing personal interests, the nature of the job itself, and the sense of fulfillment or achievement. The study reveals that while most employees enjoy their jobs, some do not fully experience job satisfaction within their role or job environment.

Keywords: Job enjoyment, jobers' personal interests, job itself, the fun, accomplishment

Introduction

The profession of a tall building window cleaner, or better known as a window cleaner (gondola man), is a job that is full of challenges and risks, but has its own appeal. According to Ismail (2020:23), this job requires special skills, courage, and high physical and mental endurance. For some people, jobing at extreme heights, as explained by Wibowo (2019; 2021), where job safety standards at heights reach 130 meters above ground level, can feel scary, especially when having to do heavy job.

However, for window cleaners, this profession actually provides its own satisfaction that is difficult to find in other fields. One of the most attractive aspects of this job is the opportunity to enjoy extraordinary views that can only be seen from the top of tall buildings. Jobers often have access to corners of the city that are rarely seen by others, giving them a sense of freedom and appreciation for the beauty of the environment that is often overlooked

by those who job indoors. In addition, this profession offers instant gratification, where their job results can be seen immediately, creating a sense of pride.

In line with research by Parker et al. (2020), job satisfaction factors in high-risk professions are often related to the level of challenge and personal achievement jobs feel. This is also supported by research by Zacher & Frese (2018), which shows that jobs with high physical demands can provide psychological satisfaction if jobers feel the meaning and benefits of their job.

However, this profession also has a fairly high risk of accidents. Several cases of job accidents involving window cleaners have been recorded, both resulting in serious injury and death. For example, in 2016 at the University Hospital of Wales, a window cleaner suffered a spinal fracture due to a failure of the safety system on the job platform. A similar case occurred in Nebraska, United States, when a jobber died after falling from a height of 12 meters due to inadequate use of protective equipment (CDC, 1996). In New York City, it was recorded that one in every 200 window cleaners died each year due to a job accident, indicating how high the risk is in this profession (Window Digest, 2021).

From an occupational safety perspective, research conducted by Lingard et al. (2017) highlighted that although professions such as window cleaners have high risks, the implementation of adequate safety protocols and training can increase the mental and physical resilience of jobers, as well as providing them with a sense of security that contributes to job satisfaction. This job is even considered a form of art for some window cleaners, where they act like artists who “paint” through the glass they clean. This perspective is in line with Csikszentmihalyi’s (1990) study on flow, where a person can experience deep happiness when fully immersed in their job, especially if the job provides challenges that are in balance with their skills.

With its challenges, risks, and satisfactions, the profession of window cleaner remains a unique job that attracts many people. Despite its high level of danger, with the implementation of strict safety standards, this job can provide a job experience that is not only economically beneficial but also in terms of personal and professional satisfaction. The question to be explored in this study is how window cleaners can enjoy high-risk jobs (described by the length of service over five years)?

Literature Review

Job enjoyment

Job enjoyment is a psychological concept that describes how individuals feel pleasure, emotional satisfaction, and positive involvement while carrying out their job. Unlike simply jobing for economic needs, job enjoyment reflects feelings of joy, enthusiasm, and a sense of belonging to the job being done. According to Csikszentmihalyi (1990), job enjoyment arises when someone experiences flow, which is a condition when someone is completely immersed in their activities, feels intrinsically motivated, and is unaware of time because they enjoy it so much.

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Job enjoyment not only includes momentary emotions but also shows long-term attachment to job activities that are considered meaningful. Lee et al. (2012) explain that job enjoyment is a positive affective response that arises as a result of an individual's perception of emotionally and structurally supportive jobbing conditions. In this context, job enjoyment is important in shaping organizational behavior, loyalty, and employee mental health.

Job enjoyment vs Job satisfaction

Conceptually, job enjoyment and job satisfaction are often viewed as similar but have essential differences. Job satisfaction is a cognitive and affective evaluation of various aspects of a job, including salary, cojobers, organizational structure, and career development opportunities (Locke, 1976). Job satisfaction tends to be evaluative and reflective of overall jobbing conditions.

In contrast, job enjoyment focuses more on the pleasant feelings that arise during the job process itself. According to Judge et al. (2001), job enjoyment is more emotional and tied to daily experiences at job. A person can feel satisfied with their job in general, but not always enjoy the daily activities in the job. For example, an employee may be satisfied with job stability and salary, but not enjoy the pressure of boring or unchallenging daily tasks.

Lee et al. (2012) emphasize that job enjoyment is more intrinsic, while extrinsic factors often influence job satisfaction. Therefore, although related, the two differ in their sources of motivation and their impact on employee psychological well-being.

Indicators

In a study conducted by Lee et al. (2012) job enjoyment is explained as a positive emotional condition that arises when someone feels in harmony with the job they do. This study identified three main indicators that shape the experience of enjoyment at job, namely:

a. Jobers' personal interests

This indicator relates to the extent to which the job is in line with the jobber's personal interests and values. When job reflects things that are considered important by the individual—such as freedom of expression, intellectual challenges, or social contributions—then job enjoyment tends to increase. Lee et al. (2012) explained that when someone feels that their job is relevant to their life goals or personal passions, the job experience becomes more meaningful and enjoyable.

b. The job itself

This factor refers to the intrinsic characteristics of the job being done. Aspects such as task variety, balanced level of challenge, and opportunities to learn and develop affect the enjoyment felt during job. Job that is considered interesting, not monotonous, and provides opportunities to use the individual's full abilities will trigger positive emotions during the job process (Lee et al., 2012). Therefore, job structure and design play an important role in creating a pleasant job atmosphere.

c. Fun or accomplishment

The third indicator includes feelings of pleasure and satisfaction obtained after completing a task or achieving a certain target. This enjoyment can come from professional achievement, recognition from superiors, or simply completing a job well. In this context, pleasure does not only come from the job process, but also from the results and impacts caused by the job. Lee et al. (2012) emphasize that achievement followed by recognition and appreciation can strengthen positive feelings towards the job as a whole.

These three indicators are interrelated in shaping individual perceptions of their job. The higher the alignment between job and personal interests, interesting job characteristics, and enjoyable achievement experiences, the higher the level of job enjoyment felt by the individual. Job enjoyment has been the focus of various organizational and job psychology studies, especially because of its influence on employee productivity, loyalty, and well-being. Unlike job satisfaction, which is evaluative of the overall aspects of the job, job enjoyment places more emphasis on positive affective experiences when carrying out daily tasks. As awareness of the importance of emotional well-being in the workplace increases, more researchers are interested in exploring the factors that shape job enjoyment and its impact on job behavior.

One study that highlights the role of job enjoyment in the context of the modern workplace is a study conducted by Purwanti (2020). This study shows that job enjoyment and organizational support have a significant relationship with job hopping intentions or the tendency of employees, especially millennials, to change jobs. The results indicate that when employees feel they enjoy their job, they tend to be more loyal and have a lower desire to seek opportunities elsewhere. This finding is in line with other studies that also highlight the importance of affective factors in employee retention.

Another interesting study was conducted by Erdianza et al. (2020), which investigated the relationship between job enjoyment, job-life balance, and organizational citizenship behavior, with job satisfaction as a mediating variable. The results showed that although job-life balance had a significant effect on citizenship behavior through job satisfaction, job enjoyment did not show a strong mediating effect through job satisfaction. This finding underscores that job enjoyment may independently influence positive behavior at job, without having to go through job satisfaction first.

Meanwhile, in a broader scope, Daley (2017) compared job satisfaction and job engagement in relation to job accountability and intention to leave the job. He found that job engagement had a greater influence on perceptions of accountability, while job satisfaction contributed more to reducing turnover intentions. Although it did not directly examine job enjoyment, this study illustrates that the affective dimension of job has different impacts depending on the aspect of organizational behavior being reviewed.

From these various studies, it can be concluded that job enjoyment is important in forming positive job behavior and retaining employees. Job enjoyment can strengthen loyalty, increase resilience to job pressure, and reduce the tendency to change jobs, especially in the younger generation who are increasingly looking for meaning and emotional satisfaction in

their job. Therefore, organizations need to create a job environment that supports these positive experiences—either through an interesting job structure, strong organizational support, or the suitability of job to employees’ personal interests and values. These studies mostly use quantitative methods, whereas in this study the researcher deliberately chose a qualitative approach to be able to explore what explanations of job enjoyment are like.

Research Method

This study uses a qualitative approach that aims to understand symptoms that do not require quantification to analyze and describe phenomena or research objects through social activities, attitudes and perceptions of people individually or in groups. This study was conducted at PT. ISS Indonesia Gondola division used five window cleaners as informants and a supervisor, as a key informant (see table 1). They are a team of building glass cleaners in South Jakarta.

Table 1. Description of the informants

No	Name(s)	Age	Sex	Title	Length of job	Role(s)
1.	FM	42 y.o	Man	Supervisor	18 years	Key Informant
2.	YA	38 y.o	Man	Operator	12 years	Informant (R1)
3.	AN	38 y.o	Man	Operator	9 years	Informant (R2)
4.	NU	38 y.o	Man	Operator	14 years	Informant (R3)
5.	AK	39 y.o	Man	Operator	7 years	Informant (R4)
6.	AS	31 y.o	Man	Operator	10 years	Informant (R5)

Table 2. List of questions

Indicators	Reference questions
Jobers’ personal interests	1) What are some of your personal interests or hobbies that support your performance at job?
The job itself	2) How does your job align with your personal values and goals?
	3) What aspects of your job do you enjoy most and why?
Fun or accomplishment	4) To what extent do the tasks in your job provide challenges appropriate to your abilities?
	5) Are you satisfied with your achievements in your job, and what makes them meaningful to you?
	6) How do enjoyable experiences at job contribute to your motivation and performance?

The informants have a fairly long jobbing period because they have been in this profession for more than five years. This is enough to prove that they enjoy their job. That is the criteria in determining informants. Furthermore, the informants will be subjected to the same semi-structured questions. These questions refer to indicators of job enjoyment (Lee, et al., 2012). Meanwhile, the key informant has the task of verifying the questions that will be asked to the informants. The key informant validates all of the six main questions (see table 2), which refer to indicators. The next task is to provide verification of the conclusions (taken from the informants' answers) to ensure that there are no differences in the informants' views with the key informants. If there are differences, the key informant has the right to clarify them.

Afterwards, the researcher compares the contradictory answers between informants and key informants with the initial theory that builds the question construction. The differences or similarities between the two become a picture of each indicator based on what the informants and key informants experience.

So, the data analysis flow is like Figure 1. The first stage is collecting data. The process begins with collecting rich and in-depth data through interviews, observations, field notes, or document analysis. Next, reduce the data. Miles et al. (2014) explain that data reduction is selecting, focusing, simplifying, and transforming raw data from the field. Data obtained from interviews, observations, or documentation are carefully reviewed to take important parts that are relevant to the focus of the research. After reducing, the data is presented. This step organizes information into a systematic form that allows conclusions to be drawn. Reduced data is usually arranged in the form of descriptive narratives, tables, matrices, diagrams, or concept maps (Creswell & Poth, 2018). The final stage, researchers begin to look for meaning, patterns, and relationships from the data that has been displayed. Furthermore, Patton (2015) directs to make a tentative conclusion that needs to be verified continuously through various means, such as data triangulation, discussions with fellow researchers, or re-checking with informants (member check).

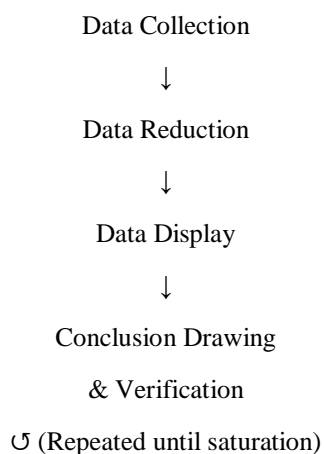


Figure 1. Qualitative data analysis flow

Result and Discussion

Based on the interview analysis between researchers and informants, it was found that one of the main dimensions is a source of enjoyment in jobbing for window cleaners at PT. ISS Indonesia in South Jakarta, is **the jobbers' personal interests**. This dimension refers to hobbies, interests, or personal activities carried out outside of job hours but positively impact psychological well-being and daily job performance.

The informants consistently stated that personal activities such as sports, gardening, painting, and playing music greatly benefit their mental and physical balance. As conveyed by informant R1:

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“I have an interest in sports and outdoor activities, which help me maintain my physical and mental fitness. This fitness is very important in my job as a gondola (window) cleaner, because good physical condition allows me to job more efficiently and safely.”

Interpretation of the answer shows that self-awareness of the importance of maintaining fitness not only has an impact on personal quality of life, but also increases job effectiveness. In the context of job that requires physical strength and courage such as cleaning tall building windows, interest in outdoor activities such as sports is the main support in carrying out a job routine that is full of risks.

Meanwhile, informant R3 said:

“I have an interest in painting and gardening. These activities teach me about precision and patience, which are very helpful in the job of window cleaning. The observation skills that I hone through art make me more careful in seeing details while jobing.”

From this statement, it can be interpreted that hobbies such as art are not just recreational activities, but contribute to the development of soft skills that are relevant to job. Precision and sensitivity to detail are important elements in the job of a gondola cleaner, so this personal activity indirectly strengthens the quality of job.

Informant R6 also said:

“I have hobbies playing music and sports, such as running. These activities help me maintain mental and physical balance. Exercising increases my stamina, which is very important in jobs that require physical strength such as window cleaner.”

This statement indicates that integrating personal interests and job needs can create a sense of enjoyment in jobing. Personal activities function as a means of restoring energy while maintaining job enthusiasm.

This finding is reinforced by the motivation theory put forward by Sedarmayanti (2021), which states that jobers are driven by basic needs such as salary and security and psychological needs such as recognition, satisfaction, and self-actualization. Personal interests that are accommodated in job life contribute to the fulfillment of these needs.

These results are also consistent with Purwanti's (2020) research which found that job enjoyment has a positive relationship with long-term job intentions, especially if the job provides space for self-expression and is in line with personal interests. In this context, job is no longer a burden but a meaningful part of self-expression.

Research by Judge et al. (2001) shows that intrinsic interest and the fit between an individual's personality and job are strong predictors of levels of job satisfaction and enjoyment. Jobers who feel emotionally connected to what they do tend to show higher performance and stronger loyalty.

In addition, the Self-Determination Theory (SDT) approach by Deci and Ryan (2000) explains that when someone feels autonomous, competent, and socially connected in their activities, a deep sense of enjoyment will emerge. Activities that align with personal interests

can fulfill these three psychological needs, fostering a sense of involvement and satisfaction in job.

Thus, the interpretation of the interview results shows that personal interest plays a role as a psychological foundation that strengthens motivation, improves job well-being, and creates enjoyment in carrying out heavy tasks such as cleaning gondolas. Therefore, companies that are able to facilitate space for jobers to develop and channel their personal interests have the potential to increase job satisfaction and retention.

The informants stated that they felt great satisfaction and enjoyment in carrying out their duties as window cleaners in tall buildings. The challenge of jobing at heights is actually an attraction in itself that provides a sense of accomplishment, especially when seeing the clean, shiny results of job that clients appreciate. Not only that, the process of teamjob and direct communication with customers are aspects that enrich the job experience, build a sense of solidarity, and increase the personal meaning of the job they do.

The concept of “**job itself**” as a dimension of job enjoyment refers to the characteristics of the tasks in the job, including the level of difficulty, potential challenges, and opportunities to achieve success. Hasibuan’s (2020) motivation theory states that intrinsic motivation arises from elements such as responsibility, achievement, and recognition—all of which are contained in the nature of this job. This is in line with Herzberg’s Two-Factor Theory, which classifies achievement and the job itself as the main motivational factors that increase job satisfaction (Herzberg, 1966).

This finding is also in line with previous studies by Lee et al. (2012), which found that aspects of the job itself, including the meaningfulness of the task and the challenges faced, significantly affect the level of job enjoyment among employees who do emotional labor. The study confirmed that when job is felt to be meaningful and provides space for personal achievement, individuals tend to experience higher job enjoyment.

In addition, a study by Judge et al. (2001) found that individuals with positive perceptions of their job, especially when the job provides space for achievement and meaning, tend to have higher levels of psychological well-being. This supports the interpretation that job that provides challenges and real results is correlated with positive emotions towards job.

The statement of informant R1 clearly illustrates this motivation:

“I enjoy the challenges that jobing at heights offers the most. Seeing my job clean and shiny after it is finished is a great satisfaction. I also enjoy teamjob and collaboration with my colleagues.”

R2 emphasized the unique and visual experience aspect:

“Seeing the view from above and witnessing the significant results of the cleaning is a great satisfaction. It also provides a unique experience that not everyone can enjoy.”

Meanwhile, R5 emphasized the importance of recognition and job being appreciated:

“When the client expresses gratitude, it is precious for me.”

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When compared to the results of Purwanti's (2020) study on job enjoyment in millennial employees, it can be seen that job challenges and achievement of results are also the main factors in shaping job enjoyment, even though the job context is different. Thus, the dimensions of the job itself, whether in the form of physical challenges, satisfying visual results, or social appreciation from clients, are strong indicators of job enjoyment.

Furthermore, the informants stated that they felt high emotional satisfaction when they successfully completed a difficult task, especially in the form of positive feedback from clients or the successful completion of a large project. This kind of achievement contributes to increasing self-confidence, building pride in their dedication, and becoming a source of motivation to continue developing themselves. Both praise from clients and recognition from superior trigger enthusiasm to provide better performance in the future.

In a psychological context, the aspect of pleasure or achievement in work is closely related to intrinsic motivation - namely the drive that comes from within the individual who feels satisfied when completing work not because of external rewards alone, but because of the value and meaning of the task itself. According to Deci & Ryan (2000), intrinsic motivation can arise when basic psychological needs such as competence, autonomy, and social relations are met. This is also emphasized by Mankunegara (2019), that feelings of success and social recognition play an important role in increasing employee job enjoyment and emotional satisfaction.

In in-depth interviews, several informants described their experiences. Informant R1 stated:

"I feel satisfied with the achievements that have been achieved, such as getting positive feedback from clients. This satisfaction means a lot to me because it reflects the hard work and dedication that I have given."

Informant R4 also has the following statement in common:

"I feel very satisfied when I get positive feedback from clients or when I complete a big project well. Every time I can meet or exceed expectations; it motivates me to continue to grow."

R5 also added:

"I feel satisfied with the achievements that I have achieved, such as completing a big project without any problems and getting praise from my superiors. This makes me feel that my efforts and dedication are appreciated."

This finding is in line with the results of a study by Lee et al. (2012) which identified that **fun or accomplishment** is one of the main indicators of job enjoyment that can increase motivation and reduce employee emotional labor. This study shows that when workers feel their work is fun and meaningful, they tend to be more enthusiastic and have a higher work commitment.

In addition, Judge et al. (2001) research showed that the relationship between job satisfaction and job performance has a significant positive correlation. Satisfaction with achievement increases the perception of meaningfulness of work and contributes to optimal

job performance. The results of this study reinforce the importance of paying attention to employee achievement as an indicator of job enjoyment.

In addition, research by Van Wingerden et al. (2018) shows that meaningful work achievement significantly impacts work engagement, which is a psychological condition in which individuals feel full of energy, dedication, and actively involved in work. This aligns with the self-determination theory perspective, which emphasizes the importance of achievement as an element of motivation and work enjoyment.

Compared to previous studies, the results of this study support these findings by emphasizing that even in high-risk jobs such as window cleaners, success and recognition remain the main sources of work enjoyment. Thus, direct and symbolic experiences of success are very important in forming a sense of belonging, involvement, and meaning in everyday work.

Conclusion

Based on the results of the analysis of the experiences of window cleaner workers at PT. ISS Indonesia in South Jakarta, it can be concluded that the enjoyment of working in this profession is the result of a combination of intrinsic motivation, personal meaning, and psychological satisfaction that arises in the process of carrying out the work. Workers find enjoyment that comes not only from material aspects or compensation, but more from personal values that they feel align with their work. The personal interests and hobbies of the informants play an important role in shaping the physical and mental conditions that support their performance. Activities such as sports, art, or playing music are stress relievers and build resilience that is much needed in heavy work such as cleaning tall building windows. These personal interests create positive energy that is contagious into daily work activities, making work feel lighter, more enjoyable, and more emotionally meaningful.

In addition, the nature of the work itself is a source of satisfaction for the informants. They expressed the pleasure of facing the challenges of working at heights, witnessing the city view from an unusual angle, and seeing their work's clean and shiny results. This process gives them a sense of pride in the skills and contributions they have made. Interaction with coworkers in a collaborative atmosphere also strengthens the sense of togetherness and increases work enthusiasm, making this work more than just a routine but a satisfying experience. Achievement in the form of work results that are recognized, both by clients and superiors, has a profound psychological effect. The appreciation they receive fosters self-confidence and motivation to continue to develop. Every project that is successfully completed brings a feeling of pride that becomes a trigger to show even better performance in the future. The pleasure of work, in this case, grows from the awareness that their work has a real impact and is appreciated.

This finding strengthens the view that work that is classified as high-risk and physically demanding can still be a source of enjoyment, if workers feel that there is harmony between the tasks carried out and personal values, challenges that trigger enthusiasm, and achievements

that provide meaning. In this context, work enjoyment is not something that is instantaneous or superficial, but rather the result of a close emotional connection between workers and their work. Thus, work enjoyment can be an important foundation in building long-term commitment, enthusiasm, and productivity.

Declaration of conflicting interest

The authors declare that there is no conflict of interest in this research.

Funding acknowledgment

The author did not receive any form of financial support for the research, writing, and/or publication of this article.

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