

# IMPACT OF ISLAMIC WORK ETHICS, REWARD SYSTEM AND ORGANIZATIONAL ENVIRONMENT ON CITIZENSHIP BEHAVIOR OF EMPLOYEES

<sup>1</sup>Abdus Sattar Abbasi, <sup>2</sup>Aiza Hussain Rana

ICOMSATS Institute of Information Technology Lahore Pakistan

e-mail: [drabdussattar@ciitlahore.edu.pk](mailto:drabdussattar@ciitlahore.edu.pk), Mobile: +92 300 5200567

<sup>2</sup> Lahore Garrison University Lahore, Pakistan, e-mail: [ahrana15@yahoo.com](mailto:ahrana15@yahoo.com)

**ABSTRACT:** *Today's competitive environment truly manifests the concept of survival of the fittest. Social researchers have been investigating work ethic values, environment, rewards and citizenship behavior of employees in different studies from diverse dimensions. This study brings all these propositions together with novel addition of Islamic work ethics in theoretical framework due to predominantly Muslim majority setting of organization under investigation. There is increased interest to observe impact of Islamic work ethics on different dimensions of organizational work environment, therefore, this study has been conceptualized to observe their relationship and influence on above mentioned important aspects. Pakistan Telecommunication Company has been chosen being the largest communication business of the country; hence results of this study would depict trends of the fastest growing significantly important sector of the economy. Simple Random sampling technique was used along with the structured questionnaire. Questionnaire was distributed to 200 employees working in franchises, regional offices and business centers currently operated in Lahore. 152 questionnaires were returned back filled which quotes 76% response rate. SPSS 17 and AMOS 16 were used to analyze the data. Study explored a new dimension which communicates a great influence of Islamic work ethics on citizenship behavior of employees that is reported as 58%.*

**Keywords:** *Islamic work ethics, Reward system, Organizational Environment, Citizenship behavior*

## INTRODUCTION

Rules, regulations and procedures determine working environment of organizations and thus the behavior of their employees. If employees fulfill their tasks assigned to them they are usually awarded with monetary or non monetary acknowledgements in the form of cash awards, increments, promotions, certificates or sometime oral appreciation. Organizational work environment has significant role to promote citizenship behavior among employees. This study was conducted in Pakistan Telecommunications Company Limited (PTCL), a leading telecommunication provider of the Country. The aim of the study was to analyze the impact of Islamic work ethics (IWE) on reward system (RS), organizational work environment (OWE) and eventually on citizenship behavior of employees (CBE) of the organization. The Islamic work ethics, reward system and organizational work environment act as independent variables in the study whereas citizenship behavior of employees as dependent variable. Structured questionnaire was employed to collect the data.

Societal culture is based on moral principles which control or influence an individual's personal and professional behavior. Religion plays visible role in every society to modulate conduct of people in their private and public affairs. The concept of workplace behavior in Islam, Islamic work ethics, has roots in al - Qur'an and ahādith [1,2,3] Quran narrates:

“You are the best of peoples, evolved for mankind, enjoining what is right, forbidding what is wrong, and believing in Allah.” (al - Qur'an 3:110)

Islamic work ethics extricate what is right from what is wrong and suggests appropriate and adequate manner of doing things at the workplace [2,4]. Islamic work ethics is a set of moral beliefs which helps employee to manage his responsibilities and perform his duties with the best of his abilities in an appropriate manner under the shadow of

Islamic beliefs and values [5]. Islamic work ethics is a kind of orientation which approaches work as a virtue in human life [3].

The organization is influenced by several environmental factors[6] including internal aspects and external surroundings. The internal environment involves behavior, beliefs and attitudes of all employees working in the organization. According to Rama [7] organization environment is composed of forces exist outside the organization and has potential impact on organization's performance that include competitors, government regulatory agencies, suppliers, distributors, customers etcetera. These are categorized by Mensah [6] that external organizational environment has three states (i) controllable; (ii) partially controllable; (iii) uncontrollable.

Father of Organizational citizenship behavior Dennis Organ [8] defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes effective functioning of the organization.” Liu *et al.*, [9] recommended that citizenship behavior elevates both individual and organization performance. Cultural component of citizenship behavior is organization-specific and depends upon the values, beliefs and work ethics of organization [10,11] and [12].

Bush [13] defined reward systems as everything which employees perceive to be of value resulting from their employment relationship. Bush further explained the components of reward as cash, compensation, benefits, other non-cash forms, and work experience. According to Gross and Friedman [14] rewards in current era of competition is not limited to monetary and non-monetary benefits. It is a complete value proposition that organization offers to its workforce. Total reward package includes compensation (base pay, short, long-term incentives), benefits (health insurance, after retirement, work/life and other non monetary

benefits) and careers (training, development and career development opportunities).

## 1. THEORETICAL FRAMEWORK AND HYPOTHESES

### Islamic Work Ethics

Islamic work ethics spotlight the behavior which is either prohibited or promoted for employees working in an organization. Islamic work ethics promote cooperation, consultation in all affairs that reduces friction and helps in overcoming hurdles hindering success of any organization [15]. Islamic work ethics prohibit laziness, sitting idle at workplace and wasting time in unproductive activities. It is presumed that employee's who involve themselves in such prohibited activities are usually unproductive and fail in their life just because of their attitudes.

Islamic work ethics is a new dimension of business ethics that helps organization in improving workplace environment. Employees who adopt Islamic work ethics perform better even under pressure and promote citizenship behavior among employees. Islamic work ethics stand not for life denial but for life fulfillment and hold business motives in the highest regard. Islamic work ethics denote that hard work caused sins to be absolved. Employees face several ethical issues at their workplace on daily basis. Some of these ethical issues are: dishonesty, financial scams, lying, stealing etcetera [4].

Islam determines standard of success (falah) for Muslims in carrying their business activities and performing their daily activities. al - Qur'an and Hadith clearly identify that only those attain success who are following the principle of "inviting all towards what is good (Khayr), enjoying what is right (Maroof) and forbidding what is wrong (Munkir); Amar Bil Maroof Wa Nahi Anil Munkir" [4].

### Organizational work Environment

Dieterly [16] investigated three characteristics of organizational work environment as participation level, stockholder's orientation and position level. The organizations which allow participation and encourage ideas along with other two characteristics (stockholder's orientation and position level) promote a good work environment which helps enhancing the citizenship behavior of employees and augment the performance of both individuals and organizations.

The organizational environment which focuses more on equal employment opportunity, fairness in rewards and recognition method, encourages creativity and innovation [17] is more productive than their competing organizations. Usually employees working in such organizations are more motivated and socially responsible.

Out of three dimensions of organization environment, identified by [17], creativity and innovation are closely related to citizenship behavior of employees. Employees of organizations with creative and innovative work environment exhibit more citizenship behavior. Woodman et al., [18] examined two work environment characteristics in organization (i) group characteristics includes norms, consistency in group, problem solving approaches used in the group; (ii) organizational characteristics including rewards, recognition, strategy, structure, resources, organizational culture and technology. Both of these characteristics can play important role in promoting citizenship behavior among employees. Work environment has the potential to encourage innovation and allow

employees to accomplish the task optimally under peaceful condition [19].

Table 1 Demographics

Variable	Category	Frequenc y	% age	Cumulativ e %
Gender	Male	101	66.4	66.4
	Female	51	33.6	100.0
	Total	152	100	
Age in Years	20-25	51	33.6	33.6
	26-30	54	35.5	69.1
	31-35	22	14.5	83.6
	36-40	9	5.9	89.5
	41-45	5	3.3	92.8
	51 above	11	7.2	100.0
	Total	152	100	
Education	Bachelor's degree	65	42.8	42.8
	Master's degree	82	53.9	96.7
	Doctorate	5	3.3	100.0
	Total	152	100	
Experienc e	Less than 1 Year	23	15.1	15.1
	1-3 Years	75	49.3	64.5
	3-5 Years	21	13.8	78.3
	5-10 Years	22	14.5	92.8
	More than 15 Years	11	7.2	100.0
	Total	152	100	

That can bring high morality and promote Islamic work ethics principle in the organization to enhance productivity in terms of cost reduction to provide high profits.

### Citizenship behavior

Citizenship behavior has been recognized as a positive phenomenon that drives organizational success [20]. Goo *et al.* [21] identified social exchange at workplace as a motivating element which enhances citizenship behavior of employee. Social exchange at workplace promotes positive emotions, acknowledgment and good attitude/behavior in the organization. On the other hand Islamic work ethics promote social relation at workplace to strengthen cooperation and harmony among employees.

Several dimensions of citizenship behavior exist in different cultures around the globe because organizational citizenship behavior changes with the change in culture. Different cultures represent different components of citizenship behavior. According to Podsakoff, *et al.* [20] these

components are helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self development. The classical Greek philosophy pointed out [22] nine components which are altruism, conscientiousness, sportsmanship, courtesy, civic virtue, functional participation, advocacy participation, loyalty and voice. Liu *et al.*, [9] explained altruism orientation as universal trait which exists in various cultures. Political dimension of citizenship behavior consists of three components that are (i) obedience; (ii) loyalty; and (iii) participation. Political aspect and behavioral aspects were together examined for the first time in Gadot's study in 1995 [23]. The results of his research represent a significant relationship between the behavioral and the political aspects.

Two main faces of citizenship behaviors exists (i) altruism (altruism means selflessness); and (ii) compliance [24]. Altruism represents help specific individuals, whereas compliance is defined as impersonal sort of carefulness. Compliance means doing things which are "right and proper" which represents individuals as good citizen but their intentions are not to serve other. They are doing right things just for the sake of the social system and societal culture. These two faces represent different classes of citizenship [25].

**Reward System**

Reward system is a major potential determinant which enhances performance of employees. Fair and transparent reward system in organization maintains conducive work environment as well as citizenship behavior of employees [26]. Human resource management plays vital role in developing, implementing and assisting the reward system. HRM holds responsibility that all systems of rewarding and appraising employees are running fairly and are well communicated in the organization [27]. Properly communicated and well established reward and appraisal system helps the organization to enhance their citizenship behavior as well as may encourage Islamic work ethics to be practiced and a healthy work environment.

Reward system has several dimensions including (i) an individual output reward enhances productivity; (ii) a group output reward encourages team work and cooperation thus helps organization to achieve their goals effectively and efficiently; (iii) human capital reward encourages management to develop their human capital and utilize them for goal attainment, skill based pay structure development for healthy competition within organization and polish the skills of employees; (iv) a position reward help employees to understand their responsibilities at workplace and perform job in a better way [28]. All these aspects of reward system can help improve organizational work environment and promote citizenship behavior of employees.

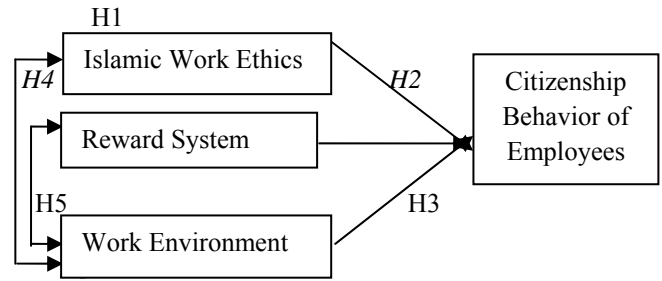
Reward system is an important factor that reinforces and strengthens behavior of employees [29]. The good and well planned reward system helps the organization to acknowledge the right persons at right time for right reasons [14].

**Hypotheses**

- H1: Islamic work ethics have potential to positively influence citizenship behavior of employees.
- H2: There is significant relationship between reward system of an organization and citizenship behavior of employees
- H3: Work environment of an organization has strong impact on citizenship behavior of employees

- H4: Islamic work ethics can significantly modulate work environment of an organization.
- H5: Reward system directly influences work environment of an organization.

**Research Model**



**2. METHODOLOGY**

**Sampling**

Pakistan Telecommunication Company limited (PTCL) was selected to conduct this study. Data was gathered with the help of structured questionnaires.

The simple Random Sampling Technique was used to collect the data. The sample size for research was PTCL employees ranked from executives to general managers working in Lahore. Sample was chosen randomly after developing the list of all business centers, regional offices, branches and franchises at Lahore. Questionnaires were distributed to 100% employees of selected branches, business center, regional offices and franchises [30], [31]. Employees who were unavailable, made three attempts to contact them before quoting the response rate [32].

**Data Collection**

200 questionnaires were distributed by the researcher to the respondent. The respondents of the research were executives, assistant managers, managers, senior managers and general managers. Questionnaires were distributed to the individual respondents.

**Data Analysis Technique**

SPSS 17 and AMOS 16 were used to evaluate variables engaged in this study. In order to investigate the influence of Islamic work ethics, reward system and organizational environment on citizenship behavior of employees several statistical tests were applied. Data was interpreted by analyzing their descriptive statistics (percentages, frequencies, means, standard deviations, variances). Regression, correlation and structural equation modeling were used to test hypothesis of the study. Cronbach's alpha of the scale used is 77.9%.

**3. RESULTS AND DISCUSSIONS**

Correlation test was used to measure the relationship between independent and dependent variables of the study. Results determine that citizenship behavior of employees is 51% correlated with Islamic work ethics which represents a high significance level. 44.6 % correlation is reported between citizenship behavior of employees and work environment. Citizenship behavior of employees and reward system are positively correlated as the results reported 14.4 % correlation between them. Reward system (RS) is 34.8 % and 17% correlated with work environment and IWE respectively. Work environment is 43 % significantly correlated with IWE.

**Table 2:Correlation Analysis**

Variables	Citizenship Behavior of employees (CBE)	Reward System (RS)	Work environment (WE)	Islamic work Ethics (IWE)
CBE	1			
RS	0.144	1		
WE	.446**	.348**	1	
IWE	.510**	.170*	.431**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

**Regression Analysis**

Dependent Variable: CBE

The B-coefficient determines that influence of IWE causes 58.1% variation in citizenship behavior of employees (Dependent Variable). Work environment (WE) influences citizenship behavior of employees (CBE) with 28.7%. A slight negative B-coefficient was reported which is 0.02(-2%) in the case of impact of reward system on citizenship behavior of employees in Pakistan Telecommunication Company Limited (PTCL) which is discussed later.

**Table 3 Regression Analyses**

	Beta	Std. Error	t-Value	p-Value
Constant	0.965	0.556	1.721	0.087
IWE	0.581	0.111	5.222	0.000
WE	0.287	0.079	3.614	0.000
RS	-0.02	0.064	-0.308	0.759
R <sup>2</sup>	0.342			
F	23.597			0.000

R<sup>2</sup> tells the proportion of relationship with which Independent Variables (IWE, WE, RS) influence Dependent Variable (CBE). Value of R<sup>2</sup> > 25 % is acceptable. Results suggest 32.4% variation in Citizenship behavior of employees (CBE) is being explained by IWE, WE, RS. Results suggest the significance value as 0.000 < 0.05(critical value) which means that the research model is significant. The F value tells that independent variables (regressors) i.e., IWE, WE, RS are significantly correlated with dependent variable (CBE). Greater the value of F, higher the significance will be. Output shows F=23.597% which reflects a significant association of IWE, WE, RS (independent variables) with CBE (dependent variable).

**Table 4: Estimates**

Estimate	S.E.	C.R.	P Label
0.581	0.109	5.340	.000
-0.020	0.063	-0.315	0.753
0.287	0.079	3.651	.000
Covariances			
IWE <--> WE	0.267	0.058	4.638
WE <--> RS	0.330	0.090	3.676

**Structural Equation Modeling**

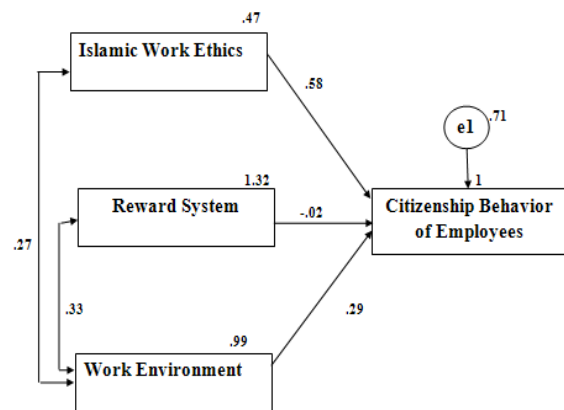
**Regression Weights: (Group number 1-Default model)**

**Variances: (Group number 1 – Default Model)**

	Estimate	S.E.	C.R.	P Label
IWE	0.474	0.055	8.689	.000
WE	0.989	0.112	8.801	.000
RS	1.324	0.152	8.689	.000
e1	0.705	0.081	8.689	.000

The model was tested on AMOS 16. Results show that Islamic work ethics have highly significant impact on citizenship behavior of employees of PTCL which is reported in result as up to 58%. Islamic work ethics also have significant impact on work environment which is reported 27%. Good Rewards system enhance work environment by 33%. Reward system has a negative

**Path Diagram of the Model**



influence on citizenship behavior of employees which is (-) 2%. This indicates an unstructured reward system [33] which does not justify the efforts of employees and reduces citizenship behavior of employees. Opaque reward system in an organization downgrades the morale of employees that relegates citizenship behavior of employees [20]. Some organizations background the talent and provide biased rewards and recognition which relegates the

citizenship behavior of employees. The reward system is not merit based so loyalty of the employees with organization decreases.

Amicable work environment elevates citizenship behavior of employees by 29 % in PTCL.

#### 4. CONCLUSION

The study represents that Islamic work ethics, reward system and organizational environment all together bring 71% change in citizenship behavior of employees in Pakistan Telecommunication Company Limited.

Islamic work ethics have strong role in promoting cordial work environment and citizenship behavior among employees which is determined in this study as 27% and 58% respectively. These results communicate importance of Islamic work ethics to be inculcated in organizational culture.

Organizations should develop proper, transparent and well communicated reward system to ensure pleasant work environment to achieve both tangible and intangible organizational objectives. In PTCL there is significant and positive correlation between work environment and citizenship behavior of employees, according to the result of this study work environment has the potential to influences citizenship behavior of employees up to 29%, which speaks about significance of organizational work environment to modulate individual behaviors at workplace.

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**Respondent #**

**Questionnaire**

<b>Gender</b>	<i>Male</i>		<i>Female</i>		<b>Marital Status</b>	<i>Single</i>	<i>Married</i>	<i>Divorcee</i>	<i>Widow</i>
<b>Position</b>	<i>Non-Manager</i>		<i>Manager</i>						
<b>Age</b>	<i>20 or less</i>	<i>20-25</i>	<i>26-30</i>	<i>31-35</i>	<i>36-40</i>	<i>41-45</i>	<i>46-50</i>	<i>51 and above</i>	
<b>Employees Work under you</b>	<i>1-5</i>		<i>6-10</i>		<i>11-15</i>	<i>16-20</i>		<i>21-25</i>	<i>26 and above</i>
<b>Designation</b>	<i>Executive</i>	<i>Assistant Manager</i>		<i>Manager</i>	<i>Senior Manager</i>		<i>General Manager</i>		<i>Other</i>
<b>Department</b>	<i>Finance</i>	<i>Human Resource</i>	<i>Marketing</i>	<i>Engineering</i>	<i>Information Technology</i>	<i>Auditing</i>	<i>Customer care</i>	<i>Administration</i>	
<b>Job Tenure (Yrs.)</b>	<i>Less than 1</i>		<i>1-3</i>	<i>3-5</i>	<i>5-10</i>	<i>10-15</i>		<i>More than 15</i>	
<b>Qualification</b>	<i>Bachelor's degree</i>			<i>Master's degree</i>		<i>Doctorate</i>			<i>Post doctorate</i>
<b>Income /Month</b>	<i>Less than 30,000</i>	<i>30000-50000</i>		<i>50000-75000</i>	<i>75000-100000</i>		<i>100000-150000</i>	<i>150000 or above</i>	

*Please Mark the appropriate choices in boxes*

**SCALE**

	1	Strongly Disagree	SD/A
<b>S</b>	2	Partially Disagree	PD/A
<b>C</b>	3	Disagree	DA
<b>A</b>	4	Neutral	N
<b>L</b>	5	Agree	A
<b>E</b>	6	Partially Agree	PA
	7	Strongly Agree	SA

<i>Please indicate how much you agree or disagree with the following statements about your organization and work.</i>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
		<b>SD/A</b>	<b>PD/A</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>PA</b>	<b>SA</b>
1	I willingly give time to help others who have work-related problems.							
2	I adjust my work schedule to accommodate other employees' requests for time off.							
3	I give time to help others who have work/non-work problems.							
4	I assist others with their duties.							

5	I am satisfied that my pay is competitive with similar companies locally.								
6	Vacation and holiday benefits are competitive with similar companies locally.								
7	The health, dental, disability and life insurance offered meet my needs.								
8	Extra effort is recognized at my workplace.								
9	My job performance reviews help me to continuously improve my work performance.								
10	Work activities are fairly distributed in my department.								
11	Organization stresses teamwork.								
12	My department gets support it needs from other departments.								
13	There is an effective process in place for resolving problems and handling complaints.								
14	Overall, this is a great place to work.								
15	Good work benefits both one's self and others.								
16	Justice and generosity in the work place are considered necessary conditions for the welfare of all stakeholders.								
18	Work is not an end in itself but a means to foster personal growth and social relations.								
19	More leisure time is good for society.								
20	Human relations should be emphasize and encourage.								
21	Creative work is a source of happiness and accomplishment.								
22	Any person who works is more likely to get ahead in life.								
23	Work gives one the chance to be independent								
24	A successful person is the one who meets deadlines at Work.								
25	One should constantly work hard to meet responsibilities.								