

Title

**The Moderating role of Islamic work ethics on the relationship between Organizational Citizenship behavior and Job Performance of Telecommunication companies in the Republic of Chad.**

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## ABSTRACT

This study examines the Moderating role of Islamic work ethics on the relationship between Organizational Citizenship behavior and Job Performance among 152 employees in Telecommunication companies in the Republic of Chad. To achieve the research aims and objectives, a systematic research methodology has been followed. It has been determined that the researcher has gathered the primary as well as secondary sources of the study. Typically, the primary sources of gathering data helped in contributing towards the accumulation of fresh and unused research data. The surveys have been used for aggregating the primary data for this study. However, the methodology implied in this study is a quantitative method, and SPSS 23 package was used to investigate the relationship between Organizational Citizenship behavior and Job Performance with respect to the moderating role of Islamic Work ethics. Moreover, the result of this study shows significant relationship between Organizational Citizenship behavior, Job Performance and Islamic work ethics. This study found that Organizational Citizenship behavior has a significant contribution on Job Performance while Islamic Work ethics has a significant contribution and moderate the relationship between Organizational Citizenship behavior and Job Performance. Finally, based on research findings, the study's results shown that there were significant relationships of all variables with the Islamic work ethics. All of the hypotheses were significant and accepted. Model proved to be significant and good fit. Islamic work ethics proved to be a significant moderator between relationship of Organizational citizenship behavior and Job performance. It also proved to be a significant mediator between the relationship of Islamic work ethics and employee performance. This study has some limitations which have to be pointed out. Firstly, the current findings cannot be generalized across organizations due to the nature of the sample as the research was restricted to a few telecommunication companies only. Secondly, the limited size of each cultural group does not permit further investigation and analysis for each group independently. Third, the potential problem with respect to non-response is the possibility that non-respondents will differ from respondents with respect to the variables in question, in which case the survey estimates will be biased. Moreover, the study is silent about gender differences and does not report anything about the role of demographic variables in influencing outcome factors. In addition, the limitations of this research point towards topics to be addressed in the future. Therefore, future research should be conducted in more realistic settings in public sector organizations and include all level of employees as sample which supports the generalization of study's results. The moderating role of Islamic work ethics may also influence on other important variables such as "employees work performance, employees' motivation, and organizational justices and learning, job insecurity and satisfaction, and human talent development"

**Keywords:** Organizational Citizenship behavior, Islamic work ethics and Job Performance

## Introduction

### Background of the study

Many businesses fail due to the ethical issues hence attracting a large number of researches on ethical issues and the ethical theories effectiveness. Naqvi (2013) stated that there is an intense objectivity between economic and ethics which leads to one of the key insufficiencies of modern economic theory. Business ethics faced many transformations to enhance ethical behaviour and foster increasing transparency to evade repetition of controversy and economic crisis. Bello (2012) stated that the unethical practices within an organisation have impacted many companies and resulted in critical situations for these companies, for instance, revenue loss, reduced work efficiency and bankruptcy. In the present age, businesses are much worried about developing work related code of ethics to attain their targets in practicable and desired manner. The aim of this research is to analyse the Moderating role of Islamic work ethics on Organizational Citizenship behavior in the relation to Job Performance of Telecommunication companies in the Republic of Chad.

Work ethics under Islamic conduct are categorized under divine command theory, which incorporates religion as the basis for determining ethics. In the Islamic study context, the right from wrong is clearly defined in the words of Allah. Islamic perspective is highly appropriate in defining ethics as it is comprehensive and realistic. Business in Islam implies honesty and fairness as one of the key rule of doing business transaction hence all people in business must follow strong ethical guidelines. As per the views of Adebayo and Hassan (2013), Islam enables market's freedom in the role, though control must be exercised with freedom in work and financial dealing by ethics and norms.

### Statement of the Problem

Islamic work ethics is a concept of ethics that is based on Islamic teaching and principle which rely on faith. Meanwhile, organizational commitment is related to employees' attachment and behavior towards organization. According to Sen (1987), there is a severe detachment between economic and ethics which cause one of the major deficiency of contemporary economic theory. Sharbatoghlie, A., Mosleh, M., and Shokatian T., (2013) stated that business ethics experienced many transformations to improve ethical behaviors and encouraging more transparency to avoid repetition of scandal and economic crisis.

Over the past many years, several types of research on Islamic Work Ethics have been conducted in different nations like Malaysia, Turkey and Saudi Arabia. However, by the analysis done in the background section, it can be stated that no significant research has been done to analyse the function of Islamic Work ethics as an arbitrator between Job Performance and Organizational Citizenship behaviour. The present literature depicts that research on work ethics is gaining recognition among research for the reason of moral hazard. Instances of business scandal and collapse offer prove that employee's moral misconduct add to the financial disaster of the firm.

The body of knowledge of this area does not include recent evidence and information which is regarded as a problem for this topic. Therefore, it is viewed that there is an affirmative link between Job Performance and work ethics. However, in literature, much stress is on the Protestant Work Ethic (PWE), and Islamic Work Ethics has been not studied in the area of management as well organisational studies. This may be because the

management researchers have no or limited access to the literature related to Islamic Work Ethics in the corporate world, even though the basic principles of Islam were laid around fourteen centuries ago (Naqvi, 2013). The integration of knowledge in this area is significant for multiple entities including policy makers, management and future scholars. It has been anticipated that existing study intends to shed light on the relationship organisational citizenship behaviour on Job Performance holds for the Islamic work ethics behaviour. Rokhman (2010) stated that Islam is known to be completely revealed Deen (a way of living life) and has its universal set of work ethics that applies to all irrespective of the individual's race, ethnicity or religion. Considering the lack of evidence and support for the chosen research issue, the author has formulated the statement of this study as; to explore the Moderating role of Islamic work ethics in Organizational Citizenship behavior in relation to Job Performance of Telecommunication companies in the Republic of Chad.

Chad is one of the least developed countries in terms of telecommunication in Africa, with two main operators and Bharti Aircom (Airtel Tchad) and Millicom International (Tigo Tchad), those two private companies are the main providers of voice and data services. However, the third place is occupied by the only one public company Sotel Tchad.

The key problem that the research aims to study in this research is to determine what is the role of Islamic work ethics in improving organisation citizenship behaviour and the Job Performance within telecommunication industry in Chad. Through understanding the influence of organisation citizenship behaviour on the Job Performance and its Islamic work ethics, it will assist in helping the management of different telecommunication companies in Chad or the department of government to manage better and control its workforce. Ahmad (2011) stated that in all ethics study, the Islamic work ethic must be stressed as it is the model, which is observed by Muslims all over the world. Also, this research is conducted due to the inevitable issue to evaluate and the interceding role of IWE between Job Performance and OCB in the telecommunication sector of Republic of Chad. Researcher plan to distribute 250 questionnaires among telecommunication sector in Chad. Researcher anticipates that Islamic work ethics play an important role to enhance the organization performance in telecommunication sector in chad.

### **Purpose of the study**

The main purpose of this study is to shed light on the chosen topic. Practically, the researcher has investigated this issue of citizenship behaviour, Islamic work ethics, and Job Performance with the end goal of contributing towards the practical knowledge of this study. The theoretical development of this issue is also a major factor that drives the completion of the investigation. Personally, the belongingness of the author and familiarity with this field has influenced the completion of this particular research and investigation.

### **Research aims and Objectives**

The main aim of this research is to study the impact of Islamic Work Ethics on the job performance and the moderator role played by organisational citizenship behaviour. To further attain the aim of this research, the following are the research objectives that the researcher aims to achieve.

1. To investigate the effect of Altruism and on Job Performance.
2. To investigate the effect of Conscientiousness on Job Performance.

3. To investigate the effect of Sportsmanship on Job Performance.
4. To investigate the effect of Courtesy on Job Performance.
5. To investigate the effect of Civic Virtue on Job Performance.
6. To investigate the Moderator role of Islamic work ethics in the relationship between Organizational Citizenship behavior and Job Performance

### **Research Questions**

The following are the four research questions determined by the research to bring clarity on the manner in which Organizational Citizenship behaviour, moderated by Islamic Work ethics can affect the corporate financial performance of an organisation. To further elaborate the purpose of the current research, the following are some of the research questions that the researcher aims to answer through this research:

1. Does Altruism affect Job Performance?
2. Does Conscientiousness affect Job Performance?
3. Does Sportsmanship affect Job Performance?
4. Does Courtesy affect Job Performance?
5. Does Civic Virtue affect Job Performance?
6. Does Islamic work ethics moderate the relationship between Job Performance and organisation citizenship behaviour?

## **LITERATURE REVIEW**

### **Independent Variable: Organizational Citizenship Behaviour**

The research on the organisational citizenship behaviour in the early time has covered on the concept only; however, with the changing time, the consequences of OCB have also been studied. It has been studied in relation to several different variables such as commitment of the organization, company's performance, rewards for the employees, increasing salaries and giving promotions to the employees etc. The organizational citizenship behaviour (OCB) can be defined as the positive behaviour of the employees working in any organization (Borman and Motowidlo, 2014). These employees do not have the direct link from their duties rather they have participation with their co-workers and other employees. Furthermore, their participation also proves to be beneficial for achieving organizational goals and high profit margins. In the view of Carter, Mossholder, Feild and Armenakis (2014), the OCB can also be defined as performing the activities that tend to leave the positive image of the organization in the market. The employees who have been involved on OCB have not merely been on top of the list in the company but they have the dedication to go extra mile in order to make company's image positive (Bolino, Klotz, Turnley and Harvey, 2013). According to Alkahtani, (2015) there are five different dimensions that are considered by OCB such as Altruism, helping behaviour, sportsmanship, courtesy, conscientiousness, civic value and self-development. However, in the current research, five dimensions of OCB will be considered to study excluding the self-development and helping behaviour.

### **Organizational Citizenship Behaviour and its Relationship with Job Performance.**

Over the past twenty years, the OCB has gained a valuable interest in the organization literature. Organ (1988) described OCB as a behavior that contributes indirectly to the

organization's performance through the maintenance of the organization's social system leading to its health and hygiene.

According to Mallick, E., Kumar Pradhan, R., Ram Tewari, H., & Kesari Jena, L. (2016). "There has been considerable debate among researchers with regard to OCB as part of employees' in-role requirements even though they may believe them to be discretionary forms of behavior that are not formally rewarded by the organization" (Morrison, 1994). Roya Anvari, A I Chikaji & Nur Naha Abu Mansor. (2015) reported that "in recent years, there have been arguments concerning organizational citizenship behavior (OCB) which is the behavior of individuals at their work place and whether this includes job descriptions and how OCB has influenced job performance. The attribute of employees' assistance directly affects the quality of product and it so much relies on their performance. Besides, OCB can help to improve the intact competence of an organization especially job Performance. Therefore, the quality of service must be expanded with a perceptive deliberation of the employee's capability in order to enhance their performance".

In the view of Basu, E., Pradhan, R. K., & Tewari, H. R. (2017), the Organizational citizenship behavior (OCB), or behavior characterized by voluntary initiatives making prosocial contribution towards organization and coworkers, above and beyond their formal job roles is gaining increasing importance in such an organizational context. Although organizational citizenship behavior is not a part of the formal organizational structure or reward system, it has far-reaching implications on organizational and individual, performance and effectiveness. These behaviors go a long way in maintaining positive organizational culture that reinforces employee engagement, employee commitment, employee motivation and job performance.

OCB is very important to organizational functioning, many researchers in OCB have focused on the antecedents of OCB like employee attitudes, role perceptions, demographics, stress, job satisfaction, interpersonal trust, organizational commitment and employee mood (Moorman & Blakely, 1995; Williams & Wong, 1999) and the consequences of OCB also have been examined extensively by the researchers, both at the employee and organizational levels (Podsakoff et al., 2000).

According to Basu, E., Pradhan, R. K., & Tewari, H. R. (2017), "the concept of organizational citizenship behavior (OCB) has been persistently in focus in empirical research since researchers and practitioners acknowledge its practical implications for job performance and organizational success like productivity and competitive advantage (Podsakoff & MacKenzie, 1994). Thus, it is hypothesized that OCB would positively influence job performance".

#### **Dependent Variable: Job Performance**

Khuong, M. N., & Quoc, T. H. (2016) stated that "Employee job performance is a concept to evaluate that whether an employee perform their job well within their organization. It is also a rating system which used in most corporations to determine and evaluate the abilities and output of an employee. The more good the performance would be the more good ranking the employee would get in the organization. In addition, employee performance includes activities to ensure that goals are consistently met in an effective and efficient manner". Furthermore, Jex (2002) has defined job performance as "all the behaviors employees engage in while at work". But according to the view of Berghe, J. V.



(2011) job performance can be considered as a fair amount of the employees' behavior displayed at work is not necessarily related to job specific aspects. Furthermore, job performance can refer to how one employee performs well at the workplace. According to Motowildo, S. J., Borman, W. C., & Schmit, M. J. (1997), job performance can also be defined as the overall expected value from employees' behaviors carried out over the course of a set period of time.

### **Moderating Variable: Islamic Work Ethics**

#### **Work Ethics**

The work ethics can be defined as the belief that working with good moral value will benefit the organisation and to the worker too. According to Abdi, Nor and Radzi (2014), it can also be defined as the principle of working which provides great value rewards and wonderful achievements. However, working with good ethics leads companies towards achieving high goals and success. It has been viewed that there have been some companies who have reached the peak levels of success (Ciulla, 2014). It has been because of the reason that not only their entry-level employees have worked with good ethics but also their CEOs perform their work in a good manner. The work ethics can be determined by understanding what is good or what is bad either for the particular department of the organisation or for the organisational reputation as a whole. Moreover, the proper work ethics can be examined in the uncertain situations because often bad situations reveal the ethics of a person towards work (Bowles, Boetto, Jones and McKinnon, 2016).

#### **Islamic work ethics**

The Islamic work ethics have been studied widely in the past. It has been related to the equality in the workplace and supported capitalism. The studies have argued that the Islamic societies did not accept inequality which gave rise to the concept of Islamic work ethics (Hasan, 2016). The Islamic work ethics can be based on the set of principles which have been formulated by Islamic teachings and Quran. In the Islamic context work ethics can be defined as performing duties by considering good or bad factors or by having the belief that good ethics would lead towards the success. As stated by Rokhman and Hassan (2014), it has been viewed that people who follow Islamic work ethics tend to receive more rewards than those who make false statements and work in a wrong direction. Moreover, the Islamic work ethics have been based on the teaching of Holy Quran and the Prophet (S.A.W.W), so the one who works based on these ethics gets the uncountable rewards and great successes (Khan, Abbas, Gul and Raja, 2015). The Islamic work ethics have been discussed in terms a set of variables and components in the past.

However, according to Usman, Shahzad and Khan (2015), it has been revealed by many organizations that earning money through unethical means such as manipulation and bribery has harmful effect on society and workplace. The organizations have also provided their views that working with honesty benefits the employees and to the company too (Murtaza, Abbas, Raja, Roques, Khalid and Mushtaq, 2016). The Islam has provided the complete guidance to all Muslims that how to spend their lives generously in which working ethics have also been mentioned with the full guidance. As per the research of Ibrahim and Kamri (2013), there are several dimensions of Islamic work ethics. Those dimensions include effort, competition, religiousness, work obligation, collectivity, quality, equality, and advantage.

### **IWE and job satisfaction**

It has been viewed that job satisfaction automatically comes with following the Islamic work ethics (Rokhman, 2016). This has the reason that when a person performs duties with the full dedication and in an honest manner, then it tends to give the satisfaction in the job. Moreover, working with Islamic ethics, the employees would also get the intrinsic satisfaction, which would help, in motivating them to work more efficiently (Khan, Abbas, Gul and Raja, 2015).

### **IWE and organisational commitment**

The Islamic work ethics have the great impact on the organisational commitment. The good organisational commitment can be attained by following the proper ethics at work (Yousef, 2017). It has been observed that employees show their full commitment towards their job when they have been working according to the policies framed in Islam towards work. Moreover, IWE has helped organisations in building strong relationships among the workers in the form of full dedication and commitment to perform duties (Athar, Shahzad, Ahmad and Ijaz, 2016).

### **IWE and turnover intention**

The companies who follow the good ethics tend to have less turnover ratio as compared to those companies who do not consider this factor. According to Rokhman (2016), it has been the employees' decision that whether to work within the particular organization or to leave the job. However, the decision of staying in organization also has the connection with work ethics (Uddin, Ali and Ali, 2016). This has been because when the companies follow the Islamic work ethics they tend to retain more employees by satisfying them and by providing them equality at workplace.

### **Moderating role of Islamic Work ethics**

Khan, K., Shahzad, K., & Usman, M. (2015) reported from "the study conducted by Batool et al (2013) in Pakistan revealed that IWE Moderate the relationship between ethical leadership and job satisfaction. This implies that when the IWE and ethical leadership interact with each other they contribute to increase in job satisfaction of employees." According to Parboteeah, K. P., Paik, Y., & Cullen, J. B. (2009) the impact of religion cannot be ignored as it forms an integral part of an individual's belief system and is thought to be the driving force that influences work values. From the point of view of Khan, K., Abbas, M., Gul, A., & Raja, U. (2013), IWE is an essential component of the Muslim beliefs and value systems, employees with higher levels of IWE would exhibit higher levels of job satisfaction and job involvement and low turnover intentions even in the situations where procedural and distributive justice perceptions are low.

Usman, M., Shahzad, K., Roberts, K. W., & Zafar, M. A. (2015), reported that "IWE forms the basis of the belief systems in Muslim societies, it may work as a key moderator in the relationship of different variables in the Islamic context. Its significance as a moderator becomes even more evident with the study of previous literature where it has been found to moderate the relation of various job outcomes like job involvement (Khan et al. 2013), organizational commitment (Batool et al. 2013), and job satisfaction (Yousef, 2001; Batool et al. 2013; Khan et al. 2013)."



## **Islamic Work ethics measurement**

### **Employee Performance**

The employee performance can be stated as the extent to which the person performs duties in a well and great manner. As stated by Anitha (2014), it can be determined by seeing organization's satisfaction for any particular employee in terms of that worker's performance and fulfilment of duties. However, some companies have the policy to evaluate their employees' performance annually or quarterly and then they take necessary measures to overcome lacking.

### **Business Performance**

The business performance can be defined as approach to which the companies assess their position in the market and the goals that they have to achieve (Rokhman, 2016). The managers have the opportunity to make their businesses more profitable and to achieve their maximum targets by evaluating their business performances annually or quarterly. The organizations tend to measure their performance from several elements such as the customer turnover rate, their return on investments, their return on equity and overall revenues. Moreover, according to Barrett and Weinstein (2015), the business performance can help the organizations to maintain stability in their financial, business and material units. The current research will be focusing on the return on investment and return on equity variables in order to evaluate the business performance of the companies in relation to the topic.

### **Business from Islamic Perspective**

The Islam is the complete code of life which not only enable people to pass their lives in a positive manner but also provide the complete guidance for trade and businesses (Ramadani, Dana, Ratten and Tahiri, 2015). Islam stop the Muslims from non-halal things and permits to have Halal things in their daily lives. However, it has clearly distinguished halal things from non-halal ones and have provided success to those businesses who have followed Islamic teachings (Ahmad, Taiba, Kazmi and Ali, 2015). As stated by Alam Choudhury and NurulAlam (2013), the businesses who formulate their policies and perform their functions based on Islamic perspective have gained moral and spiritual behaviours of employees. Moreover, from the Islamic view the employees and the employers both have the belief that they would be answerable to Almighty Allah (Tilt and Rahin, 2017). The Islam also states that one should speak truth with one another and also work with fairness in order to get more rewards and to achieve goals in the short period of time.

### **The Islamic Principles and Businesses**

There have been many Islamic principles and codes of conduct based on Holy Quran and the teaching of Prophet Mohammad (P.B.U.H), which businesses may follow to achieve their goals efficiently. The trust is the most significant principle that enable people to spend their lives in an ethical way and to build good interpersonal relationships with one another (Bindabel, Patel, and Yekini, 2017). In the business world, when one tries to work with full honesty and trust the others also tend to show their loyalty to them. According to Samra (2016), the other principle of Islam for business success is to deal with customers in a kindly manner. The teachings of Holy Prophet (P.B.U.H) have suggested that the businessman who sells the goods in a kind manner tend to attain great rewards from Almighty Allah. Another important principle of Islam for businesses has focused on prohibition of cheating (Alserhan,

Althawadi and Boulanouar, 2016). There should be truthfulness and honesty in dealing with customers and one should provide the right information about the products.

### **The Islamic Worldview**

The objective of this section is to come to an understanding of the Islamic worldview and establish its place in the model of OCB with the Islamic perspective. In his book titled *Prolegomena to the metaphysics of Islam*, Al-Attas mentioned that according to the perspective of Islam, "worldview" is "the vision of reality and truth that appear[s] before the Muslim's mind's eye revealing what existence is all about; for it is the world of existence in its totality that Islam is projecting" (Al-Attas, 2001 p. 2). He further noted that unlike the modern, secular, Western scientific conception of the world, which is restricted to the world of sense and sensible experience, the worldview of Islam encompasses both *al-dunya* (the world) and *al-akhirah* (the hereafter), in which the *dunya*-aspect must be related in a profound and inseparable way to the *akhirah*-aspect and in which the *akhirah*-aspect has the ultimate and final significance. The *dunya*-aspect is seen as a preparation for the *akhirah*-aspect. Al-Attas (2001) further wrote that everything in Islam is ultimately focused on the *akhirah*-aspect without thereby implying any attitude of neglect or heedlessness towards the *dunya*-aspect. This assertion by Al-Attas leads us to the belief that a Muslim should see this world as a temporary place of habitation, and in all his or her actions, the Muslim's vision must be a broad insight into the betterment of the hereafter by using this world as the means of achieving that vision. In other words, a Muslim's every act an act of worship. Allah states in the Qur'an, "And I (Allah) created not the jinn and mankind except that they should worship Me (Alone)" (Al-Qur'an 51: 56). With a good understanding of this basic concept firmly rooted in the Muslim's mind, the Muslim will be much inclined towards exhibiting OCBs in whatever organisation he/she belongs to regardless of economic or social gains because then he or she knows full well that he or she is acting not only to make the world a good place to live in but also to make the hereafter a pleasing abode. Haneef (1997) posits that the Islamic worldview comprise the concepts of God, man, nature/universe and religion. He argues that a Muslim's pure understanding regarding these concepts shapes the ideologies and the vision with which he or she acts.

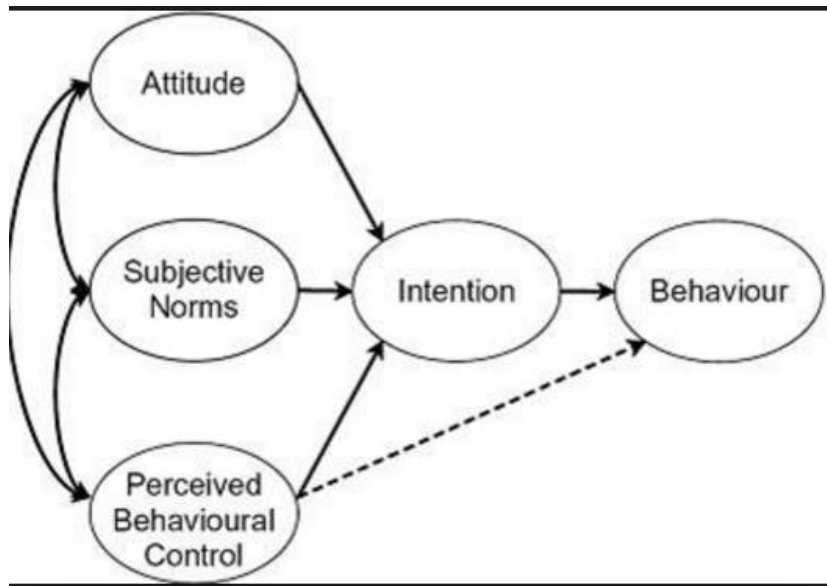
### **Theory of Planned Behaviour**

This theory was revealed by Icek Ajzen in 1985 in one of his article entitled "From intentions to actions: This theory is a new extension of the theory of reasoned action, which was revealed by Martin Fishbein together with Icek Ajzen in 1980. (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) made necessary by the original model's limitations in dealing with behaviours over which people have incomplete volitional control.

The Theory of Planned Behaviour (TPB) predicts the intention of an individual to act in behaviour at a specific time and place. It shows that individual behaviour is conducted by behaviour intentions, where behaviour intentions are a role of three determinants: an individual's attitude toward behaviour, subjective norms, and perceived behavioural control (Ajzen, 1991).

There have been several theories and studies presented in the past on the topic of job performance and organisational citizenship behaviour. However, the most appropriate theory

identified to study in this research is a theory of planned behaviour. It was proposed in 1985 and explains the process from the intentions till the actions of the individuals.



**Figure 1:** Theory of Planned Behaviour

(Source: Cheon, Lee, Crooks, and Song, 2012)

It is defined as the human behaviour and deals with the elements like attitudes, beliefs and behavioural intentions of the people. It can impact the current research because this research also intends to study the behaviour of the individuals in the workplace in the form of OCB and IWE and its relation to the Job performance of the companies.

### **Research Gap**

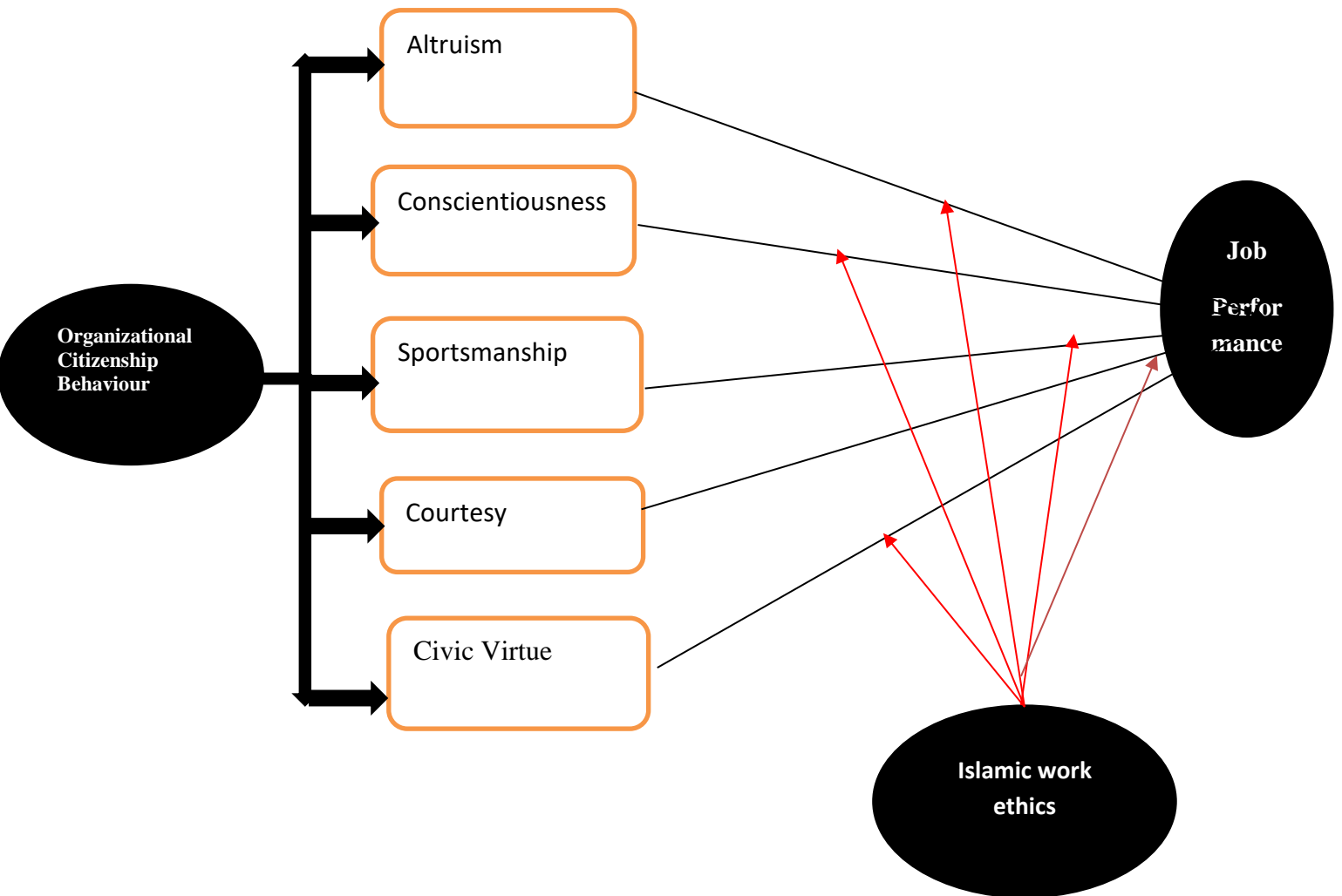
The researcher has covered many areas under this particular research topic but still there remain some areas which have restricted the researcher to develop more understanding of the topic. This research topic was about the Moderating role of Islamic work ethics in Organizational Citizenship behaviour in relation to Job Performance of Telecommunication companies in the Republic of Chad. However, there is a gap in the past research to study the relationship of different dimensions of Islamic work ethics and OCB with the Job performance. Thus, the current research will be studying these dimensions individually, and their relationship with the performance of the employee will be tested by taking IWE as the moderating variable.

It has been analysed from the literature review that there has been no work done on these three variables that are Islamic work ethics, organisational citizenship behaviour and Job performance, particular in the Islamic nation that is included in this research i.e. Republic of Chad. This research will be the first to explore the Moderating role of Islamic work ethics in Organizational Citizenship behaviour in relation to Job Performance of Telecommunication companies in the Republic of Chad. This shows a deep insight and contribution into the area of Islamic work ethics and organisations implementing it.

**Conceptual Framework**

The Muslim workers around the world have now gained much awareness regarding the Islamic religiosity to work in an ethical manner within organisations (Ahmad, 2011). This awareness has given the competitive advantage to the companies to secure the maximum market shares and high profits in the business market. However, the conceptual framework consists of three models known as an independent variable, dependent variable and moderate variable.

Figure 2: Conceptual Framework for Research



The above framework has been showing the relationship between Organizational Citizenship Behaviour as the independent variable, and Job performance as the dependent variables. Moreover, the Islamic Work ethics has been treated twice as the independent as well as the dependent variable and also as a moderating variable.

**Relationship Between all Related Variables and Hypothesis Development**

The relationships between all the variables chosen to study in this research have been discussed here.

### **Independent Variable and Dependent Variable: Five Dimensions of OCB and its Relationship with Job Performance**

The five dimensions of OCB firstly include civic virtue that has been defined as the participation of the subordinates in the administrative and political functions of the organisation. It shows the high level of the responsibility from the end of subordinates and how they contribute to the organisation. The conscientiousness deals with a set of characteristics in an individual particularly in the workplace such as hardworking, organised and accountable. The voluntary attitude of the employees to work their team members or any individual in the organisation in solving problems of the uncertain situation is called as altruism. Also, the sportsmanship is defined as the trait of the individuals that enable them to tolerate the irritating variables of the workplace positively. In the end, courtesy is defined as the behaviour of the individuals that make efforts to prevent the organisation from probable problems in the future. These dimensions of OCB have found to be impacting the performance of the job in a positive way.

Roya Anvari, A I Chikaji & Nur Naha Abu Mansor. (2015) reported in their study that (“most researchers have proven the positive effect of OCB towards job performance; however, most of them just focus on an observed investigation. Thus, there is need for a current research to identify the relationship between OCB with the five dimensions which include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.”) However, to study these variables about the telecommunication Companies in Chad, following hypothesis is made to examine the correlations:

H1: There is a significant effect of Altruism on Job performance.

H2: There is a significant effect of Conscientiousness on Job performance.

H3: There is a significant effect of Sportsmanship on Job performance.

H4: There is a significant effect of Courtesy on Job performance.

H5: There is a significant effect of Civic Virtue on Job performance.

### **Moderating Variable and Independent Variable: Islamic Work Ethics and its Relationship with OCB**

The variables of IWE that have been selected to study in the current research are effort, competition, religiousness, work obligation and equality. The effort is defined as the amount of exertion and productive involvement taken place in an activity or work. It is vital since it contributes to the society and self-service. In the dimension of work obligation, an individual is obliged to follow a set of rules and requirements in the work or avoid certain things which have been prohibited. Equality has been considered as the equal and fair treatment of individuals in the workplace by the positions that have influence. However, religiousness is the factor of understanding the ways of life through following a framework designed due to religious orientation. These variables of Islamic work ethics have been in relation to the OCB dimensions. These elements IWE helps in increasing the altruism, civic virtue and courtesy among its employees as well as tend to link with conscientiousness and sportsmanship of the staff.

Murtaza, Abbas, Raja, Roques, Khalid and Mushtaq (2016) found that (IWE has the very strong impact on OCB. The employees who follow the IWE tend to contribute in organisation’s activities in a more positive manner and have a high commitment towards work. The employees assume their responsibility to stay committed and up to date with

organisation's current affairs by considering IWE) (Alhyasat, 2012). However, Islam teaches Muslims that work honestly with your fellow beings and show your positive behaviours to all humanity so by following such teachings the employees can make their better place at the workplace. Therefore, the people having high Islamic work ethics tend to have great organisational citizenship behaviours than those who have low Islamic work ethics (Marri, M.Y.K, Sadozai, Zaman and Ramay, 2012). This discussion has led to the development of the following hypothesis.

H6: Islamic work ethics has a significant effect on Altruism

H7: Islamic work ethics has a significant effect on Conscientiousness.

H8: Islamic work ethics has a significant effect on Sportsmanship

H9: Islamic work ethics has a significant effect on courtesy

H10: Islamic work ethics has a significant effect on Civic Virtue

### **Moderating Variable and Dependent Variable: Islamic Work Ethics and its Relationship with Job Performance**

The Muslim workers around the world have now gained much awareness regarding the Islamic religiosity to work in an ethical manner within organisations (Ahmad, 2011). This awareness is necessary because it directly impacts the performance of employees at the workplace which ultimately impacts the organisational performance as a whole (Kumar and Che Rose, 2010). However, the Muslim employees have the belief that whatever they have been doing Allah always has always been watching them, and their unethical behaviours have always been noticed. As argued by Rokhman (2010), by this belief, they have the positive impact on working which leads to good organisational performance and better productivity.

It has been argued that the performance of the business can be evaluated with the help of its return on investment as well as return on equity. This has found to be in relation to the Islamic work ethics and its dimensions (Piccolo, Greenbaum, Hartog and Folger, 2010; Walumbwa, Mayer, Wang, Wang, Workman and Christensen, 2011). It has been proposed in the past studies that the equality placed in the workplace, the efforts put by the workforce, the competition in the positive manner and religiousness tend to contribute to the performance of the company. As stated by Hayati, K., & Caniogo, I. (2012), when they found in their previous study a positive correlation between Islamic Work Ethics and Job performance ( $r = 0.642, p < 0.01$ ).

Khan, K., et al (2015) reported from the previous studies that Islamic work ethics have a positive correlation on job performance. Also, Imam, Abbasi & Muneer (2013) tested the impact of IWE on job performance by comparing two different models of personality X and personality Y, the finding shows that IWE was a good predictor of job performance for both personality X and personality Y.

However, to test this relation in the telecommunication companies of the Republic of Chad, following hypothesis has been mentioned:

H11: Islamic Work ethics moderate the relationship between Islamic Work ethics and Job performance.

### **Hypothesis Development**

The development of the hypotheses has been done by reviewing the articles developed on the given topic. Thus, on that basis, following hypotheses will be tested:

H1: There is a significant effect of Altruism on Job performance.



- H2: There is a significant effect of Conscientiousness on Job performance.  
H3: There is a significant effect of Sportsmanship on Job performance.  
H4: There is a significant effect of Courtesy on Job performance.  
H5: There is a significant effect of Civic Virtue on Job performance.  
H6: Islamic work ethics has a significant effect on Altruism  
H7: Islamic work ethics has a significant effect on Conscientiousness.  
H8: Islamic work ethics has a significant effect on Sportsmanship  
H9: Islamic work ethics has a significant effect on courtesy  
H10: Islamic work ethics has a significant effect on Civic Virtue  
H11: Islamic work ethics moderate the relationship between OCB and Job performance

## **Methodology**

In the current research, the explanatory research is applied so to better understand the impact of Islamic Work Ethics on the business performance and the role of Organizational Citizenship behaviour as a moderator. All the research variables are known and can be studied via quantitative data, hence making the explanatory research design as the most appropriate approach to be used in the current study. Moreover, the reason behind opting for the explanatory research design is that this method can facilitate the researcher in analysing the findings in a way that helps drawing conclusive findings of the impact of Islamic work Ethics on business performance. Furthermore, the use of explanatory research design will also help the researcher in removing any other alternative explanation that may be present of the research problem. The research problem of this study is to evaluate the impact of Islamic work ethics that can be attained by determining the causal relationship between the research variables being studied. Lastly, the explanatory research design also helps the research in explaining the impact of Islamic work ethics on business performance while eliminating any doubts that may be present. The primary aim of this explanatory research is to determine the causal relationship between the research variables that are related to the problem of the research.

### **POPULATION AND SAMPLING**

#### **Population**

Chad is one of the least developed countries in terms of telecommunication industries compared to many countries in Africa. According to statistics from the Telecoms Regulatory Agency (ARCEP in French), the telephone sector in Chad is developing under the auspices of two major companies- Bharti Airtel (formerly Zain), and Millicom (Tigo). Sotel Tchad (ST) occupied the country's third place mobile network company.

In this research study, the population consisted of three (3) companies of Telecom specialized in mobile sector in Republic of Chad: Millicom Tchad (Tigo), Airtel Tchad and Group Sotel.

Communication with the different company in telecom industry in Chad was carried out via email and telephone in order to have the exact number of heads of units, heads of departments and manages. According to the information received from HR department of each company, the following informations have been received as illustrated on Table below:

Table 1: Total population in Chad Telecom companies

	<b>Head of Unit</b>	<b>Head of department</b>	<b>Manager</b>	<b>Total by company</b>
<b>Tigo</b>	<b>35</b>	<b>12</b>	<b>26</b>	<b>73</b>
<b>Airtel Tchad</b>	<b>28</b>	<b>11</b>	<b>17</b>	<b>56</b>
<b>Groupe Sotel Tchad</b>	<b>65</b>	<b>23</b>	<b>32</b>	<b>120</b>
<b>Total</b>	<b>128</b>	<b>46</b>	<b>75</b>	<b>249</b>

**Our total population is: 249**

**Sampling Method**

A sampling method is a tool employed by the researchers to select a sample size from a large population upon which the overall study will be conducted. Probability and non-probability are the two types of sampling methods. Probability sampling implies the random selection of research respondents and the non-probability sampling implies the particular selection of the research respondents.

The different types of sampling methods are convenience, random, stratified and clustered (Tashakkori, and Teddlie, 2010). The sampling method used in this research to study the Moderating Role of Organizational citizenship behavior in the relationship between The Islamic Work Ethics and Business performance within the telecommunication sector of the Republic of Chad is the convenience sampling. The convenience sampling method is employed to gather data from locations that are highly convenient for the researchers and the respondents located in the given locations (Heckathorn, 2011). In the case of this research, the researcher will find the managers, Head of Unit and Head of department that are most conveniently available at HQ office of the companies. Also, this sampling method is used as little preparation is required to effectively incorporate this method of sampling.

**Sample Size**

The sample is very important in all statistical analyses. This research uses the Raosoft sample size calculator to determine the required sample size for a survey. This calculator allows the user to enter a series of values, including acceptable margin of error, confidence level, response distribution and size of the population that is to be surveyed. It then is able to provide a ‘sample size’ estimate, which is the minimum recommended size of the survey. The calculator then goes on to state that ‘If you create a sample of this many people and get responses from everyone, you are more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey (Barlett, J. E., Kotrlik, J. W., & Higgins, C. C. 2001).

Based on Raosoft sample size calculator, the sample size recommended of the current research is 152.

**Measurement**

The variables that have been proposed to study the topic include the organizational citizenship behavior, the Job performance and Islamic work ethics. These variables will be studied through designing the Likert scale of five points. The first point will be strongly disagreed that will be 1, followed by disagreed, neutral, agreed and strongly agreed with

point 5. This measurement will help in testing the relationship between the variables statistically. This will also be used to check the reliability of the variables.

The independent variable, Organizational citizenship behaviour uses the five dimensions of OCB proposed by Organ (1988) and the measurement scale was taken from Podsakoff; Mackenzie (1990). (These measurements scales consist of 24 items measuring the five dimensions of OCB. Items 1–5 measure the altruism. Similarly, scales 6–10 measure the conscientiousness. Items 11–15 measure the courtesy. Sportsmanship is measure by Items 16–20, and finally civic virtue is measured by items 21–24. The report shows that there is a Cronbach’s alpha value range from 0.70 to 0.85 on constancy of the OCB implement with these five measurements).

The dependent variable Job performance will be measured by a 16-item job performance scale constructed by Goodman & Svyantek (1999). This scale covers the two forms of job performance namely, contextual performance and task performance. Contextual performance will be measured by seven items and Task performance was measured by nine items for example by the item.

The moderating variable, Islamic work Ethic will be measured using an instrument developed by Ali (2005). (The instrument is made up of 17 items. According to the literature review, these 17-items are the most used among the researcher in the field of Islamic Work ethics.)

Each question consisted of statements or questions and were answered on a five-point Likert-type rating scale comprising - Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5).

## Results & Discussion

### The Respondent Profile

Demographic information of the respondents that was elicited by this study include their gender, age, marital status, majors, higher level of education, years of experience, monthly income, departments and positions.

The characteristics of each demographic profile are described below.

#### Gender of the Respondents

Table 2: Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	40	26.3	26.3	26.3
	Male	112	73.7	73.7	100.0
	Total	152	100.0	100.0	

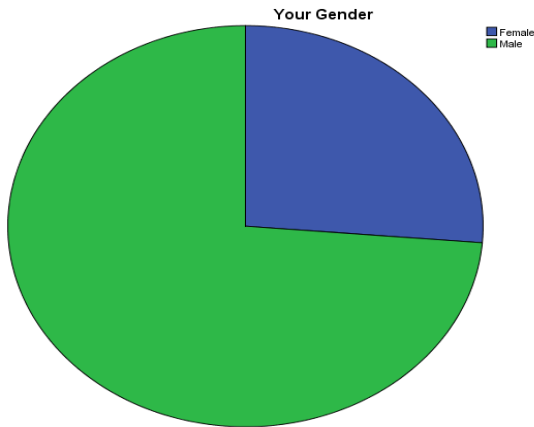


Figure 3: Chart 1 Gender

A total of 152 respondents were used as sample for the analysis; consisting of 112 males who represented 73.7% of the respondents and 40 females who represented 26.3% of total respondents as shown in Table 8: Gender. Based on the Table 8 and Charts (figure) 3, the study respondents were mostly male. This shows that male was more interested to work for telecom companies in Chad. It is very clear that out of the sample investigated, overwhelming majority (73.7 per cent) were males while the remaining 26.3 per cent were females.

**Age of the Respondents**

Table 3: Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 -24	38	25.0	25.0	25.0
	25 - 34	52	34.2	34.2	59.2
	35 - 44	38	25.0	25.0	84.2
	45- 54	16	10.5	10.5	94.7
	more than 54 years	8	5.3	5.3	100.0
	Total	152	100.0	100.0	

Table 9 shows the age range of the respondents. (34.2%) of the respondents have the range of age between 25 – 34 years old, indicating that ,the majority of the population can be considered as young adult who represented the majority of the sample. Followed respectively by twenty-five percent (25%) of respondents who were between 35 – 44 years and 18 -24 years old also represented the same percentage of twenty-five percent (25%) of the respondents. Ten percent five (10.5%) of respondents aged between 45- 54 years old. On the other hand, 5.3% of the respondents are in the 54 and above status. The apparent diversity of the maturity of the respondents reflects several implications in the study's findings. In regards to age, it could be concluded that young adults make up majority of the study population.

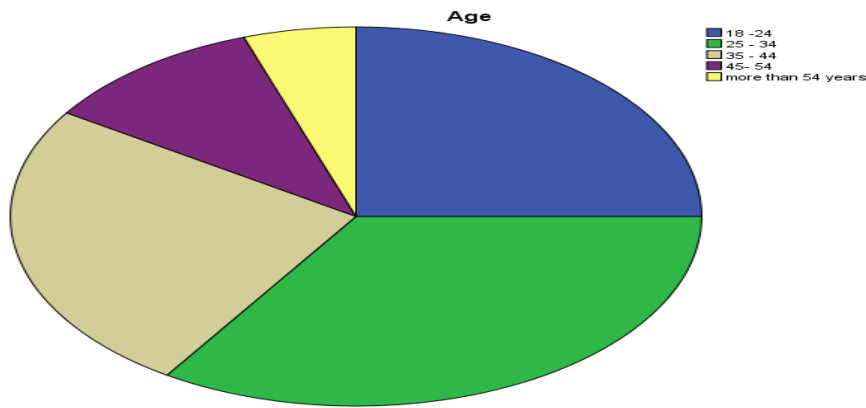


Figure 4:Charts 1 Age

**Marital Status**

Table 4:Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	6	3.9	3.9	3.9
	Married	109	71.7	71.7	75.7
	other	6	3.9	3.9	79.6
	Single	31	20.4	20.4	100.0
	Total	152	100.0	100.0	

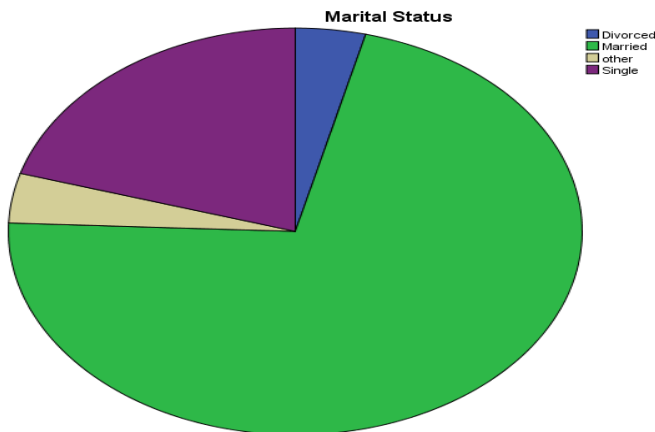


Figure 5:Charts 2, Marital Status

Table 10 and Charts 3 shows that overwhelming number of the respondents which is the dominated response is married. Hundred-nine (109) respondents represented 71.7 per cent were married. There is only 20.4% who are unmarried or single represented 31(thirty-one) of respondents, whereas 3.9% three per cent nine of the respondents were either separated or divorced. The respondents under the category others were 3.9%. Since the average respondents were from young adult group, this is the age at which, normally, a person gets marry and shoulders the responsibility of a household in the country of the study.

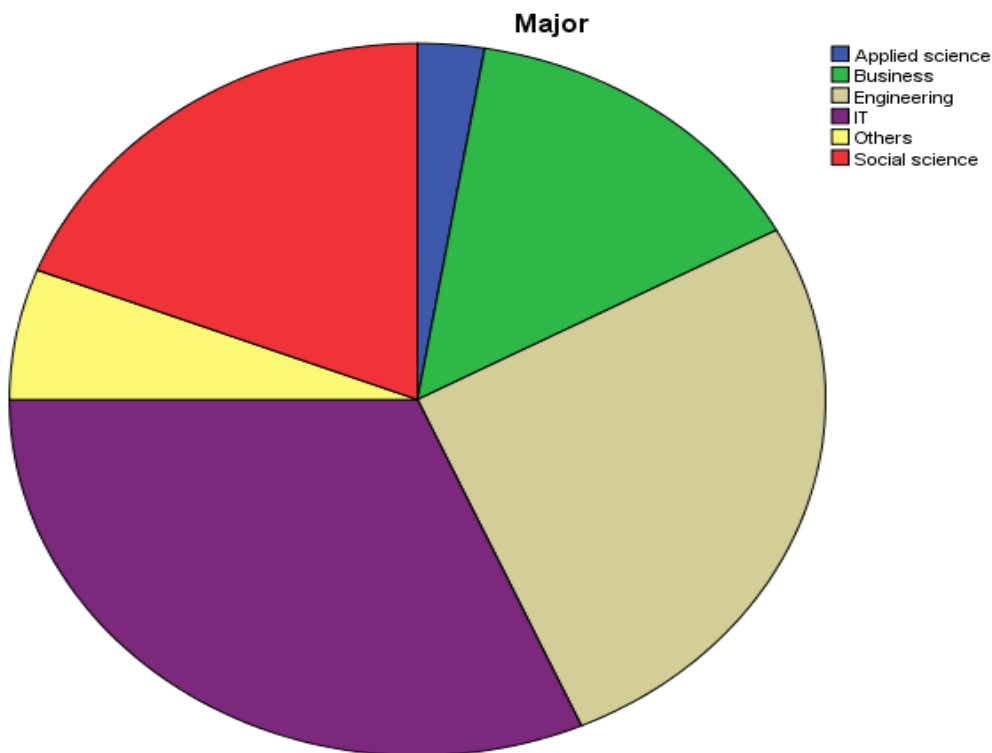
**Major**

Table 5:Major

Major		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Applied science	4	2.6	2.6	2.6
	Business	22	14.5	14.5	17.1
	Engineering	40	26.3	26.3	43.4
	IT	48	31.6	31.6	75.0
	Others	9	5.9	5.9	80.9
	Social science	29	19.1	19.1	100.0
	Total	152	100.0	100.0	

Figure 6:Charts 3, Major

Table 11 and Charts 4 shows that, 48 persons represented 31.6 (%) of respondents



were from IT. Followed by 40 persons represented 26.3% per cent were from engineering background. Moreover 29 persons represented 19.1 % from the respondents were from social science background. In addition, 22 persons representing 14.5 % of respondents were from Business while the others 8.14 % distributed between the other majors and applied science.



**Highest level of education**

Table 6: Highest level of education

Highest level of education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	79	52.0	52.0	52.0
	Diploma	18	11.8	11.8	63.8
	Doctorate	15	9.9	9.9	73.7
	High School	3	2.0	2.0	75.7
	Master Degree	35	23.0	23.0	98.7
	Professional Certificates	2	1.3	1.3	100.0
	Total	152	100.0	100.0	

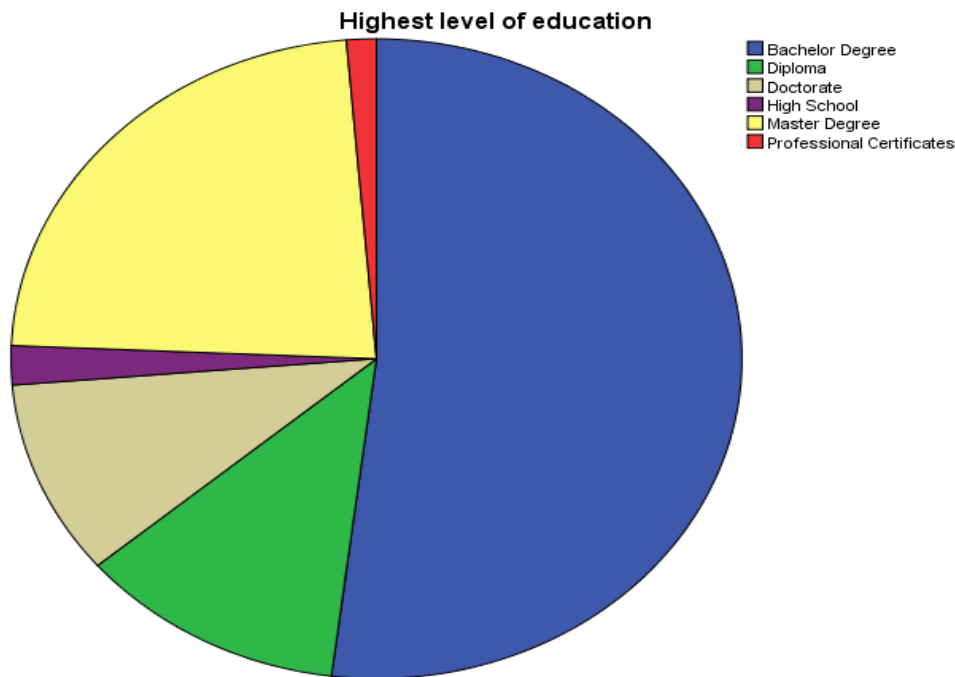


Figure 7: Charts 4, Highest level of education

Education is one of the most important characteristics that affect the person’s attitudes, behaviour and the way of looking, behaving and understanding any particular social phenomena.

The respondents were grouped into six categories of educational level: high school, diploma, bachelor's degree, master's degree, doctoral degree and Professional Certificates.

Table 12 indicates that there were almost (3 persons or 2 percent) of the respondents leave their study at high school . About (18 persons or 11.8 percent) of the respondents have diploma . In addition, about more than half (79 persons or 52.0 percent) of the respondents who had bachelor's degree. Moreover 23.0 percent (or 35) respondents had a master's degree qualification. About (15 persons or 9.9 percent) of the respondents who had doctoral degree and lastly about (2 persons or 1.3 percent) holding other types of professional Certificates. On overall, an overwhelming majority (52.0 percent) of respondents investigated in this study were bachelor degree holders.

**Working Experience**

Table 7: Working experience

Working Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 - 15 years	29	19.1	19.1	19.1
	5 - 10 years	58	38.2	38.2	57.2
	Less than 5 years	42	27.6	27.6	84.9
	more than 16 years	23	15.1	15.1	100.0
	Total	152	100.0	100.0	

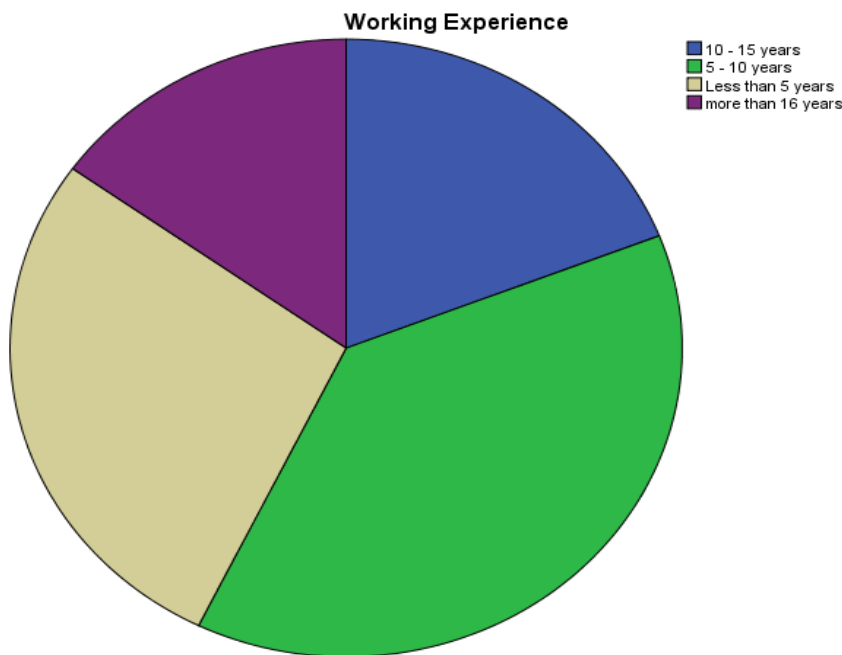


Figure 8: Charts 5, Working Experience

Table 13 shows that a total of 42 (27.6%) respondents had been in the industry for less than five years, while 58 respondents who represented (38.2%) of total sample had been working for between 5 to 10 years and 29 persons represented 19.1% of the respondents their working experience was between 10 to 15 years. Finally, 23 persons represented 15.1% of the respondents have more than 16 years of working experience.

**Monthly Income**

Table 8: Monthly Income

Monthly Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than USD 500	6	3.9	3.9	3.9
	More than USD 2000	39	25.7	25.7	29.6
	USD 1000 -USD 2000	52	34.2	34.2	63.8
	USD 500 - USD 1000	55	36.2	36.2	100.0
	Total	152	100.0	100.0	

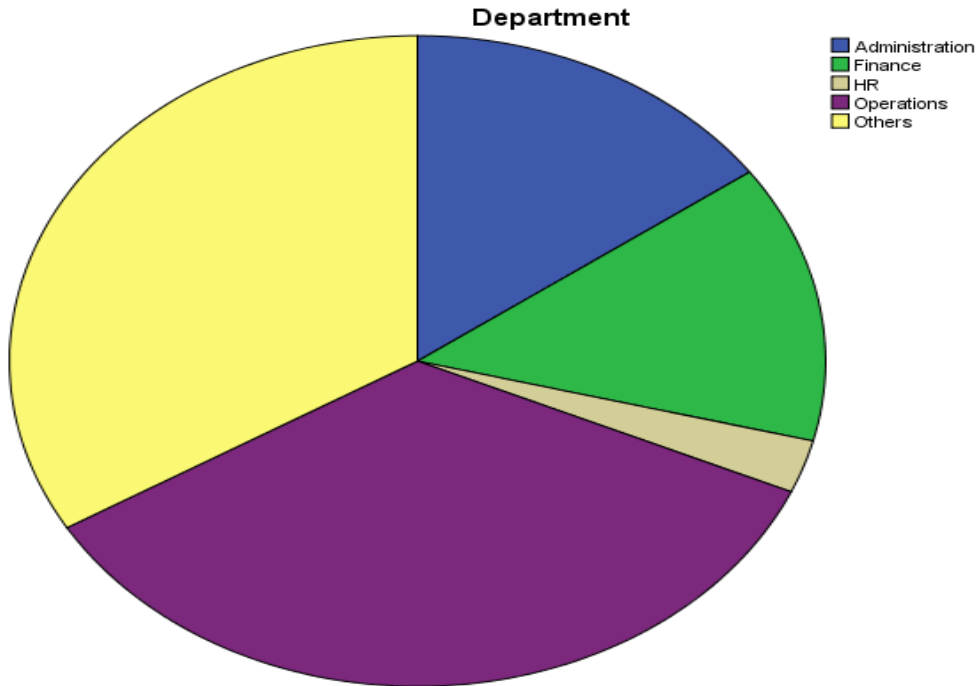


Figure 9:Chart 7, Monthly income

The respondents have been grouped into four categories of monthly income: Less than USD 500; USD 500 - USD 1000; USD 1000 -USD 2000 and More than USD 2000per month.

Table 14 shows that there were almost 6 persons or 3.9 percent respondents earned less than USD 500. About 55 persons or 36.2 percent had between USD 500 - USD 1000. About 52 persons or 14.4 percent had between USD 1000 -USD 2000 and about 39 persons or 25.7 percent have had more than USD 2000 as monthly income.

It was evident that a major portion of the respondents (comprising of 55 persons or 36.2 percent) had an income between USD 500 - USD 1000 per month.

**Department**

Table 9:Department

Department		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration	23	15.1	15.1	15.1
	Finance	21	13.8	13.8	28.9
	HR	4	2.6	2.6	31.6
	Operations	53	34.9	34.9	66.4
	Others	51	33.6	33.6	100.0
	Total	152	100.0	100.0	

Figure 10:Charts 6, Department

Table 15 shows that 23 persons who represented 15.1 % of respondents were attached to administration department and 21 persons represented 13.8 % of respondents were in the finance department. In addition, 53 persons represented 34.9 % were based in the operations sector, while 51 persons represented 33.6 of respondents were working under the category of others. Lastly in the HR department, there were only 4 persons who represented 2.6 % of total respondents.

**Position**

Table 10:Position

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head of department	36	23.7	23.7	23.7
	Head of unit	57	37.5	37.5	61.2
	Manager	59	38.8	38.8	100.0
	Total	152	100.0	100.0	

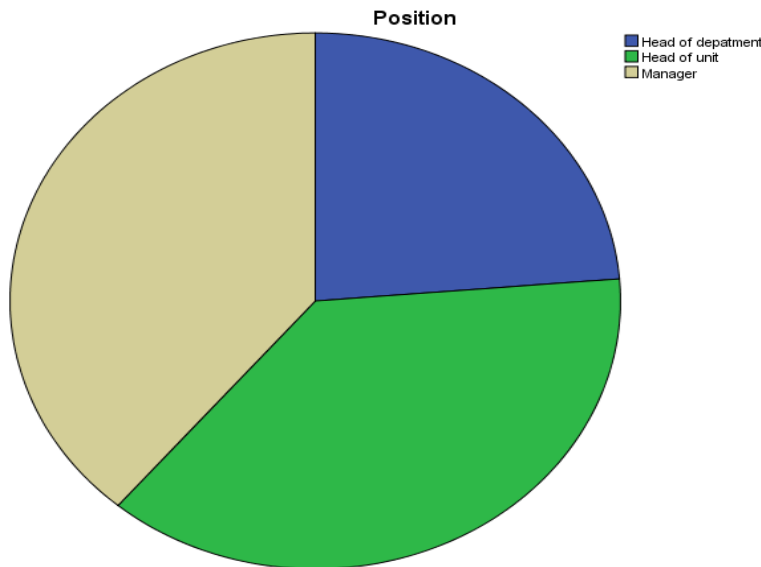


Figure 11:Charts 8, Position

Likewise, position of the respondents was investigated and the report (Table 16) shows that 59 persons represented 38.8% of them are managers. This indicates that majority of respondents were managers. In addition, 57 persons represented 37.5 % of the respondents were head of unit and the rest of the respondents, 36 persons representing 23.7 % were from head of department.

**DESCRIPTIVE ANALYSIS**

In this analysis, covariance matrix was used to calculate the descriptive function in order to include all the variables in the analysis. The items scores were parcelled and computed to obtain the composite scores of variables (Coffman and Mccullum 2005; Hair et al. 2006) defined parcel as total or average of several indicators or items; which is dependent upon their factor loadings towards the construct.

Table 17 displays the means and standard deviation of the constructs, assessed on a 5 Likert scale:

Table 11:Result of descriptive statistic

Descriptive Statistics				
	Mean	Std. Deviation	Analysis N	Missing N
1-(I help others who have heavy workloads) ALTRUISM IV.	4.81	.524	152	0
2-(I am the classic -squeaky wheel that always needs greasing) ALTRUISM IV.	4.83	.485	152	0
3-(I believe in giving an honest day's work for an honest day's pay) ALTRUISM IV..	4.83	.471	152	0
4-(I consume a lot of time complaining about trivial matters) ALTRUISM IV.	4.86	.431	152	0
5-(I try to avoid creating problems for co-workers) ALTRUISM IV.	4.85	.512	152	0
6-(I keep abreast of changes in the organization) _Conscientiousness IV.	4.86	.480	152	0
7-(I tend to make —mountains out of molehills) _Conscientiousness IV .	4.86	.466	152	0
8-(I consider the impact of my actions on coworkers) _Conscientiousness IV.	4.87	.410	152	0
9-(I attend meetings that are not mandatory, but are considered important) _Conscientiousness IV.	4.86	.416	152	0
10-(I am always ready to lend a helping hand to those around me) _Conscientiousness IV.	4.84	.447	152	0
11-(I attend functions that are not required, but help the company image) _Courtesy IV.	4.81	.584	152	0
12-(I read and keep up with organization announcements, memos, and soon) _Courtesy IV.	4.84	.533	152	0
13-(I help others who have been absent) _Courtesy IV.	4.84	.533	152	0
14-(I do not abuse the rights of others) _Courtesy IV.	4.81	.606	152	0
15-(I willingly help others who have work related problems) _Courtesy IV.	4.82	.588	152	0
16-(I always focus on what is wrong, rather than the positive side) _Sportsmanship IV.	4.84	.447	152	0
17-(I take steps to try to prevent problems with other workers)_ Sportsmanship IV..	4.87	.358	152	0
18-(My attendance at work is above the norm)_ Sportsmanship IV.	4.85	.498	152	0
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	4.83	.512	152	0
20-(I am mindful of how my behavior affects other people's jobs) _Sportsmanship IV.	4.86	.399	152	0
21-(I do not take extra breaks) _Civic virtue IV.	4.84	.467	152	0

22-(I obey company rules and regulations even when no one is watching) _Civic virtue IV.	4.84	.494	152	0
23-(I help orient new people even though it is not required) _Civic virtue IV.	4.87	.410	152	0
24-(I am one of the most conscientious employees) _Civic virtue IV.	4.86	.431	152	0
25-(You help others employers with their work when they have been absent) _jp_DV.	4.69	.653	152	0
26-(You achieve the objectives of your job)_ jp_DV	4.86	.431	152	0
27-(You volunteer to do things not formally required by the job) _jp_DV.	4.86	.431	152	0
28-(You meet the criteria for performance)_jp_DV.	4.86	.431	152	0
29-(You take initiatives to orient new employees to the department even though not part of your job description) _jp_DV.	4.69	.693	152	0
30-(You demonstrate expertise in all job-related tasks)_jp_DV.	4.86	.431	152	0
31-(You help others when their workload increases) (assists others until they get over the hurdles) _jp_DV.	4.71	.605	152	0
32-(You fulfill all the requirements of the job)_jp_DV.	4.86	.431	152	0
33-(You assist your colleagues with their duties)_jp_DV.	4.86	.431	152	0
34-(You can manage more responsibility than typically assigned) _jp_DV.	4.63	.752	152	0
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	4.86	.431	152	0
36-(You appear suitable for a higher-level role) _jp_DV.	4.63	.787	152	0
37-(You willingly attend functions not required by the organization, but helps in its overall image) _jp_DV.	4.86	.431	152	0
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	4.86	.431	152	0
39-(You perform well in the overall job by carrying out tasks as expected) _jp_DV.	4.65	.664	152	0
40-(You plan and organize to achieve objectives of the job and meet deadlines) _jp_DV.	4.62	.727	152	0
41-(Laziness is a vice)_IWE_MV.	4.97	.213	152	0
42-(Dedication to work is a virtue)_IWE_MV.	4.89	.522	152	0
43-(Good work benefits both one's self and others)_IWE_MV.	4.91	.430	152	0
44-(Justice and generosity in the workplace are necessary conditions for society's welfare) _IWE_MV.	4.87	.410	152	0



45-(Producing more than enough to meet one’s personal needs contribute to the prosperity of the society as a whole) _IWE_MV.	4.65	.878	152	0
46-(One should carry work out to the best of one’s ability) _IWE_MV.	4.80	.602	152	0
47-(Work is not an end in itself but a means to foster personal growth and social relations) _IWE_MV.	4.82	.624	152	0
48-(Life has no meaning without work)_IWE_MV.	4.83	.512	152	0
49-(More leisure time is good for society)_IWE_MV.	4.82	.599	152	0
50-(Human relations in organizations should be emphasized and encouraged) _IWE_MV.	4.77	.656	152	0
51-(Work enables man to control nature)_IWE_MV.	4.69	.765	152	0
52-(Creative work is a source of happiness and accomplishments) _IWE_MV.	4.72	.730	152	0
53-(Any man who works is more likely to get ahead in life) _IWE_MV.	4.68	.784	152	0
54-(Work gives one the chance to be independent) _IWE_MV.	4.68	.784	152	0
55-(A successful man is the one who meets deadlines at work) _IWE_MV.	4.80	.564	152	0
56-(One Should Constantly work hard to meet responsibilities) _IWE_MV.	4.78	.640	152	0
57-(The value of work is derived from the accompanying intentions rather than its results) _IWE_MV.	4.85	.457	152	0

The mean of all constructs, which is a part of central tendency measurement showed values slightly above the average level of 4 as indicated in Table 17. The phenomenon indicated that the consensus respondents’ perception towards variables investigated were more than average.

The means for individual items appear to be appropriate as they were quantified by a 5-Point Likert Scale. No values were found to be higher than 5 or less than 1. The Standard deviations are all similar suggesting that there were no outliers found for any item. The ‘N’ Shows the number of valid cases. Here There are 152 values because equal to number of the entire sample. As such, no missing value were indicated.

The standard deviation was measured as a dispersion index to determine the extent to which measurements for each variable differ from the mean among the studied variables.

**RELIABILITY**

(Jonathan et al) defined reliability as the degree to which a technique of measurement can highly be reliable upon in order to secure consistent or responsible outcomes upon frequent application. In fact, reliability is not just an instrument property; it is rather than an instrument used that has a certain degree of uniformity when applied to particular populations under specific conditions.

IBM Statistical Package for social sciences 23.0 version (IBM SPSS) was used in this study to test the validation by taking the value of Cornbrash’s Alpha which is used to determine reliability of a study (Hossein 2013). It calculates the degree of related items in an instrument. The Cornbrash’s alpha is indicated by values between 0 to 1. The closer the value to 1, the higher is the reliability and validity of a study. According to Sekaran (2008, p311), Cronbach value of 0.6 or less is generally regarded as poor, 0.7 and above is considered acceptable whilst 0.8 and more indicates a good level of reliability.

Table 12:Reliability statistics for seven variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.814	7

Table 18 shows the reliability coefficient of the Cronbach’s Alpha for all the seven variables is .814. This number includes the overall items of Independent variables, moderator Variables and Dependent Variables. The results showed a Cronbach's Alpha value of 0.814 which is greater than 0.8. Therefore, it indicates the data for the variable is highly valid and reliable. Hence, it can be considered the internal consistency reliability of the questions used for this variable is measured well.

**Table 13:Reliability of each variable**

No	Variable name	Cronbach’s Alpha	No. of Items
1	Altruism	.749	5
2	Conscientiousness	.792	5
3	Courtesy	.742	5
4	Sportsmanship	.760	5
5	Civic virtue	.717	4
6	Job Performance	.849	16
7	IWE	.796	17
	Total Item	.936	57

Table 19 above indicates the reliability (Cronbach’s Alpha) for each variable with its corresponding number of items and the corresponding Cronbach’s Alpha values. As shown in the table above, the Cronbach's Alpha values for the independent, moderator and dependent variables reached 0.6 and above which is considered acceptable. This value is sufficient to prove the reliability of the study undertaken, as per reported by Nunnally (1978) and Sekaran (2003). All the dimensions above are tested and shown that they are positively correlated to one another. In this research, the reliability result reflects a high degree of internal

consistency with a standardized item alpha of more than 0.6. Thus, the finalized data of this study is considered reliable and fit to undergo additional statistical analyses. As Cronbach's Alpha of all variables was more than 0.6; none of the item or question is deleted. The lowest value of independent variable (Civic virtue) 5 items was .717 and the highest output value was recorded by Job performance (dependent variable) with 16 items was .849. However the Cronbach's Alpha for all 57 items was .936 containing the items of independent, moderating and dependent variables. Thus, the variables used in this research are considered to be a very good reliability as Cronbach's Alpha reliability output value is more than .6 and reach .849.

Table 14:Item total statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1-(I help others who have heavy workloads) ALTRUISM IV.	269.33	207.719	.503	.935
2-(I am the classic -squeaky wheel that always needs greasing) ALTRUISM IV.	269.31	207.831	.538	.935
3-(I believe in giving an honest day's work for an honest day's pay) ALTRUISM IV..	269.31	208.096	.535	.935
4-(I consume a lot of time complaining about trivial matters) ALTRUISM IV.	269.28	207.910	.602	.935
5-(I try to avoid creating problems for co-workers) ALTRUISM IV.	269.29	208.008	.496	.935
6-(I keep abreast of changes in the organization) – Conscientiousness IV.	269.28	208.178	.518	.935
7-(I tend to make —mountains out of molehills) _Conscientiousness IV .	269.28	208.191	.534	.935
8-(I consider the impact of my actions on coworkers) _Conscientiousness IV.	269.27	208.185	.612	.935
9-(I attend meetings that are not mandatory, but are considered important) _Conscientiousness IV.	269.28	208.109	.609	.935
10-(I am always ready to lend a helping hand to those around me) _Conscientiousness IV.	269.30	208.117	.564	.935
11-(I attend functions that are not required, but help the company image) _Courtesy IV.	269.33	207.666	.451	.935
12-(I read and keep up with organization announcements, memos, and soon) _Courtesy IV.	269.30	207.855	.485	.935
13-(I help others who have been absent) _Courtesy IV.	269.30	207.325	.520	.935
14-(I do not abuse the rights of others) _Courtesy IV.	269.33	208.368	.392	.936

15-(I willingly help others who have work related problems) _Courtesy IV.	269.32	206.363	.526	.935
16-(I always focus on what is wrong, rather than the positive side) _Sportsmanship IV.	269.30	208.183	.558	.935
17-(I take steps to try to prevent problems with other workers)_ Sportsmanship IV..	269.27	208.092	.713	.934
18-(My attendance at work is above the norm)_ Sportsmanship IV.	269.29	208.022	.509	.935
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	269.31	206.242	.618	.934
20-(I am mindful of how my behavior affects other people’s jobs) _Sportsmanship IV.	269.28	208.175	.629	.935
21-(I do not take extra breaks) _Civic virtue IV.	269.30	208.027	.546	.935
22-(I obey company rules and regulations even when no one is watching) _Civic virtue IV.	269.30	208.226	.499	.935
23-(I help orient new people even though it is not required) _Civic virtue IV.	269.27	208.397	.594	.935
24-(I am one of the most conscientious employees) _Civic virtue IV.	269.28	208.307	.570	.935
25-(You help others employers with their work when they have been absent) _jp_DV.	269.45	212.434	.143	.938
26-(You achieve the objectives of your job)_jp_DV	269.28	206.095	.752	.934
27-(You volunteer to do things not formally required by the job) _jp_DV.	269.28	206.095	.752	.934
28-(You meet the criteria for performance)_jp_DV.	269.28	206.095	.752	.934
29-(You take initiatives to orient new employees to the department even though not part of your job description) _jp_DV.	269.45	211.534	.177	.938
30-(You demonstrate expertise in all job-related tasks)_jp_DV.	269.28	206.095	.752	.934
31-(You help others when their workload increases) (assists others until they get over the hurdles) _jp_DV.	269.43	211.597	.206	.937
32-(You fulfill all the requirements of the job)_jp_DV.	269.28	206.095	.752	.934
33-(You assist your colleagues with their duties)_jp_DV.	269.28	206.095	.752	.934
34-(You can manage more responsibility than typically assigned) _jp_DV.	269.51	210.318	.216	.937
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	269.28	206.095	.752	.934

36-(You appear suitable for a higher-level role) _jp_DV.	269.51	209.285	.250	.937
37-(You willingly attend functions not required by the organization, but helps in its overall image) _jp_DV.	269.28	206.095	.752	.934
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	269.28	206.095	.752	.934
39-(You perform well in the overall job by carrying out tasks as expected) _jp_DV.	269.49	211.867	.170	.937
40-(You plan and organize to achieve objectives of the job and meet deadlines) _jp_DV.	269.52	213.139	.091	.938
41-(Laziness is a vice) _IWE_MV.	269.17	213.507	.328	.936
42-(Dedication to work is a virtue) _IWE_MV.	269.25	213.553	.116	.937
43-(Good work benefits both one's self and others) _IWE_MV.	269.22	213.645	.140	.937
44-(Justice and generosity in the workplace are necessary conditions for society's welfare) _IWE_MV.	269.27	207.708	.653	.935
45-(Producing more than enough to meet one's personal needs contribute to the prosperity of the society as a whole) _IWE_MV.	269.49	208.199	.261	.938
46-(One should carry work out to the best of one's ability) _IWE_MV.	269.34	208.015	.416	.936
47-(Work is not an end in itself but a means to foster personal growth and social relations) _IWE_MV.	269.32	207.531	.426	.936
48-(Life has no meaning without work) _IWE_MV.	269.31	207.619	.523	.935
49-(More leisure time is good for society) _IWE_MV.	269.32	207.727	.434	.935
50-(Human relations in organizations should be emphasized and encouraged) _IWE_MV.	269.37	207.678	.396	.936
51-(Work enables man to control nature) _IWE_MV.	269.45	208.540	.292	.937
52-(Creative work is a source of happiness and accomplishments) _IWE_MV.	269.41	207.781	.346	.936
53-(Any man who works is more likely to get ahead in life) _IWE_MV.	269.45	208.130	.303	.937
54-(Work gives one the chance to be independent) _IWE_MV.	269.45	206.859	.360	.936
55-(A successful man is the one who meets deadlines at work) _IWE_MV.	269.34	208.251	.431	.935

56-(One Should Constantly work hard to meet responsibilities) _IWE_MV.	269.36	208.164	.380	.936
57-(The value of work is derived from the accompanying intentions rather than its results) _IWE_MV.	269.29	207.161	.625	.934

**VALIDITY**

**FACTOR ANALYSIS**

Relationships between complex concepts is best investigated by factor analysis. Factor analysis was done to break down the obvious variables into potential variables. It helps to study concepts which are not suitable for direct measurement by breaking down larger variables into several interpretable factors. Albright and Park (2009) stated that the Factor analysis measures the reliability of measurement scales. In addition, Principal Component Analysis (PCA) for data reduction and extraction for the purpose of finding out the fundamental factor of the items scale that have more impact on the variable measured.

Table 15:KMO and Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	670.043
	df	21
	Sig.	.000

Kaiser-Meyer-Olkin Measure (KMO) and Bartlett's Test of Sphericity (BTS) are other statistical measures that are used with Principal Component Analysis (PCA). Sampling adequacy (whether responses provided by respondents are sufficient for the study) is measured by KMO; in which the value should be close or more than 0.5 in order to follow with a satisfactory factor analysis.

Kaiser-Meyer-Olkin's Measure of Sampling Adequacy values range from 0 to 1, and values closer to 1 are usually expected for a research.

KMO returns values between 0 and 1. A rule of thumb for interpreting the statistic:

- If KMO values is in range between 0.8 and 1, meaning an adequate sample
- If KMO values of less than 0.6 ,meaning an inadequate sample and that remedial action should be taken. Some literature reviews have reported that a value of 0.5 for this, and at such, individual judgment of researcher is required for values between 0.5 and 0.6.
- KMO Values close to zero indicates that there are large partial correlations compared to the sum of correlations. Therefore, it can be a problem in factor analysis.

Kaiser (1974) recommend KMO value of 0.5 as minimum (unacceptable or barely acceptable), 0.7 to 0.8 as acceptable, and values above 0.9 as good. Looking at the table above, the KMO measure is .898, which is close of 0.9 and therefore the KMO for this study is acceptable and our sampling is adequate.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value for this research was .898 while the Bartlett's Test of Sphericity (BTS) indicated the p-value of .001. Pallant (2010) said that the acceptable value in measuring KMO and BTS of items scale



for measurement should be above 0.6 and above, and therefore, the instruments used in this study was regarded as superb. Additionally, it can be safely concluded that the data obtained is suitable for factor analysis. KMO and BTS as presented in Table 11 above:

**Communalities**

Table 16:Communalities before extraction

Communalities		
	Initial	Extraction
1-(I help others who have heavy workloads) ALTRUISM IV.	1.000	.685
2-(I am the classic -squeaky wheel that always needs greasing) ALTRUISM IV.	1.000	.554
3-(I believe in giving an honest day’s work for an honest day’s pay) ALTRUISM IV..	1.000	.804
4-(I consume a lot of time complaining about trivial matters) ALTRUISM IV.	1.000	.741
5-(I try to avoid creating problems for co-workers) ALTRUISM IV.	1.000	.640
6-(I keep abreast of changes in the organization) _Conscientiousness IV.	1.000	.758
7-(I tend to make —mountains out of molehills) _Conscientiousness IV .	1.000	.537
8-(I consider the impact of my actions on coworkers) _Conscientiousness IV.	1.000	.570
9-(I attend meetings that are not mandatory, but are considered important) _Conscientiousness IV.	1.000	.789
10-(I am always ready to lend a helping hand to those around me) _Conscientiousness IV.	1.000	.748
11-(I attend functions that are not required, but help the company image) _Courtesy IV.	1.000	.690
12-(I read and keep up with organization announcements, memos, and soon) _Courtesy IV.	1.000	.596
13-(I help others who have been absent) _Courtesy IV.	1.000	.754
14-(I do not abuse the rights of others) _Courtesy IV.	1.000	.725
15-(I willingly help others who have work related problems) _Courtesy IV.	1.000	.609
16-(I always focus on what is wrong, rather than the positive side) _Sportsmanship IV.	1.000	.651
17-(I take steps to try to prevent problems with other workers)_ Sportsmanship IV..	1.000	.711
18-(My attendance at work is above the norm)_ Sportsmanship IV.	1.000	.706
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	1.000	.811
20-(I am mindful of how my behavior affects other people’s jobs) _Sportsmanship IV.	1.000	.847
21-(I do not take extra breaks) _Civic virtue IV.	1.000	.610
22-(I obey company rules and regulations even when no one is watching) _Civic virtue IV.	1.000	.810

23-(I help orient new people even though it is not required) _Civic virtue IV.	1.000	.586
24-(I am one of the most conscientious employees) _Civic virtue IV.	1.000	.663
25-(You help others employers with their work when they have been absent) _jp_DV.	1.000	.655
26-(You achieve the objectives of your job)_jp_DV	1.000	.996
27-(You volunteer to do things not formally required by the job) _jp_DV.	1.000	.996
28-(You meet the criteria for performance)_jp_DV.	1.000	.996
29-(You take initiatives to orient new employees to the department even though not part of your job description) _jp_DV.	1.000	.698
30-(You demonstrate expertise in all job-related tasks)_jp_DV.	1.000	.996
31-(You help others when their workload increases) (assists others until they get over the hurdles) _jp_DV.	1.000	.734
32-(You fulfill all the requirements of the job)_jp_DV.	1.000	.996
33-(You assist your colleagues with their duties)_jp_DV.	1.000	.996
34-(You can manage more responsibility than typically assigned) _jp_DV.	1.000	.805
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	1.000	.996
36-(You appear suitable for a higher-level role) _jp_DV.	1.000	.735
37-(You willingly attend functions not required by the organization, but helps in its overall image) _jp_DV.	1.000	.996
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	1.000	.996
39-(You perform well in the overall job by carrying out tasks as expected) _jp_DV.	1.000	.708
40-(You plan and organize to achieve objectives of the job and meet deadlines) _jp_DV.	1.000	.687
41-(Laziness is a vice)_IWE_MV.	1.000	.714
42-(Dedication to work is a virtue)_IWE_MV.	1.000	.797
43-(Good work benefits both one's self and others)_IWE_MV.	1.000	.657
44-(Justice and generosity in the workplace are necessary conditions for society's welfare) _IWE_MV.	1.000	.746
45-(Producing more than enough to meet one's personal needs contribute to the prosperity of the society as a whole) _IWE_MV.	1.000	.730
46-(One should carry work out to the best of one's ability) _IWE_MV.	1.000	.716
47-(Work is not an end in itself but a means to foster personal growth and social relations) _IWE_MV.	1.000	.687
48-(Life has no meaning without work)_IWE_MV.	1.000	.670
49-(More leisure time is good for society)_IWE_MV.	1.000	.648
50-(Human relations in organizations should be emphasized and encouraged) _IWE_MV.	1.000	.637
51-(Work enables man to control nature)_IWE_MV.	1.000	.640

52-(Creative work is a source of happiness and accomplishments) _IWE_MV.	1.000	.764
53-(Any man who works is more likely to get ahead in life) _IWE_MV.	1.000	.737
54-(Work gives one the chance to be independent) _IWE_MV.	1.000	.710
55-(A successful man is the one who meets deadlines at work) _IWE_MV.	1.000	.679
56-(One Should Constantly work hard to meet responsibilities) _IWE_MV.	1.000	.641
57-(The value of work is derived from the accompanying intentions rather than its results) _IWE_MV.	1.000	.769
Extraction Method: Principal Component Analysis.		

Communalities indicate variance in each variable that it represents. The communality, is the tool for measure variance percentage for a variable explained by the factors. However, a communality is the extent to which an item scales is related to all the other items. Higher values of communalities are desirable. The value of communality ranges from zero to 1 whereby 1 shows that a variable can be defined by its and therefore, is not unique. In contrast a value of 0 indicates that the variable cannot be predicted at all from any of the factors Costello and Osborne (2005) stated that the minimum acceptable value for communality is .6 and above. When we look at the result of Communality before extraction for this research as it was illustrated in the table below, it was observed that majority items had higher coefficients and range between 0.6 to 0.9 except for items N° 2,7;8,12 and 23 which have low coefficients value below 0.6 .According to the table below, it can be concluded that a big portion of items for this study have good validity and can be categorized under the stronger variables except for items N° 2,7;8,12 and 23 who have the lower coefficients and can be categorized under weaker variables. Small values (yellow cell) indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis.

Table 17: Total variance explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.543	30.776	30.776	17.543	30.776	30.776
2	4.445	7.798	38.574	4.445	7.798	38.574
3	2.447	4.292	42.866	2.447	4.292	42.866
4	2.304	4.043	46.909	2.304	4.043	46.909
5	1.768	3.103	50.012	1.768	3.103	50.012
6	1.701	2.984	52.996	1.701	2.984	52.996
7	1.553	2.725	55.721	1.553	2.725	55.721
8	1.462	2.565	58.286	1.462	2.565	58.286
9	1.402	2.460	60.745	1.402	2.460	60.745
10	1.269	2.226	62.971	1.269	2.226	62.971
11	1.254	2.200	65.172	1.254	2.200	65.172
12	1.224	2.148	67.320	1.224	2.148	67.320
13	1.111	1.948	69.268	1.111	1.948	69.268
14	1.022	1.794	71.062	1.022	1.794	71.062
15	1.021	1.791	72.852	1.021	1.791	72.852

16	1.004	1.762	74.614	1.004	1.762	74.614
17	.902	1.583	76.197			
18	.883	1.549	77.746			
19	.840	1.473	79.220			
20	.823	1.444	80.664			
21	.771	1.353	82.017			
22	.751	1.317	83.334			
23	.688	1.207	84.540			
24	.664	1.165	85.705			
25	.625	1.097	86.802			
26	.607	1.066	87.868			
27	.542	.950	88.818			
28	.505	.886	89.704			
29	.492	.863	90.567			
30	.481	.844	91.411			
31	.477	.836	92.247			
32	.455	.799	93.046			
33	.409	.718	93.764			
34	.393	.689	94.452			
35	.383	.671	95.124			
36	.352	.617	95.741			
37	.317	.557	96.298			
38	.303	.531	96.828			
39	.268	.470	97.299			
40	.232	.407	97.705			
41	.214	.375	98.080			
42	.207	.363	98.443			
43	.182	.319	98.762			
44	.173	.304	99.066			
45	.151	.264	99.330			
46	.146	.256	99.586			
47	.116	.203	99.790			
48	.096	.168	99.958			
49	.024	.042	100.000			

Extraction Method: Principal Component Analysis.

Table 23: Total variance explained shows the eigenvalues related to each linear component before and after extraction as well as after rotation. The first principal component is the combination that shows the largest amount of variance in the sample (1st extracted factor). It is observable from the table below that Factor 1 explains 30.776% of the total variance. It appears that the factor 1 especially explains relatively the large amounts of the variance, while others factors explains only a small amount of the variance. In addition, SPSS extracts all the factors with eigenvalues greater than 1, which leaves us with Sixteen (16)

factors in this case, there were sixteen factors with eigenvalues greater than 1. The 2nd principle component that represents the next largest variance and is uncorrelated with the first (2nd extracted factor explains 7.798% of the variance). However, subsequent components showed progressively lower sample variance which were uncorrelated with each other (3rd extracted factor 4.292%). The values in Extraction Sums of Squared Loadings are the same with the values before extraction, except that the values for the discarded factors are ignored since, the table is blank after the sixteenth factor. Before rotation, factor 1 represented for considerably more variance than the rest two (30.776% compared to 7.798% and 4.292%), however after extraction it represents same percentage before extraction, 30.776% of variance (compared to 7.798% and 4.292% respectively).

Table 18: Component Matrix

Component Matrix <sup>a</sup>		Component																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
27-(You volunteer to do things not formally required by the job) _jp_DV.	.872																	
33-(You assist your colleagues with their duties)_jp_DV.	.872																	
28-(You meet the criteria for performance) _jp_DV.	.872																	
26-(You achieve the objectives of your job)_jp_DV	.872																	
32-(You fulfill all the requirements of the job)_jp_DV.	.872																	
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	.872																	
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	.872																	
37-(You willingly attend functions not required by the organization, but helps in its overall image)_jp_DV.	.872																	
30-(You demonstrate expertise in all job-related tasks) _jp_DV.	.872																	
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	.734																	
17-(I take steps to try to prevent problems with other workers)_ Sportsmanship IV..	.708																	
20-(I am mindful of how my behavior affects other people’s jobs) _Sportsmanship IV.	.654																	
44-(Justice and generosity in the workplace are necessary conditions for society’s welfare)_IWE_MV.	.643																	
8-(I consider the impact of my actions on coworkers)_Conscientiousness IV.	.632																	







Table **Error! No text of specified style in document.**-17: Component Matrix above contains component loadings, which indicates relationship between variable and component. The columns that come under this heading were principal components extracted previously. According to footnote provided by SPSS (a.), three components were extracted (the three components that had an eigenvalue greater than 1). Because these are correlations, and have possible values range from -1 to +1. We request from SPSS do not to print any of the correlations that are less than .6. But in our case, it can be seen clearly that 20 items have good validity between 0.7 and 0.9. SPSS suppressed items with low communality value below 0.6. As stated by Costello and Osborne (2005), the minimum acceptable value for communality is 0.6 and above.

**Reproduced Correlations are used to Test the Model Fit**

Table 19:Reproduced Corrélations

Reproduced Correlations								
		Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic virtue	Job Performance	IWE
Reproduced Correlation	Altruism	.852 <sup>a</sup>	.907	.903	.691	.911	.903	.803
	Conscientiousness	.907	.966 <sup>a</sup>	.961	.736	.970	.962	.855
	Courtesy	.903	.961	.957 <sup>a</sup>	.733	.965	.957	.851
	Sportsmanship	.691	.736	.733	.561 <sup>a</sup>	.739	.733	.652
	Civic virtue	.911	.970	.965	.739	.974 <sup>a</sup>	.966	.858
	Job Performance	.903	.962	.957	.733	.966	.958 <sup>a</sup>	.851
	IWE	.803	.855	.851	.652	.858	.851	.756 <sup>a</sup>
Residual <sup>b</sup>	Altruism		-.008	-.016	-.033	-.013	-.017	-.068
	Conscientiousness	-.008		.033	-.084	.019	.032	-.054
	Courtesy	-.016	.033		-.105	.023	.042	-.054
	Sportsmanship	-.033	-.084	-.105		-.064	-.100	.055
	Civic virtue	-.013	.019	.023	-.064		.022	-.034
	Job Performance	-.017	.032	.042	-.100	.022		-.053
	IWE	-.068	-.054	-.054	.055	-.034	-.053	
Extraction Method: Principal Component Analysis.								
a. Reproduced communalities								
b. Residuals are computed between observed and reproduced correlations. There are 9 (42.0%) nonredundant residuals with absolute values greater than 0.05.								

The upper triangle of the Reproduced Correlations Matrix contains the Residuals, which should be less than 0.05. Residuals are measured as difference between observed and

reproduced correlations. A total of 9 (42.0%) non-redundant residuals were found in this study with values higher than 0.05, which indicates an acceptable model fit.

Table 20:Rotated Component Matrix

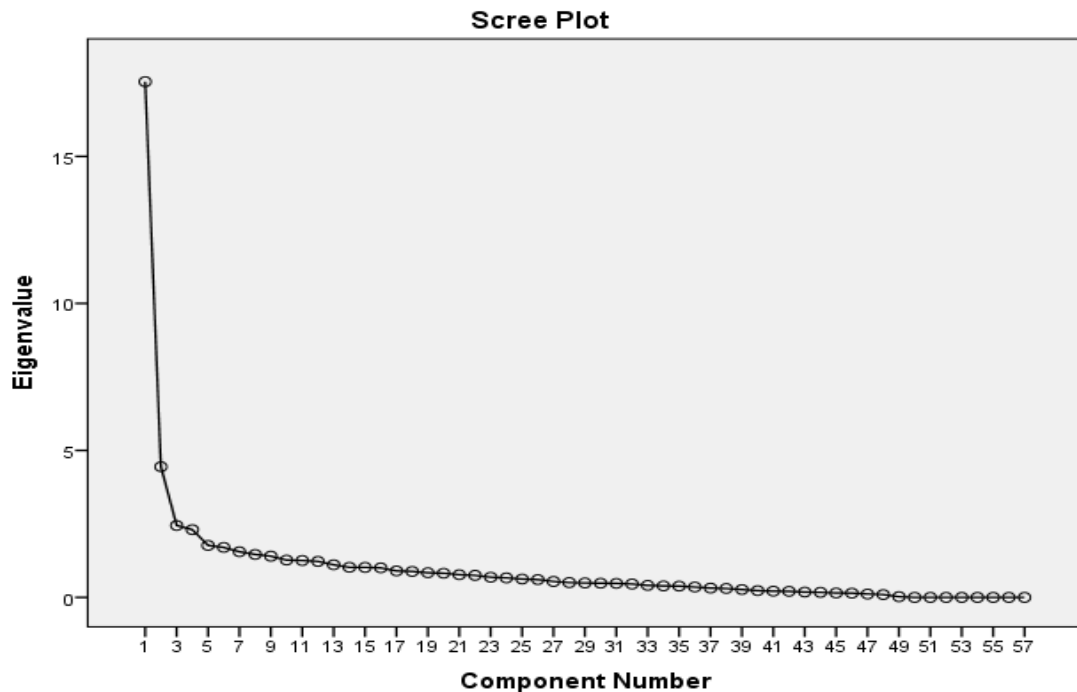
Rotated Component Matrix <sup>a</sup>																
	Component															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
27-(You volunteer to do things not formally required by the job) _jp_DV.	.964															
28-(You meet the criteria for performance)_jp_DV.	.964															
33-(You assist your colleagues with their duties)_jp_DV.	.964															
32-(You fulfill all the requirements of the job)_jp_DV.	.964															
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	.964															
26-(You achieve the objectives of your job)_jp_DV	.964															
37-(You willingly attend functions not required by the organization, but helps in its overall image) _jp_DV.	.964															
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	.964															
30-(You demonstrate expertise in all job-related tasks)_jp_DV.	.964															
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	.828															
15-(I willingly help others who have work related problems) _Courtesy IV.																
2-(I am the classic -squeaky wheel that always needs greasing) ALTRUISM IV.																
3-(I believe in giving an honest day's work for an honest day's pay) ALTRUISM IV..		.771														
9-(I attend meetings that are not mandatory, but are considered important) _Conscientiousness IV.		.717														

20-(I am mindful of how my behavior affects other people's jobs) _Sportsmanship IV.		.694																	
16-(I always focus on what is wrong, rather than the positive side) _Sportsmanship IV.																			
7-(I tend to make —mountains out of molehills) _Conscientiousness IV.																			
23-(I help orient new people even though it is not required) _Civic virtue IV.																			
17-(I take steps to try to prevent problems with other workers) _ Sportsmanship IV.																			
6-(I keep abreast of changes in the organization) _Conscientiousness IV.			.787																
18-(My attendance at work is above the norm) _Sportsmanship IV.			.722																
10-(I am always ready to lend a helping hand to those around me) _Conscientiousness IV.			.705																
57-(The value of work is derived from the accompanying intentions rather than its results) _IWE_MV.				.684															
50-(Human relations in organizations should be emphasized and encouraged) _IWE_MV.				.643															
48-(Life has no meaning without work) _IWE_MV.				.619															
49-(More leisure time is good for society) _IWE_MV.																			
47-(Work is not an end in itself but a means to foster personal growth and social relations) _IWE_MV.																			
56-(One should Constantly work hard to meet responsibilities) _IWE_MV.																			
14-(I do not abuse the rights of others) _Courtesy IV.					.800														
4-(I consume a lot of time complaining about trivial matters) ALTRUISM IV.					.664														
5-(I try to avoid creating problems for co-workers) ALTRUISM IV.					.658														

8-(I consider the impact of my actions on coworkers) _Conscientiousness IV.																				
46-(One should carry work out to the best of one's ability) _IWE_MV.																				.785
44-(Justice and generosity in the workplace are necessary conditions for society's welfare) _IWE_MV.																				
21-(I do not take extra breaks) _Civic virtue IV.																				
11-(I attend functions that are not required, but help the company image) _Courtesy IV.																				.731
13-(I help others who have been absent) _Courtesy IV.																				.664
12-(I read and keep up with organization announcements, memos, and soon) _Courtesy IV.																				.648
55-(A successful man is the one who meets deadlines at work) _IWE_MV.																				.689
31-(You help others when their workload increases) (assists others until they get over the hurdles) _jp_DV.																				
54-(Work gives one the chance to be independent) _IWE_MV.																				
1-(I help others who have heavy workloads) ALTRUISM IV.																				
52-(Creative work is a source of happiness and accomplishments) _IWE_MV.																				.778
51-(Work enables man to control nature) _IWE_MV.																				.648
39-(You perform well in the overall job by carrying out tasks as expected) _jp_DV.																				.804
22-(I obey company rules and regulations even when no one is watching) _Civic virtue IV.																				.761
24-(I am one of the most conscientious employees) _Civic virtue IV.																				
34-(You can manage more responsibility than typically assigned) _jp_DV.																				.861



Figure 12: Scree plot



A  
s it can  
be seen

from the above figure (scree plot), the Eigenvalue of 1 and above are used to retain the factor and double check the results. It was done to ensure readability of the data and in other word to increase the validity of the extracted factors.

## CORRELATION

### Pearson Correlation

The coefficient of Pearson correlation is fundamentally denoted by the letter R and it takes on only value between -1 and + 1. A perfect positive correlation is represented by Pearson value of +1, which means that two variables are closely related. According to Saunders et al, (2009), positive correlation reports that if one variable increase, value of other variable increases as well. We can categorize the type of correlation by considering how a variable change according to the other variable.

- Positive correlation
  - Both variables increase simultaneously;
- Negative correlation
  - As one variable increases, the other one decreases;
- No correlation
  - Change (increase or decrease) in one variable does not affect the other variable.

In contrast, a perfect negative correlation is denoted with value of -1. This implies that if there is an increase in one variable, a decrease shall be observed in value of the other variable. Correlation coefficients between -1 and +1 indicate weaker positive and negative correlations, and a value of 0 which means the variables are perfectly independent.

A probability of 0.05 ( $P=0.05$ ) means that there is only a five percent 5% of the date taking place by chance only, and it is yet called statistically significant. Consequently, a probability of 0.05 or smaller ( $P<0.05$ ) means that correlation observed between two

variables are not by chance, and the researcher is at least 95% sure about it. It is worth to note that due to statistical rounding up of numbers having a probability of 0.000 means that is less than 0.001. Davis (1997) suggested the rules of thumb that need to be use in interpreting the R value attained from this analysis.

Davies 1997 R-Value

<b>0.7 and above very strong relationship</b>
<b>0.5 to 0.69 strong relationship,</b>
<b>0.3 to 0.49 moderate relationship,</b>
<b>0.1 to 0.29 low relationship and</b>
<b>Values below that very low relationship.</b>

However, the correlation matrix between Independent, Dependent and Moderating Variables are presented in the table below:

Table 21:Correlations

Correlations <sup>b</sup>		Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic_virtue	Job_Performance	IWE
Altruism	Pearson Correlation	1	.733**	.638**	.714**	.614**	.506**	.558**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
Conscientiousness	Pearson Correlation	.733**	1	.542**	.813**	.669**	.527**	.545**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
Courtesy	Pearson Correlation	.638**	.542**	1	.583**	.497**	.549**	.428**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
Sportsmanship	Pearson Correlation	.714**	.813**	.583**	1	.702**	.649**	.607**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
Civic_virtue	Pearson Correlation	.614**	.669**	.497**	.702**	1	.536**	.606**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
Job_Performance	Pearson Correlation	.506**	.527**	.549**	.649**	.536**	1	.460**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
IWE	Pearson Correlation	.558**	.545**	.428**	.607**	.606**	.460**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

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

b. Listwise N=152



The finding of this analysis is used to test the hypotheses mentioned in the proceeding chapters.

**H1: There is a significant effect between Altruism and Job performance.**

The table above shows the Pearson value between Altruism and Job Performance is .506\*\*. This coefficient shows the occurrence of a strong, positive relationship between the two variables.

Based on Davis (1997) R-Value table, the coefficient ( $r = .506^{**}$ ,  $p < .001$ ) indicates that a significantly strong positive relationship is present between Altruism and Job Performance. Thus, the correlation coefficient for Altruism and Job Performance is statistically significant.

**H2: There is a significant effect between Conscientiousness and Job performance.**

Based on Davis (1997) R-Value table, the coefficient ( $r = .527^{**}$ ,  $p < .001$ ) indicates that a significant, strong relationship is present between Conscientiousness and Job performance. Thus, the correlation coefficient for Conscientiousness and Job performance is statistically significant.

**H3: There is a significant effect between Sportsmanship and Job performance.**

Based on Davis (1997) R-Value table, the coefficient ( $r = .649^{**}$ ,  $p < .001$ ) indicates that a significant, strong relationship is present between Sportsmanship and Job performance. Thus, the correlation coefficient for Sportsmanship and Job performance is statistically significant.

**H4: There is a significant effect between Courtesy and Job performance.**

Based on Davis (1997) R-Value table, the coefficient ( $r = .549^{**}$ ,  $p < .001$ ) indicates that there is a significant, strong relationship is present between Courtesy and Job performance. Thus, the correlation coefficient for Courtesy and Job performance is statistically significant.

**H5: There is a significant effect between Civic Virtue and Job performance.**

Based on Davis (1997) R-Value table, the coefficient ( $r = .536^{**}$ ,  $p < .001$ ) indicates a significant, strong relationship between Civic Virtue and Job performance. The correlation coefficient for Civic Virtue and Job performance is therefore statistically significant.

**H6: Islamic work ethics has a significant effect on Altruism**

Based on Davis (1997) R-Value table, the coefficient ( $r = .558^{**}$ ,  $p < .001$ ) shows significant, strong relationship between Islamic work ethics and Altruism. Hence, the correlation coefficient for Islamic work ethics and Altruism was found to be statistically significant. The findings indicated that Islamic work ethics has an impact on job performance and positively correlate with it.

**H7: Islamic work ethics has a significant effect on Conscientiousness.**

Based on Davis (1997) R-Value table, the coefficient ( $r = .545^{**}$ ,  $p < .001$ ) revealed a significant, strong relationship between Islamic work ethics and Conscientiousness. Correlation coefficient for Islamic work ethics and Conscientiousness was therefore reported as statistically significant.

**H8: Islamic work ethics has a significant effect on Sportsmanship**

Based on Davis (1997) R-Value table, the coefficient ( $r = .607^{**}$ ,  $p < .001$ ) showed a statistically significant, strong positive relationship between Islamic work ethics and Sportsmanship. Thus, the correlation coefficient for Islamic work ethics and Sportsmanship

were observed to be statistically significant. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance in general, and including Sportsmanship (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H9: Islamic work ethics has a significant effect on courtesy**

Based on Davis (1997) R-Value table, the coefficient ( $r = .428^{**}$   $p < .001$ ) reflects a significantly moderate, positive relationship between Islamic work ethics and courtesy. As such, the correlation coefficient for Islamic work ethics and courtesy were statistically significant.

**H10: Islamic work ethics has a significant effect on Civic Virtue**

Based on Davis (1997) R-Value table, the coefficient ( $r = .606^{**}$   $p < .001$ ) indicates a statistically significant, positive and strong relationship between Islamic work ethics and Civic Virtue. Therefore, correlation coefficient for Islamic work ethics and Civic Virtue were reported to be statistically significant.

**H11: Islamic work ethics has a significant effect on Job performance**

Based on Davis (1997) R-Value table, the coefficient ( $r = .460^{**}$   $p < .001$ ), it was indicated that a statistically significant, positive moderate relationship between Islamic work ethics and Job performance was present. Thus, the correlation coefficient for Islamic work ethics and Job performance were observed as statistically significant.

**Table 22: Hypothesis testing summary**

N	Hypothesis	Coefficient	Hypothesis result
H1	There is a significant positive effect between Altruism and Job performance	( $r = .506^{**}$ , $p < .001$ )	Accepted
H2	There is a significant positive effect between Conscientiousness and Job performance	( $r = .527^{**}$ , $p < .001$ )	Accepted
H3	There is a significant positive effect between Sportsmanship and Job performance	( $r = .649^{**}$ $p < .001$ )	Accepted
H4	There is a significant positive effect between Courtesy and Job performance	( $r = .549^{**}$ $p < .001$ )	Accepted
H5	There is a significant positive effect between Civic Virtue and Job performance	( $r = .536^{**}$ $p < .001$ )	Accepted
H6	Islamic work ethics has a significant positive effect on Altruism	( $r = .558^{**}$ $p < .001$ )	Accepted
H7	Islamic work ethics has a significant positive effect on Conscientiousness	( $r = .545^{**}$ $p < .001$ )	Accepted
H8	Islamic work ethics has a significant positive effect on Sportsmanship	( $r = .607^{**}$ $p < .001$ )	Accepted
H9	Islamic work ethics has a significant positive effect on courtesy	( $r = .428^{**}$ $p < .001$ )	Accepted
H10	Islamic work ethics has a significant positive effect on Civic Virtue	( $r = .606^{**}$ $p < .001$ )	Accepted
H11	Islamic work ethics has a significant positive effect on Job performance	( $r = .460^{**}$ $p < .001$ )	Accepted
H12	Islamic Work ethics moderate the relationship between Islamic Work ethics and Job performance	( $F = 20.540$ , $p < 0.001$ ) and ( $F = 15.191$ , $p < 0.001$ )	Accepted

**MULTIPLE REGRESSION**

**Multiple Regression without Moderating Variable**

The tables below report the result of analysis used without considering the moderating variable which is the Islamic Work ethics.

**Table 23: Model Summary**

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.689 <sup>a</sup>	.475	.457	3.688	.475	26.435	5	146	.000

a. Predictors: (Constant), Civic\_virtue, Courtesy, Conscientiousness, Altruism, Sportsmanship

b. Dependent Variable: Job\_Performance

**Table 24: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1797.785	5	359.557	26.435	.000 <sup>b</sup>
	Residual	1985.840	146	13.602		
	Total	3783.625	151			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Civic virtue, Courtesy, Conscientiousness, Altruism, Sportsmanship

**Table 25: Coefficients**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	21.667	5.040		4.299	.000	11.705	31.628
	Altruism	1.116	.292	.040	1.399	.001	.693	2.460
	Conscientiousness	1.227	.342	.075	1.662	.000	.904	1.450
	Courtesy	1.656	.201	.262	3.260	.001	.258	1.053
	Sportsmanship	1.536	.361	.490	4.251	.000	.822	2.250
	Civic_virtue	.514	.331	.136	1.551	.000	.141	1.168

a. Dependent Variable: Job Performance

A standard multiple regression analysis was run to determine how well the five Independent variable which are Civic virtue, Sportsmanship, Altruism, Courtesy, Conscientiousness predicted Job Performance.

The Multiple R table above shows a substantial correlation of R= .689<sup>a</sup>; R<sup>2</sup>=.475 (47.5%); F (5, 151) = 3783.625; P< 0.001 between the five predictors variables and the dependent variable which Job Performance. The R- square value determines the portion of the variable estimated by the independent variable which is 47.5% of the Job performance is accounted for by Civic virtue, Sportsmanship, Altruism, Courtesy, Conscientiousness. This

value points out those five (5) variables explained Job Performance by 47.5%. In addition, the Adjusted R Square (.457) value shows that the current model represents 47.7% of variance in Job Performance. The linear combination of five Independent variable which are Civic virtue, Sportsmanship, Altruism, Courtesy, Conscientiousness and Job Performance was significantly related.

The F change model of the summary also tells us the value of 26.435 and with this shows all the independents variables were correlated to Job Performance, significantly with coefficient alpha <.001.

The Standardized Beta Coefficients measures the individual contribution of variables in a model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable.

### Hierarchical Multiple Regression

Hierarchical multiple regression was conducted to determine the moderating effect of Islamic work ethics on Organizational Citizenship behavior and Job Performance. To test moderation, we have in particular looked at effect of interaction between independent variable OCB and moderator variable Islamic Work ethics, and whether such effect significantly predicts dependent variable job performance. In addition to confirm if IWE has a moderating effect on the relationship between the independent variable Organizational Citizenship Behaviour and the dependent variable job performance, the study have indicated the nature of this relationship changes as the values of the moderating variable IWE change. This is carried out by including the interaction effect as part of the model and checked to determine if such interaction is significant and accountable for variation in the response variable better than before.

The researcher set a regression model in order to predict the outcome variable from both, the predictor variable Organizational Citizenship Behaviour and the moderator variable IWE. Moreover, the interaction effect from the previous model has been added by multiplying the independent variable Organizational Citizenship Behaviour and the moderator variable Islamic work ethic (IWE) and including that computed interaction variable as independent and checking its effect on the predictor variable job performance and to look for a significant R<sup>2</sup> change as well as a significant effect by the new interaction term. Since both values were significant, moderation has been established.

Table 26: Model Summary<sup>c</sup>

Model Summary <sup>c</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.643 <sup>a</sup>	.413	.393	3.900	.413	20.540	5	146	.000
2	.685 <sup>b</sup>	.469	.447	3.724	.056	15.191	1	145	.000

a. Predictors: (Constant), IWExCivic\_virtue, IWExCourtesy, IWExConscientiousness, IWExaltruism, IWExSportsmanship

b. Predictors: (Constant), IWExCivic\_virtue, IWExCourtesy, IWExConscientiousness, IWExaltruism, IWExSportsmanship, IWE

c. Dependent Variable: Job\_Performance

Table 27: ANOVA<sup>a</sup>

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1562.456	5	312.491	20.540	.000 <sup>b</sup>
	Residual	2221.169	146	15.213		
	Total	3783.625	151			
2	Regression	1773.094	6	295.516	21.313	.000 <sup>c</sup>
	Residual	2010.531	145	13.866		
	Total	3783.625	151			

a. Dependent Variable: Job\_Performance

b. Predictors: (Constant), IWExCivic\_virtue, IWExCourtesy, IWExConscientiousness, IWExaltruism, IWExSportsmanship

c. Predictors: (Constant), IWExCivic\_virtue, IWExCourtesy, IWExConscientiousness, IWExaltruism, IWExSportsmanship, IWE

Table 28: Coefficients<sup>a</sup>

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	47.737	3.046		15.672	.000	41.717	53.757
	IWExaltruism	.004	.004	.184	1.124	.000	.003	.003
	IWExConscientiousness	.003	.004	.138	.745	.000	.001	.005
	IWExCourtesy	.007	.003	.340	2.864	.005	.002	.004
	IWExSportsmanship	.015	.005	.640	3.248	.001	.001	.003
	IWExCivic_virtue	.000	.004	.010	.071	.000	.002	.003
2	(Constant)	70.113	6.436		10.895	.000	57.394	82.833
	IWExaltruism	.001	.004	.064	.401	.000	.001	.003
	IWExConscientiousness	.002	.004	.094	.532	.000	.000	.000
	IWExCourtesy	.008	.002	.376	3.312	.001	.003	.004
	IWExSportsmanship	.009	.004	.818	4.226	.000	.010	.028
	IWExCivic_virtue	.006	.004	.216	1.432	.000	-.002	.015
	IWE	.608	.156	.621	3.898	.000	.917	.004

a. Dependent Variable: Job\_Performance

Results obtained reflected that both Model 1 (without interaction) is significant with  $F = 20.540$ ,  $p < 0.001$  and Model 2 (with interaction) is significant with  $F = 15.191$ ,  $p < 0.001$  (as seen from Table summary above). Outcome represented by Table above, we see that Model 2 with the interaction between OCB and IWE accounted for significantly more variance than just OCB and IWE by themselves,  $R^2$  change = .413

It was observed that all variables made a statistically significant contribution ( $p < 0.001$ ). Results show OCB and IWE explain 41.3 per cent ( $R^2 = .413$ ) of variance in dependent variable job performance and the interaction effect explains 46.9 per cent ( $R^2 = .469$ ) of the variance in dependent variable.

Thus, interaction effect between OCB and IWE significantly predicts job performance as compared to as separate variable(s). Indeed, if we evaluate individual contribution of the

variables, it is evident that the interaction OCB and IWE contributes greater to predicting performance than OCB. But by combining the variables, better prediction of job performance is achievable with a higher beta value. However, it is observable from outcome of the study that IWE moderates' relationship between OCB and job performance. However, since moderation is significant, the hypothesis H12 is accepted. The tables and chart below give more illustration to the results of hierarchical multiple regression

## Conclusions

### MAJOR FINDINGS

The study was aimed at evaluating the direct empirical relationship between Organizational Citizenship behavior and Job Performance with the effective role of Islamic work ethics as a moderator. The research questions examined in the study investigated the correlation between Islamic work ethics, Organizational Citizenship Behavior and Job performance by the managers, head of departments and head of unit in telecommunication companies in Chad. Eleven hypotheses represented in this study and the summary of findings of these hypotheses were discussed below:

**H1** was highly supported. Specifically, the study outcome showed a statistically significant strong relationship between Altruism and Job Performance. The findings confirm the results of earlier research which has found Altruism has the ability to improve Job performance ((MacKenzie et al., 1991); (Hui et al., 2004) ;). In addition, the finding of this research has corroborated the results of previous studies (Strobel, M., Tumasjan, A., Spörrle, M., & Welpe, I. M. (2013); Lai, J. Y., Lam, L. W., & Lam, S. S. 2013.)

**H2** was also highly supported. Precisely, the results from the study also showed a statistically significant strong relationship between Conscientiousness and Job performance. The finding of this research has corroborated the results of previous studies (Strobel, M., Tumasjan, A., Spörrle, M., & Welpe, I. M. (2013); Lai, J. Y., Lam, L. W., & Lam, S. S. 2013.)

**H3** was highly supported. Specifically, the results from the study revealed a statistically significant strong relationship between Sportsmanship and Job performance. The finding of this research has corroborated the results of previous studies (Strobel, M., Tumasjan, A., Spörrle, M., & Welpe, I. M. (2013); Lai, J. Y., Lam, L. W., & Lam, S. S. 2013.)

**H4** was highly supported, whereby a statistically significant strong relationship between Courtesy and Job performance was observed. The finding of this research has corroborated the results of previous studies (Strobel, M., Tumasjan, A., Spörrle, M., & Welpe, I. M. (2013); Lai, J. Y., Lam, L. W., & Lam, S. S. 2013.)

**H5** was highly supported. Specifically, the results showed that there was a statistically significant strong relationship present between Civic Virtue and Job performance. The finding of this research has corroborated the results of previous studies (Strobel, M., Tumasjan, A., Spörrle, M., & Welpe, I. M. (2013); Lai, J. Y., Lam, L. W., & Lam, S. S. 2013.)



**H6** was highly supported. Specifically, a statistically significant strong relationship between Islamic work ethics and Altruism was revealed. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance in general, and including Altruism (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H7** was highly supported. Specifically, data from the study indicated the presence of a statistically significant very strong relationship between Islamic work ethics and Conscientiousness. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance in general, and including Conscientiousness (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H8** was highly supported. Specifically, the study results showed the existence of a statistically significant very strong relationship between Islamic work ethics and Sportsmanship. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance in general, and including Sportsmanship (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H9** was highly supported. Specifically, the results from the study showed there was a statistically significant strong relationship between Islamic work ethics and courtesy. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance in general, and including courtesy (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H10** was highly supported. Specifically, study outcome revealed a moderate relationship which was statistically significant between Islamic work ethics and Civic Virtue. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance in general, and including Civic Virtue (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H11** was highly supported. It was observed that there was a statistically significant moderate relationship between Islamic work ethics and Job performance. The findings confirm the results of earlier research which has found Islamic work ethics has the ability to improve job performance (Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014)).

**H12:** was highly supported. Outcome of study indicated that statistically significant. That means Islamic work ethics moderate the relationship between Organizational citizenship behaviour and Job performance.

### **Discussion of the Results**

According to the research design used in the study, 152 respondents participated in the study, however, all of them fully completed the questionnaire for the study, thus, corresponding to 100% response rate. As noted in Chapter 3, only the completed responses were used in the study. The key criterion for the study required the target sample frame was the managers, head of units and head of department and were working in one of the three telecommunication companies included (Tigo, Airtel and Sotel) and were based in Chad.

The participant's responses were collected through e-mail. The demographic questionnaire contained 9 items which investigate the gender, age, marital status, major, education level, and years of experience, monthly income, department and position. The dependent variable questionnaire involved 16 items designed to evaluate the Job performance, while the moderator variable questionnaire involved 17 items designed to



evaluate the Islamic Work ethics and the Independent variables questionnaire involved 24 items designed to evaluate 5 dimensions (Altruism, sportsmanship, courtesy, civic virtue and consciousness). All of the questionnaires were using the 5-point Likert Scale.

After the survey responses were completed and collected, the data was first collected into Excel file, and then imported into SPSS for analysis. The result collected from the research were used to investigate whether a statistically significant relationship is present between Islamic Work ethics, job performance and Organizational Citizenship behavior as perceived and reported the respondents.

The review of the literature throughout this study demonstrated that the scholarly works conducted and recorded by previous researchers along with the seminal works that contributed to the objectives of this study.

This research used a five variable that have a positive effect on job performance. Moreover, with moderating effect by Islamic work ethics.

In following discussion, answers were given to the four questions of this research through the tested hypothesis which also aids the review and the achievement of the research objectives.

#### **Research Question One: Does Altruism affect Job Performance?**

Research Objective one is to investigate the effect between Altruism and Job Performance.

According to the tested hypothesis N° 1, a statistically significant strong positive relationship between Altruism and Job Performance was found. However, the response obtained from the respondents, answers the “Research Question N° 1” and affirms to the “Objective” that there is a significant strong positive relationship between Altruism and Job Performance which means basically that the dimension Altruism has a positive and direct effect on Job performance in telecommunication companies in Chad.

#### **Research Question Two: Does Conscientiousness affect Job Performance?**

Research Objective two is to study the effect between Conscientiousness and Job Performance. According to the tested hypothesis N° 2, we found that that there is there a statistically significant strong positive relationship between Conscientiousness affect Job Performance. However, the response obtained from the respondents, answers the “Research Question N° 2” and affirms to the “Objective” that there is a significant strong positive relationship between Conscientiousness affect Job Performance which means basically that the dimension Conscientiousness has a positive and direct effect on Job Performance in telecommunication companies in Chad.

#### **Research Question Three: 3. Does Sportsmanship affect Job Performance?**

The research Objective three is to investigate the effect between Sportsmanship and Job Performance. According to the tested hypothesis N° 3, we found that that a statistically significant strong positive relationship was present between Sportsmanship and Job Performance. However, the response obtained from the respondents, answers the “Research Question N° 3” and affirms to the “Objective” that there is a significant strong positive relationship between Sportsmanship and Job performance which means basically that the dimension Sportsmanship has a positive and direct effect on Job performance in telecommunication companies in Chad.

**Research Question Four 4. Does Courtesy affect Job Performance?**

The research Objective four is to determine the effect between Courtesy and Job Performance.

According to the tested hypothesis N° 4, a statistically significant relationship between Courtesy and Job Performance was observed. However, the response obtained from the respondents, answers the “Research Question N° 4” and affirms to the “Objective” that there is a significant positive relationship between Courtesy and Job Performance which means basically that the Courtesy has a positive and direct effect on Job performance in telecommunication companies in Chad.

**Research Question Five. Does Civic Virtue affect Job Performance?**

The research Objective four is to investigate the effect between Civic Virtue and Job Performance.

According to the tested hypothesis N° 5, it was found that there a statistically significant relationship between Civic Virtue and Job Performance. However, the response obtained from the respondents, answers the “Research Question N° 4” and affirms to the “Objective” that there is a significant positive relationship between Civic Virtue and Job Performance which means basically that the Courtesy has a positive and direct effect on Job performance in telecommunication companies in Chad.

**Research Question Six. Does Islamic work ethics affect Organizational citizenship behaviour?**

The research Objective four is to determine effect between Islamic work ethics and organisational citizenship behaviour.

According to the five-tested hypothesis N° 6,7,8,9, and 10, the study revealed a statistically significant relationship between Islamic work ethics and organisational citizenship behaviour. However, the response obtained from the respondents, answers the “Research Question N° 6” and affirms to the “Objective” that there is a significant positive relationship between Islamic work ethics and organisational citizenship behaviour which means basically that the Islamic work ethics has a positive and direct effect on organisational citizenship behaviour in telecommunication companies in Chad.

**Research Question Seven. Does Islamic work ethics affect Job Performance?**

The research Objective four is to study the effect between Islamic work ethics and Job Performance.

According to the tested hypothesis N° 11, a statistically significant moderate relationship between between Islamic work ethics and Job Performance was established. However, the response obtained from the respondents, answers the “Research Question N° 7” and affirms to the “Objective” that there is a moderate significant positive relationship between between Islamic work ethics and Job Performance which means basically that the Islamic work ethics has a positive and direct effect on Job performance in telecommunication companies in Chad.

**Research Question Eight. Does Islamic work ethics moderate the relationship between Job Performance and organisation citizenship behaviour?**

The research Objective Eight is to investigate the Moderator role of Islamic work ethics on the relationship between Organizational Citizenship behavior and Job Performance.

According to the tested hypothesis N° 12. The hierarchical Multiple Regression Analysis showed that there is a statistically significant and moderation relationship of Islamic Work ethics between OCB and Job performance .However, the response obtained from the respondents, answers the “Research Question N° 8” and affirms to the “Objective” that there is a statistically significant and moderating relationship of Islamic Work ethics between OCB and Job performance which means basically that Islamic Work ethics moderate the relationship between Organizational Citizenship behavior and Job performance in telecommunication companies in Chad.

### **SUMMARY OF THE RESULTS**

Nowadays many businesses fail due to the ethical issues hence attracting numerous researches on ethical issues and the ethical theories effectiveness. Naqvi (2013) stated that there is an intense objectivity between economic and ethics which leads to one of the key insufficiencies of modern economic theory. Business ethics faced many transformations to enhance ethical behavior and foster increasing transparency to evade repetition of controversy and economic crisis. Bello (2012) stated that the unethical practices within an organization have impacted much companies and resulted in critical situations for these companies, for instance, revenue loss, reduced work efficiency and bankruptcy. In the present age, businesses are much worried about developing work related code of ethics to attain their targets in practicable and desired manner. The objective of this research is to determine the Moderating role of Islamic work ethics in Organizational Citizenship behavior in relation to Job Performance of Telecommunication companies in the Republic of Chad.

However, the research objectives in this study have been achieved whereby the results have obviously shown that Islamic work ethics and Organizational citizenship behavior have a significant relationship with effect on Job performance. All the independent and moderating variables aforesaid have influence on Job performance within the employees of three telecommunication companies in Chad. Therefore, principles and executives of these companies included in this study, should pay more attention to areas of Organizational citizenship behavior ethics, specifically focusing on Islamic work ethics since the variables share significant relationship and great impact in enhancing job performance.

As found in the previous chapter, the multiple regression tables without the moderating role (Islamic work ethics) shows a substantial correlation between the five independents or predictor variables of OCB and the dependent which is job performance( $R=.689^a$ ). The R-square value determines the amount of variance estimated for by the independent variable which is 47.5% of the variance of Job performance is accounted for by the Organizational citizenship behavior. Furthermore, the Hierarchical Multiple Regression tables shows a substantial correlation between the five independents or predictor variables, the moderating variable and the dependent variable which is job performance( $R=.685$ ). The R-square value determines the portion of the variance estimated for by the independent variable which is 41.3% of the variance of job performance is accounted for the interaction between IWE and OCB. Moreover, the results indicated that all variables make a statistically significant contribution ( $p < 0.001$ ).

The results showed that both Model 1 (without interaction) is significant with  $F = 20.540$ ,  $p < 0.001$  and Model 2 (with interaction) is significant with  $F = 15.191$ ,  $p < 0.001$  (as seen from Table summary below). In the results presented in the Table below, we see that

Model 2 with the interaction between OCB and IWE accounted for significantly more variance than just OCB and IWE by themselves,  $R^2$  change = .413

The results showed that all variables made statistically significant contribution ( $p < 0.001$ ). Results show OCB and IWE explain 41.3 per cent ( $R^2 = .413$ ) of variance in dependent variable job performance and the interaction effect explains 46.9 per cent ( $R^2 = .469$ ) of variance in dependent variable.

Thus, the interaction effect between OCB and IWE significantly predicts the dependent variable job performance as compared to separate variables. In fact, if individual variable's contribution is evaluated, an interaction between OCB and IWE contributed greater to prediction of job performance, rather than OCB. But with both variables together, the contribution in predicting performance is better with a higher beta value. However, it is observable from the results that IWE moderate the relationship between OCB and job performance. However, since moderation is significant, the hypothesis H12 is accepted. The tables and chart below give more illustration to the results of hierarchical multiple regression. In addition, even the independent and moderating variables used in this study showed significant contribution to Job performance.

However, the interaction effect of OCB and IWE was reported to impose a positive effect on relationship between OCB and job performance. This indicates that an increase in IWE will enhance relationship between OCB and job performance and vice versa. This finding has not been surprising in context of previous IWE and OCB literature that has elaborated on the positive effects of IWE in reinforcing OCB in organizations, leading to superior performance of individuals and firms.

#### **IMPLICATION OF THE STUDY**

The study has implications for organizations as it highlighted the significance of OCB in predicting job performance. It has also shown that Islamic work ethics have a significant role in the way OCB influence performance. By bringing out the inverse effect of Islamic work ethic on the relationship between OCB and job performance, the study suggests that organizations need to be more conscious of factors such as altruism, consciousness, sportsmanship, courtesy, and civic virtue that have a serious impact on ways in which IWE affect OCB and performance. Thus, the study has both theoretical-enriching domains of organizational behavior and IWE by bringing facts to prove the impact of OCB and IWE on job performance, and practical implications for professionals to emphasize more on training and development activities for nurturing good citizenship behavior and making IWE beneficial for enhancing employee performance.

#### **CONTRIBUTION**

This research has a theoretical and practical contribution in telecommunication companies in Chad.

##### **Theoretical Contribution**

The research has successfully shown the relationship between the different variables of Organizational citizenship behavior that play a major impact in job performance. Relationship between OCB to job performance and IWE is a main contributor to the present body of knowledge on the research topic.

The use of empirical data in testing the hypothesis is important for the telecommunication companies' staff to know the impact of these factors that have been never assessed before on the job performance.

### **Practical Contribution**

It has been found evident that all the departments in telecommunication industry can use the research to understand and apply the knowledge on improving and delivering successful performance. Therefore, the study outcome contributed to the knowledge base of organization and management as it explored the identified independent variables and moderating variable and described the empirical proofs that explain the relationship between job performance in relation to OCB and the moderating role of IWE.

### **LIMITATIONS**

Firstly, the current findings cannot be generalized across organizations due to the nature of the sample as the research was restricted to a few telecommunication companies only. Secondly, the limited size of each cultural group does not permit further investigation and analysis for each group independently. Third, the potential problem with respect to non-response is the possibility that non-respondents will differ from respondents with respect to the variables in question, in which case the survey estimates will be biased.

Moreover, the study is silent about gender differences and does not report anything about the role of demographic variables in influencing outcome factors.

### **Recommendation for future research**

Further study may be conducted in public sector organizations and include all level of employees as sample which supports the generalization of study's results. The moderating role of Islamic work ethics may also influence on other important variables such as "employees work performance, employees' motivation, and organizational justices and learning, job insecurity and satisfaction, and human talent development". The further should be examining the moderating role of Islamic work ethics in relationship between Organizational Citizenship behaviour and Job performance in other non-Muslim countries. There should be also determining the moderating role of Organizational Citizenships behaviour in relationship of Islamic work ethics and Job performance.

Further investigation on the above-mentioned aspects may produce more interesting outcome with regard to effect of IWE and Job performance on gender and different levels within organizations.

### **CONCLUSION**

The study's results shown there was significant relationships of all variables with the Islamic work ethics. All of the hypotheses were significant and accepted. Model proved to be significant and good fit. Islamic work ethics proved to be a significant moderator between relationship of Organizational citizenship behavior and Job performance. Y also proved to be a significant mediator between the relationship of Islamic work ethics and employee performance. The Islamic work ethics is useful for the both individual and organization as a whole. Hence the human resource management and development departments of public sector organizations in Pakistan should be focus on examining the outcomes, attitude and behavior of the employees due to Islamic work. The study has also implications for organizations as it emphasized the importance of organizational Citizenship behavior (OCB)

in predicting job performance through the mediating role of Islamic work ethics. Organizational citizenship behavior creates social capital by building network structures which leads to superior performance in employees.

Based on the study's findings, Islamic work ethics and Organizational citizenship behavior significantly affect job performance, and it is recommended that the telecommunication companies in Chad should provide necessary training to their employees, with appropriate techniques, standards and approaches to facilitate the implementation of citizenship behavior and Islamic work ethics, which contribute to high performance of the employee in workplace.

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**Appendix A: Questionnaire**

Je vous ai invité à remplir un formulaire :	
<u>The Moderating role of Islamic work ethics in Organizational Citizenship behavior in relation to Job Performance of Telecommunication companies in the Republic of Chad.</u>	
<p>This questionnaire is designed so that your response can be gathered about “the Moderating role of Islamic work ethics in Organizational Citizenship behavior in relation to Job Performance of Telecommunication companies in the Republic of Chad.</p> <p>Your responses will be anonymous; data will be combined and analyzed as a whole. Kindly answer all the questions and tick one box that is the most appropriate and reflects your experience regarding each statement. There are no right or wrong answers for these questions. It is important that you respond to each question.</p>	
<b>Personal Information (Please choose from the list)</b>	
<b>Your Gender *</b>	
○	<input type="checkbox"/> Male
○	<input type="checkbox"/> Female
<b>Age *</b>	
○	<input type="checkbox"/> 18 -24
○	<input type="checkbox"/> 25 - 34
○	<input type="checkbox"/> 35 - 44
○	<input type="checkbox"/> 45- 54
○	<input type="checkbox"/> more than 54 years
<b>Marital Status *</b>	
○	<input type="checkbox"/> Married
○	<input type="checkbox"/> Single
○	<input type="checkbox"/> Divorced
○	<input type="checkbox"/> other
<b>Major *</b>	

- Business
- Social science
- IT
- Engineering
- Applied science
- Others

**Highest level of education \***

- High School
- Diploma
- Bachelor Degree
- Master Degree
- Doctorate
- Professional Certificates

**Working Experience \***

- Less than 5 years
- 5 - 10 years
- 10 - 15 years
- more than 16 years

**Monthly Income \***

- Less than USD 500
- USD 500 - USD 1000
- USD 1000 -USD 2000
- More than USD 2000

**Department \***

- Finance
- Administration
- Operations
- HR
- Others

**Position \***

- Head of unit
- Head of deparment
- Manager

**Part 2: Please, indicate your level of disagreement/ agreement with the following: Using a rating scale of 1 to 5(1=strongly disagree, 2= Disagree, 3=neither disagree or nor agree, 4=Agree, 5= Strongly Agree)**

**Independent Variable**

**ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

**Altruism**

**1-I help others who have heavy workloads. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**2-I am the classic -squeaky wheel that always needs greasing. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**3-I believe in giving an honest day's work for an honest day's pay. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**4-I consume a lot of time complaining about trivial matters. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**5-I try to avoid creating problems for co-workers. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**Conscientiousness**

**6-I keep abreast of changes in the organization. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**7-I tend to make —mountains out of molehills. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**8-I consider the impact of my actions on coworkers. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**9-I attend meetings that are not mandatory, but are considered important. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**10-I am always ready to lend a helping hand to those around me. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**Courtesy**

**11-I attend functions that are not required, but help the company image. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**12-I read and keep up with organization announcements, memos, and soon. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**13-I help others who have been absent. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**14-I do not abuse the rights of others. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**15-I willingly help others who have work related problems. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**Sportsmanship**

**16-I always focus on what is wrong, rather than the positive side. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**17-I take steps to try to prevent problems with other workers. \***

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

**18-My attendance at work is above the norm. \***

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>19-I always find fault with what the organization is doing. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>20-I am mindful of how my behavior affects other people's jobs. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>Civic virtue</b>						
<b>21-I do not take extra breaks. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>22-I obey company rules and regulations even when no one is watching. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>23-I help orient new people even though it is not required. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>24-I am one of the most conscientious employees. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>Dependent Variable</b>						
<b>Job Performance</b>						
<b>25-You help others employers with their work when they have been absent. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>26-You achieve the objectives of your job. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>27-You volunteer to do things not formally required by the job. *</b>						



	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>28-You meet the criteria for performance. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>29-You take initiatives to orient new employees to the department even though not part of your job description. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>30-You demonstrate expertise in all job-related tasks. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>31-You help others when their workload increases (assists others until they get over the hurdles). *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>32-You fulfill all the requirements of the job. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>33-You assist your colleagues with their duties. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>34-You can manage more responsibility than typically assigned. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>35-You make innovative suggestions to improve the overall quality of the department. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>36-You appear suitable for a higher-level role. *</b>						

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>37-You willingly attend functions not required by the organization, but helps in its overall image. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>38-You are competent in all areas of the job, handle tasks with proficiency. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>39-You perform well in the overall job by carrying out tasks as expected. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>40-You plan and organize to achieve objectives of the job and meet deadlines. *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>Moderating Variable</b>						
<b>Islamic Work Ethics</b>						
<b>41-Laziness is a vice *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>42-Dedication to work is a virtue *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>43-Good work benefits both one's self and others *</b>						
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>44-Justice and generosity in the workplace are necessary conditions for society's welfare. *</b>						
	1	2	3	4	5	

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>45-Producing more than enough to meet one's personal needs contributes to the prosperity of the society as a whole. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>46-One should carry work out to the best of one's ability. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>47-Work is not an end in itself but a means to foster personal growth and social relations. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>48-Life has no meaning without work. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>49-More leisure time is good for society. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>50-Human relations in organizations should be emphasized and encouraged. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>51-Work enables man to control nature. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>52-Creative work is a source of happiness and accomplishments. *</b>						
1	2	3	4	5		
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>53-Any man who works is more likely to get ahead in life. *</b>						
1	2	3	4	5		

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>54-Work gives one the chance to be independent. *</b>						
1    2    3    4    5						
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>55-A successful man is the one who meets deadlines at work. *</b>						
1    2    3    4    5						
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>56-One should Constantly work hard to meet responsibilities. *</b>						
1    2    3    4    5						
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
<b>57-The value of work is derived from the accompanying intentions rather than its results. *</b>						
1    2    3    4    5						
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

**Table 29:**  
*Respondent's profile*

Category		Frequency	Percentage
Your Gender	Female	12	40.0%
	Male	18	60.0%
Age	18 -24	6	20.0%
	25 - 34	12	40.0%
	35 - 44	6	20.0%
	45- 54	4	13.3%
	more than 54 years	2	6.7%
Marital Status	Divorced	2	6.7%
	Married	20	66.7%
	other	2	6.7%
	Single	6	20.0%
Major	Applied science	1	3.3%
	Business	6	20.0%
	Engineering	5	16.7%
	IT	5	16.7%
	Others	4	13.3%
	Social science	9	30.0%

Highest level of education	Bachelor Degree	12	40.0%
	Diploma	6	20.0%
	Doctorate	1	3.3%
	High School	3	10.0%
	Master Degree	7	23.3%
	Professional Certificates	1	3.3%
Working Experience	10 - 15 years	4	13.3%
	5 - 10 years	14	46.7%
	Less than 5 years	6	20.0%
	more than 16 years	6	20.0%
Monthly Income	Less than USD 500	2	6.7%
	More than USD 2000	4	13.3%
	USD 1000 -USD 2000	10	33.3%
	USD 500 - USD 1000	14	46.7%
Department	Administration	4	13.3%
	Finance	5	16.7%
	HR	3	10.0%
	Operations	6	20.0%
	Others	12	40.0%
Position	Head of department	8	26.7%
	Head of unit	16	53.3%
	Manager	6	20.0%

N=30

**Table 30:**  
*Result of descriptive statistic*

Descriptive Statistics				
	Mean	Std. Deviation	Analysis N	Missing N
1-(I help others who have heavy workloads) ALTRUISM IV.	4.81	.524	152	0
2-(I am the classic -squeaky wheel that always needs greasing) ALTRUISM IV.	4.83	.485	152	0
3-(I believe in giving an honest day's work for an honest day's pay) ALTRUISM IV..	4.83	.471	152	0
4-(I consume a lot of time complaining about trivial matters) ALTRUISM IV.	4.86	.431	152	0
5-(I try to avoid creating problems for co-workers) ALTRUISM IV.	4.85	.512	152	0

6-(I keep abreast of changes in the organization) _ Conscientiousness IV.	4.86	.480	152	0
7-(I tend to make —mountains out of molehills) _Conscientiousness IV .	4.86	.466	152	0
8-(I consider the impact of my actions on coworkers) _Conscientiousness IV.	4.87	.410	152	0
9-(I attend meetings that are not mandatory, but are considered important) _Conscientiousness IV.	4.86	.416	152	0
10-(I am always ready to lend a helping hand to those around me) _Conscientiousness IV.	4.84	.447	152	0
11-(I attend functions that are not required, but help the company image) _Courtesy IV.	4.81	.584	152	0
12-(I read and keep up with organization announcements, memos, and soon) _Courtesy IV.	4.84	.533	152	0
13-(I help others who have been absent) _Courtesy IV.	4.84	.533	152	0
14-(I do not abuse the rights of others) _Courtesy IV.	4.81	.606	152	0
15-(I willingly help others who have work related problems) _Courtesy IV.	4.82	.588	152	0
16-(I always focus on what is wrong, rather than the positive side) _Sportsmanship IV.	4.84	.447	152	0
17-(I take steps to try to prevent problems with other workers)_ Sportsmanship IV..	4.87	.358	152	0
18-(My attendance at work is above the norm)_ Sportsmanship IV.	4.85	.498	152	0
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	4.83	.512	152	0
20-(I am mindful of how my behavior affects other people’s jobs) _Sportsmanship IV.	4.86	.399	152	0
21-(I do not take extra breaks) _Civic virtue IV.	4.84	.467	152	0
22-(I obey company rules and regulations even when no one is watching) _Civic virtue IV.	4.84	.494	152	0
23-(I help orient new people even though it is not required) _Civic virtue IV.	4.87	.410	152	0
24-(I am one of the most conscientious employees) _Civic virtue IV.	4.86	.431	152	0
25-(You help others employers with their work when they have been absent) _jp_DV.	4.69	.653	152	0
26-(You achieve the objectives of your job)_ jp_DV	4.86	.431	152	0
27-(You volunteer to do things not formally required by the job) _jp_DV.	4.86	.431	152	0
28-(You meet the criteria for performance)_jp_DV.	4.86	.431	152	0

29-(You take initiatives to orient new employees to the department even though not part of your job description) _jp_DV.	4.69	.693	152	0
30-(You demonstrate expertise in all job-related tasks)_jp_DV.	4.86	.431	152	0
31-(You help others when their workload increases) (assists others until they get over the hurdles) _jp_DV.	4.71	.605	152	0
32-(You fulfill all the requirements of the job)_jp_DV.	4.86	.431	152	0
33-(You assist your colleagues with their duties)_jp_DV.	4.86	.431	152	0
34-(You can manage more responsibility than typically assigned) _jp_DV.	4.63	.752	152	0
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	4.86	.431	152	0
36-(You appear suitable for a higher-level role) _jp_DV.	4.63	.787	152	0
37-(You willingly attend functions not required by the organization, but helps in its overall image) _jp_DV.	4.86	.431	152	0
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	4.86	.431	152	0
39-(You perform well in the overall job by carrying out tasks as expected) _jp_DV.	4.65	.664	152	0
40-(You plan and organize to achieve objectives of the job and meet deadlines) _jp_DV.	4.62	.727	152	0
41-(Laziness is a vice)_IWE_MV.	4.97	.213	152	0
42-(Dedication to work is a virtue)_IWE_MV.	4.89	.522	152	0
43-(Good work benefits both one's self and others)_IWE_MV.	4.91	.430	152	0
44-(Justice and generosity in the workplace are necessary conditions for society's welfare) _IWE_MV.	4.87	.410	152	0
45-(Producing more than enough to meet one's personal needs contribute to the prosperity of the society as a whole) _IWE_MV.	4.65	.878	152	0
46-(One should carry work out to the best of one's ability) _IWE_MV.	4.80	.602	152	0
47-(Work is not an end in itself but a means to foster personal growth and social relations) _IWE_MV.	4.82	.624	152	0
48-(Life has no meaning without work)_IWE_MV.	4.83	.512	152	0
49-(More leisure time is good for society)_IWE_MV.	4.82	.599	152	0
50-(Human relations in organizations should be emphasized and encouraged) _IWE_MV.	4.77	.656	152	0
51-(Work enables man to control nature)_IWE_MV.	4.69	.765	152	0



52-(Creative work is a source of happiness and accomplishments) _IWE_MV.	4.72	.730	152	0
53-(Any man who works is more likely to get ahead in life) _IWE_MV.	4.68	.784	152	0
54-(Work gives one the chance to be independent) _IWE_MV.	4.68	.784	152	0
55-(A successful man is the one who meets deadlines at work) _IWE_MV.	4.80	.564	152	0
56-(One Should Constantly work hard to meet responsibilities) _IWE_MV.	4.78	.640	152	0
57-(The value of work is derived from the accompanying intentions rather than its results) _IWE_MV.	4.85	.457	152	0

**Table 31:**

*Item total statistics*

<b>Item-Total Statistics</b>				
	<b>Scale Mean if Deleted</b>	<b>Scale Variance if Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
1-(I help others who have heavy workloads) ALTRUISM IV.	269.33	207.719	.503	.935
2-(I am the classic -squeaky wheel that always needs greasing) ALTRUISM IV.	269.31	207.831	.538	.935
3-(I believe in giving an honest day's work for an honest day's pay) ALTRUISM IV..	269.31	208.096	.535	.935
4-(I consume a lot of time complaining about trivial matters) ALTRUISM IV.	269.28	207.910	.602	.935
5-(I try to avoid creating problems for co-workers) ALTRUISM IV.	269.29	208.008	.496	.935
6-(I keep abreast of changes in the organization) – Conscientiousness IV.	269.28	208.178	.518	.935
7-(I tend to make —mountains out of molehills) _Conscientiousness IV .	269.28	208.191	.534	.935
8-(I consider the impact of my actions on coworkers) _Conscientiousness IV.	269.27	208.185	.612	.935
9-(I attend meetings that are not mandatory, but are considered important) _Conscientiousness IV.	269.28	208.109	.609	.935
10-(I am always ready to lend a helping hand to those around me) _Conscientiousness IV.	269.30	208.117	.564	.935

11-(I attend functions that are not required, but help the company image) _Courtesy IV.	269.33	207.666	.451	.935
12-(I read and keep up with organization announcements, memos, and soon) _Courtesy IV.	269.30	207.855	.485	.935
13-(I help others who have been absent) _Courtesy IV.	269.30	207.325	.520	.935
14-(I do not abuse the rights of others) _Courtesy IV.	269.33	208.368	.392	.936
15-(I willingly help others who have work related problems) _Courtesy IV.	269.32	206.363	.526	.935
16-(I always focus on what is wrong, rather than the positive side) _Sportsmanship IV.	269.30	208.183	.558	.935
17-(I take steps to try to prevent problems with other workers)_ Sportsmanship IV..	269.27	208.092	.713	.934
18-(My attendance at work is above the norm)_ Sportsmanship IV.	269.29	208.022	.509	.935
19-(I always find fault with what the organization is doing) _Sportsmanship IV.	269.31	206.242	.618	.934
20-(I am mindful of how my behavior affects other people’s jobs) _Sportsmanship IV.	269.28	208.175	.629	.935
21-(I do not take extra breaks) _Civic virtue IV.	269.30	208.027	.546	.935
22-(I obey company rules and regulations even when no one is watching) _Civic virtue IV.	269.30	208.226	.499	.935
23-(I help orient new people even though it is not required) _Civic virtue IV.	269.27	208.397	.594	.935
24-(I am one of the most conscientious employees)_ Civic virtue IV.	269.28	208.307	.570	.935
25-(You help others employers with their work when they have been absent) _jp_DV.	269.45	212.434	.143	.938
26-(You achieve the objectives of your job)_jp_DV	269.28	206.095	.752	.934
27-(You volunteer to do things not formally required by the job) _jp_DV.	269.28	206.095	.752	.934
28-(You meet the criteria for performance)_jp_DV.	269.28	206.095	.752	.934
29-(You take initiatives to orient new employees to the department even though not part of your job description) _jp_DV.	269.45	211.534	.177	.938
30-(You demonstrate expertise in all job-related tasks)_jp_DV.	269.28	206.095	.752	.934
31-(You help others when their workload increases) (assists others until they get over the hurdles) _jp_DV.	269.43	211.597	.206	.937

32-(You fulfill all the requirements of the job)_jp_DV.	269.28	206.095	.752	.934
33-(You assist your colleagues with their duties)_jp_DV.	269.28	206.095	.752	.934
34-(You can manage more responsibility than typically assigned) _jp_DV.	269.51	210.318	.216	.937
35-(You make innovative suggestions to improve the overall quality of the department) _jp_DV.	269.28	206.095	.752	.934
36-(You appear suitable for a higher-level role) _jp_DV.	269.51	209.285	.250	.937
37-(You willingly attend functions not required by the organization, but helps in its overall image) _jp_DV.	269.28	206.095	.752	.934
38-(You are competent in all areas of the job, handle tasks with proficiency) _jp_DV.	269.28	206.095	.752	.934
39-(You perform well in the overall job by carrying out tasks as expected) _jp_DV.	269.49	211.867	.170	.937
40-(You plan and organize to achieve objectives of the job and meet deadlines) _jp_DV.	269.52	213.139	.091	.938
41-(Laziness is a vice)_IWE_MV.	269.17	213.507	.328	.936
42-(Dedication to work is a virtue)_IWE_MV.	269.25	213.553	.116	.937
43-(Good work benefits both one's self and others)_IWE_MV.	269.22	213.645	.140	.937
44-(Justice and generosity in the workplace are necessary conditions for society's welfare) _IWE_MV.	269.27	207.708	.653	.935
45-(Producing more than enough to meet one's personal needs contribute to the prosperity of the society as a whole) _IWE_MV.	269.49	208.199	.261	.938
46-(One should carry work out to the best of one's ability) _IWE_MV.	269.34	208.015	.416	.936
47-(Work is not an end in itself but a means to foster personal growth and social relations) _IWE_MV.	269.32	207.531	.426	.936
48-(Life has no meaning without work)_IWE_MV.	269.31	207.619	.523	.935
49-(More leisure time is good for society)_IWE_MV.	269.32	207.727	.434	.935
50-(Human relations in organizations should be emphasized and encouraged) _IWE_MV.	269.37	207.678	.396	.936
51-(Work enables man to control nature)_IWE_MV.	269.45	208.540	.292	.937

52-(Creative work is a source of happiness and accomplishments) _IWE_MV.	269.41	207.781	.346	.936
53-(Any man who works is more likely to get ahead in life) _IWE_MV.	269.45	208.130	.303	.937
54-(Work gives one the chance to be independent) _IWE_MV.	269.45	206.859	.360	.936
55-(A successful man is the one who meets deadlines at work) _IWE_MV.	269.34	208.251	.431	.935
56-(One Should Constantly work hard to meet responsibilities) _IWE_MV.	269.36	208.164	.380	.936
57-(The value of work is derived from the accompanying intentions rather than its results) _IWE_MV.	269.29	207.161	.625	.934