

Impact of Islamic Work Ethics on Commitment, Performance and Popularity of Employees at Workplace with Moderating Role of Self-Esteem

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Abstract

The aim of this study is to analyze the effect of Islamic work ethics (IWE) on commitment, performance and popularity of employees at workplace with moderating role of self-esteem. A questionnaire based on 90 elements is used to examine this relationship on teachers of educational institutions of Pakistan. Total 250 questionnaire are distributed in 3 important cities Multan, Bahawalpur and Sahiwal from Punjab in 2017. We received back 200 questionnaire that are used for analysis. We confirm that Islamic work ethics has positive and significant effect on teacher's commitment, performance and popularity at educational institutions of Pakistan. And self-esteem plays a moderating role to have positive effect on the teacher's commitment and popularity but limited to job performance. Our finding is useful for the policymakers (government of Pakistan) and top management of public and private educational institutions to consider the Islamic work ethics and integral part of their management and structure. Further, the findings are useful for all the Muslim countries such as Iran, Saudi Arabia, Qatar, United Arab Emirate and Iraq to focus on Islamic work ethics. We recommend a pilot project to government of Pakistan to realize the true result of Islamic work ethics in educational system.

Keywords: Islamic work ethics, job commitment, job performance, job popularity, Self-esteem, Educational System, Pakistan

Introduction

The principles of Islam cover all aspects of life including the ethics of working in an organization and such ethics vary from country to country. Practicing Islamic work ethics (IWE) in the workplace leads towards honesty, creativity and trust (Dannhauser, 2007). It is normally observed that some of the teachers in educational institutions have negative fame and they work as collapse workers and play a significant role in an image building of that organization, while on the other side some of the employees perform their duties with

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commitment and remain popular in students and team members as ideal personality. In current organizational cultures, most organizations collapse their position because of employees' work ethics. Procedural justice can be a great reason to improve job performance and loyalty at work place (Khan et al., 2015).

Alipour et al. (2016) were of the view that IWE is based on two primary sources i.e. Quran (the Holy book for Muslims) and the Sunnah (the sayings and practices) of the Prophet Muhammad (Peace Be upon Him) and scholars accept the concept of Ijmaa and Qiyaas. The challenge for researchers is that most of employee behavioural studies are based on western ethics which are just manners, but IWE is as a religious duty for Muslims. Work is mean to safeguard philosophy, concept and mechanism of work ethics. The beauty of Islamic ethics is the interdependence. Hence, it is important for a human being to pursue whatever between work and faith. IWE is to ensure that all deeds are for Allah and to seek His pleasure.

There are research studies available on work ethics but most of them were conducted in America and Europe and followed the Weber Max's (1958) theory of Protestant work ethic (PWE). While the research on IWE emerged as a separate domain of inquiry (Ali, 1988 & 1992; Yousef, 2000a). Although there are several similarities in PWE and IWE e.g. both have focused on hard work, creativity, avoidance of wealth accumulation using unethical means, cooperation, dedication and commitment at the workplace. However, IWE puts more emphasis on intentions while PWE puts more emphasis on results (Yousef, 2000a). It will be interesting and valuable to study the effect of IWE on the real workplace.

The objective of this study is to check the relationship of employee's commitment, performance and popularity on workplace with the moderating role of self-esteem. IWE also emphasis the self-esteem in general life, business and workplace as well. Our study is unique from previous literature in the following ways; first based on the content that we examine a relationship between IWE, employee's commitment, performance, popularity at the workplace with mediating roe of self-esteem. Second, we conduct this analysis on educational institutes and study teachers as an employee in the workplace. Third, as per our knowledge, this is a firm study to examine this relationship in educational institutions context. Forth, we analyze the following research questions; (1) what influence does Islamic work ethics produce over teachers' commitment? (2) what influence does Islamic work ethics produce over teachers' job performance? (3) what influence does Islamic work ethics produce over the popularity of teachers? (4) is there any moderating role of Self-esteem over commitment, performance and popularity of teachers?

This paper has very valuable findings; we found that IWE has a positive and significant effect on the employee's commitment, performance and popularity at work place. The self-esteem has a moderating effect on

employee commitment, and popularity but no effect on job performance. In our case, the teachers are employees and work places are educational institutions of Pakistan. Finally, our study has several implications; first, we contribute to literature related to IWE, job commitment, performance, popularity and self-esteem as well. Second, this is the first study to analyze the relationship of IWE with the workplace variables. Third, our findings are useful for the policymakers (government of Pakistan) to consider the IWE in the educational system in Pakistan. Forth, this finding will open a new debate for multiple Muslim countries to consider IWE at the different work place.

The rest of the paper is divided as follows; section 2 explain literature review; section 3 & 4 present methodology and analysis. Finally, section 5 discusses the conclusion.

Literature Review

Islamic Work Ethics

Islamic ethics is a source to learn that any individual has knowledge about Quran and Sunnah (Hashi, 2011). Sunnah is a source to know about prophet's life and his proceedings regarding job performance and delivering knowledge to his followers (Ali & Al-Kazemi, 2007). According to (Yaken, 2006) Islamic teachings are not only religious morality, but morality in certain actions, as well as physical, spiritual, moral or even intellectual, emotional and covers all aspects of individual life and collective work.

Underpinned Theories

There are a number of theories that potentially explain the relation between reward practices and employee attitude: 'organization support theory', 'social exchange relationship' and 'norm of reciprocity'. The exchange of supports between employees and employer refers as the main base of organization support theory: employees' general perception about the extent to which the employer values their contributions and cares about their well-being. This perception affects employee satisfaction levels and encourages staff to engage more in their job (Eisenberger & Stinglhamber, 2011).

Social Exchange Theory is one of the most conceptual paradigms to understand employee's attitudes and behaviors at workplace (Cropanzano & Mitchell, 2005). One of the fundamental teachings of social exchange theory has become faithful committed, believer by taking time and continuing that relationship. The relationship between the employees and organization is best example of social exchange process which highlights the important work attitudes of staff and actions to explain their importance. This relationship is based on the rules of reciprocity (Gouldner, 1960), in this theory, staff, loyalty in the workplace and effort, and by showing a positive attitude, corresponding to the benefit received from the organization (Cropanzano & Mitchell, 2005).

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Western theories though defend employee's motivation and commitment, but these theories do not focus on spiritual intelligence. Most of the western theories deal with work ethics in form of morality but Islamic work ethics focus more on spirituality and inner satisfaction. Employees under Islamic work ethics follow social responsibilities as their religious duties which can be a cause of better and transparent organizational culture.

Organizational Commitment

Organizational commitment is a psychological issue that reflects a high sense of belonging, recognition, identity, loyalty, support, emotions, and feeling of pride about the organization or work place (Cho et al., 2013). In addition, dedicated employees are less likely to change their workplace and offer their best knowledge, skills, experience, skills and endeavours for the well-being of their organization (Yucel & Bektas, 2012). Porter et al. (1974) defined organizational commitment as "in a particular organization where individuals involved in the detection of relative power to their work".

Job Performance

Many studies clarified the concept of job performance as a result of measurements of experimental research, has relatively little effort spent on performance. Yucel and Bektas (2012) explained performance as what the organizations are used to hire, to work, and do a good job. Thus, the job performance as a job function is what the worker does in case of work. It is generally accepted that the organization needs and assess employees who lead a good performance, and high performance and is considered valuable assets of the organization. High-performing organizations need staff to achieve their goals, to deliver world-class services and eventually achieve a competitive advantage. Performance is also important to employees because it can be a source of pleasure, with a sense of satisfaction and pride. In addition, the performance of high recognition in the work is often rewarded with financial and other advantages such as it becomes easier to promote and to better career opportunities. On the other hand, low-performance work can lead to job dissatisfaction or even personal failure (Yucel & Bektas, 2012).

Popularity of Teachers at the workplace

The support of supervisors and colleagues are an essential element of an employee's performance as if you are supported by your colleagues to a greater extent and work performance tends to be high. In the research conducted by Schneider and Bowen (1985), the support of supervisor and colleague creates a very positive environment, which the desire in the presentation of positive emotions, to communicate which in fact means reduces that if the employee has a good mood to work because environmental factors are better involved and then less emotional push will need to portray

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the optimistic sentiment of the employee. The leader, supervisor and colleagues support acting as one of the foundations of the work, which means that the employee receives full support from his/her colleagues and superiors, creating a healthy environment that directly affects the productivity of employees, which is an advantage to each organization. Beehr and McGrath (1992) concluded the opposite effect of buffering social support, which researches have illuminated the fact that social workers from other communities and other environments contribute to the development of their work and create a positive relationship between work pressure and personal damages.

Based on a literature review of IWE, employee's commitment, performance and popularity, we identify the following hypothesis as given in table 1. Our sample of study is Pakistani teachers working in educational institutions.

Table 1: List of Hypothesis

Hypothesis	Model	Details
H1	1	Islamic work ethics produces influence over teachers' commitment.
H2	1	Islamic work ethics produces influence over teachers' job performance.
H3	1	Islamic work ethics produces influence over the popularity of teachers at the workplace.
H4	2	Self-esteem will moderate the relationship between Islamic work ethics and teachers' commitment.
H5	2	Self-esteem will moderate the relationship between Islamic work ethics and teachers' job performance.
H6	3	Self-esteem will moderate the relationship between Islamic work ethics and popularity of teachers at the workplace.

The table represents the list of hypotheses established by the authors as per research questions.

Research Methodology

The study was a survey based on the intention of collecting data from the people or group of people working within several different educational institutions of Multan, Bahawalpur and Sahiwal districts of Punjab, Pakistan. The aim which lies behind this study was to know the responses of target population i.e. teachers and to know the impact of Islamic Work Ethics (IWE) on Job Performance, Commitment and Popularity of Teachers in Educational Institutions. The aim was also to test each one of them empirically. Initially, each variable was tested separately for its relationship with and influence on employees' performance. The complete research framework is given in figure 1.

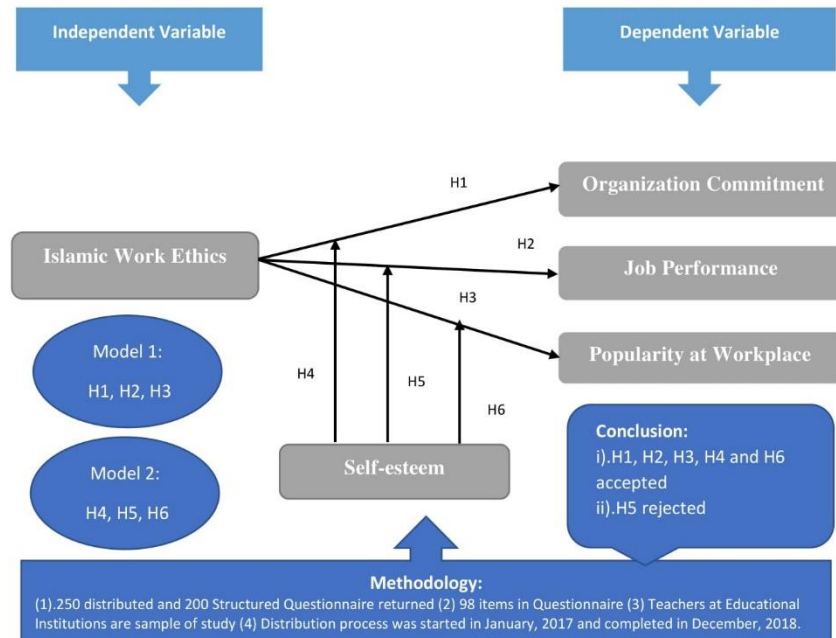


Figure 1. Research Framework of study.

Population of study

The targeted population for gathering data was the teachers selected from educational institutions of the private sector in three districts of Punjab i.e. district Multan, Bahawalpur and Sahiwal in order to test them for analyzing and investigating their experiences relevant to these practices. Teaching is termed as a most noble profession of human society and it should care ahead of every other profession owing to its importance of creating professionals. The population was comprised of Lecturers, assistant professors, associate professors and professors and teachers without keeping in front of the distinction on the basis of their scale or position. It mainly focuses on the importance of the teachers carry for these practices which are supposed to influence their job commitment and performance. It has supported us in obtaining results clearly mentioning the differences in their experiences about these practices in a different level of institutes.

The reason for selecting the population of teachers stands on the fact that those who are professionally working there are experiencing these practices of what strength and, how much they are aware of the importance of implementation of Islamic Ethics of work and its influence over job performance and popularity of teachers at their workplace.

Sample of Study

Total 240 questionnaires were distributed and out of them 200 were returned filled, so the sample size was 200. Questionnaires were designed for educational institutions locating in district Multan, Bahawalpur and Sahiwal. The aim was to target mainly all the categories of the teachers including lecturers, assistant professors, associate professors and professors. Five-point Likert scale was adopted for collecting the responses from respondents where 1 stands for strongly disagree and 5 for strongly agree. Seventeen (17) items were selected for measuring the influence of Islamic Work Ethics from the study of Al-Kazemi and Ali (2007). They conducted a study on 'Islamic Work Ethics in Kuwait Cross-Cultural Management'. Thirty-one (31) items were selected from the study of Rosenberg (1965) for the analysis of Self-esteem. He conducted the study on 'Society and the adolescent self-image'.

Nine (9) items were selected for the analysis of Popularity at the workplace from the study of Judge and Scott (2009). They conducted the study on 'the popularity contest at work: Who wins. And what do they receive?' Seven (7) items were selected for analyzing the strength of commitment from the study of Al-Kazemi and Ali (2007). The final questionnaire of this study consists of 98 items as given in Appendix A.

Procedure of distribution of Questionnaire

The distribution of the questionnaires followed the general procedure. They were distributed by visiting the schools and colleges through different colleagues and references. The procedure was started in January 2017 and that completed in December 2017. Vacant hours were inquired before the distribution of questionnaires. It helped us out to obtain questionnaires filled with patience and complete attention. The other benefits those lie alongside this procedure was that they were able to share their experiences and, it allowed to evaluate themselves for their practices. It ultimately supported in gathering healthy, accurate and more reliable required data. We received finally, 200 filled questionnaires.

Statistical technique and software

After the distribution and then receiving of questionnaires, the data was analyzed and tested through Statistical Package for Social Sciences (SPSS), Regression, Co-relation analysis and structural equation modelling. These tools carry the built-in capability of measuring the reliability and validity of the data and of the scale or questions used to collect the data for analysis and attaining results. These also define the strength of relation among each variable available in the current study.

Analysis and Discussion

Reliability and Descriptive Statistics

The Reliability statistics (table 2) highlights the strength of collected and purposeful data for the proposed research work. Statistical figures like (0.776), (0.822), (0.788), (0.778) and (0.798) all being above the minimum required value i.e. (0.70) for a data to be reliable for the study ensures the strength of the data applied for outcomes of the study. It removes the barriers in carrying the further analysis of data.

The maximum and minimum values in summary statistics showed the strength of responses obtained against every variable on the basis of a number of items selected to analyze the ideas of people regarding every variable separately. Table 2 provides the figures which were quite reasonable to continue with reliable data. It clearly explained the concept of the people regarding the value of relation of these aspects of any workplace.

Table 2: Reliability Statistics

Variables	Cronbach's Alpha		Mean	Std Dev.	
Islamic Work Ethics	0.776		4.0509	0.528	
Self-esteem	0.822		3.9194	0.44001	
Popularity at workplace	0.758		3.8872	0.59471	
Commitment	0.778		3.9031	0.64333	
Job Performance	0.798		3.776	0.53728	
Variables	IWE	SE	PW	CT	JP
IWE	1				
SE	.626**	1			
PW	.443**	.410**	1		
CT	.383**	.445**	.620**	1	
JP	.237**	.432**	.258**	.275**	1

IWE=Islamic Work Ethics, SE=Self-esteem, PW=Popularity at workplace, CT=Commitment, JP=Job Performance

Table 3 provides the maximum and minimum range of responses against items of every variable. The minimum value lies quite near to 3. In a pool of data collected on the basis of five Likert scale average score near 3 is considered as a moderate response. The higher responses indicate the more positive and significant data which assist in having positive, significant and reliable results. The mean value is the average/mid value of minimum and maximum values of responses against items of the variable.

Table 3: Descriptive Statistics

Construct	Mean	Mini	Max	Range	Max/Min	Variance	N
Islamic Work Ethics	4.051	2.900	4.515	1.615	1.557	.136	17
Self-esteem	3.919	2.800	4.465	1.665	1.595	.173	31
Popularity	3.887	3.040	4.125	1.085	1.357	.109	9
Commitment	3.903	3.598	4.030	.432	1.120	.022	7
Job Performance	3.776	2.975	4.268	1.293	1.435	.195	26

Note: The table represents the descriptive statistic of the complete data. Authors Calculation.

Correlation Analysis

The descriptive statistics provide the outcome which also favours the strength of responses obtained against each and every variable of the study. In the case of internal relation and influence of every variable or the aspect of the study provides highly positive and significant relation. In Table 2, values explain the strength of the relation between Islamic Work Ethics and Self-esteem through value like (0.626) shows highly significant and positive relation between independent and moderating variable. Remaining variables have strong mutual influence and relation which is very much clear from the values like (0.434), (0.383) & (0.237), indicates a positive and significant relationship.

Regression Analysis

To test hypotheses, multiple regression analysis is used. The model fitness depends upon the influence generated by the variables of dependent and independent side also explaining the influence generated by the inclusion of a moderator. The CM stands for commitment, JP for job performance and PT for the popularity of teacher, respectively. In first model, we test the effect of IWE on CM, JP and PT which consists of H1, H2 and H3. Beta (β , standardized regression coefficients) assists in comparison and to assess the strength of the relationship between each predictor (independent) variable to the criterion (dependent) variable. It measures how much a predictor influences the criterion. If the value of Beta is high, it indicates that predictor has high influence over criterion. A positive value of Beta indicates positive relation while a negative sign indicates the negative relation.

In our study the value of R^2 (R square) is .223, indicates that 22.3% variation in criterion variables explained by its linear relationship with the independent variable (IWE). Table 4 shows that IWE has a significant factor to affect the CM and JP ($\beta = .152$ and $\beta = .113$). Therefore, we accept H1 and H2. The result shows that IWE also has a significant positive effect on PT, $P < 0.001$, $\beta = 0.316$. So, we accept H3, as well.

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Table 4: Model 1: Relationship between Islamic Work Ethics, commitment, job performance and popularity of teacher

Model	Dependent Variables	Standardized Coefficients		T	R ²	Results
		B				
1	Popularity of Teacher (PT)	0.316***		3.886	0.223	Accepted
	Commitment (CM)	0.152		1.860		Accepted
	Job Performance (JP)	0.113		1.707		Accepted

Note: The table represents the regression analysis of Model 1 that consists of H1, H2, H3. The Independent variable is Islamic Work Ethics. Independent Variable: IWE, ***P < 0.001.

Moderation effect of Self-esteem

To test hypotheses H4, H5, H6 and model 2, the linear regression through SPSS 24 was run as given in table 5, 6 and 7, respectively. A positive value of Beta as shown (in table 5) assures the acceptance of our supposition that we made in the start of our study. Hypothesis H4 predicted that self-esteem will moderate the positive relationship between Islamic work ethics and teachers' commitment. So we accept H4.

A negative value of Beta (table 6) assures the rejection of our supposition that we made in the start of our study. Hypothesis H5 predicted that teacher's self-esteem would not moderate, the criterion variable (job performance). The self-esteem did not moderate the relationship between IWE and JP. So, we rejected, H5.

In case of H6, the Positive value of Beta as shown (in table 7) assures the acceptance of our supposition that we made in the start of our study. Hypothesis H6 predicted that self-esteem will moderate the positive relationship between Islamic work ethics and teachers' Popularity.

Table 5: Moderating effect of Self-esteem between Islamic work ethics and organizational commitment

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	T	ΔR ²
		B	Std. Error	Beta		
1	SE	0.492***	0.119	0.337	4.138	0.215
	IWE	0.208*	0.099	0.171	2.103	
2	SE	0.535***	0.123	0.366	4.341	0.007
	IWE	0.238*	0.102	0.196	2.345	
	ive_x_se	0.034	0.026	0.095	1.295	

Note: The table shows the analysis of the moderating role of the self-esteem between the relationship of IWE and CM and H4 examined. a. Dependent Variable: CM, ***P < 0.001, **P < 0.01, *P < 0.05

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Table 6: Moderating effect of Self-esteem between Islamic work ethics and Job Performance

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	T	ΔR ²
		B	Std. Error	Beta		
1	SE	0.576***	0.102	0.468	5.652	0.189
	IWE	-0.058	0.084	-0.057	-0.684	
2	SE	0.549***	0.106	0.446	5.183	0.003
	IWE	-0.076	0.087	-0.075	-0.876	
	iwe_x_se	-0.020	0.022	-0.069	-0.913	

*Note: The table shows the analysis of the moderating role of the self-esteem between the relationship of IWE and JP and H4 examined. a. Dependent Variable: JP, ***P < 0.001, **P < 0.01, *P < 0.05*

Table 7: Moderating effect of Self-esteem between Islamic work ethics and Popularity of teacher at work place

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	T	ΔR ²
		B	Std. Error	Beta		
1	SE	0.296**	0.109	0.219	2.727	0.225
	IWE	0.344***	0.091	0.305	3.797	
2	SE	0.329**	0.113	0.243	2.917	0.005
	IWE	0.367***	0.093	0.326	3.944	
	iwe_x_se	0.026	0.024	0.078	1.076	

*Note: The table shows the analysis of the moderating role of the self-esteem between the relationship of IWE and PT and H4 examined. a. Dependent Variable: PT, ***P < 0.001, **P < 0.01, *P < 0.05*

Conclusion

In this study, we examine the relationship between Islamic work ethics and employee's organizational commitment, job performance and popularity at work place in model 1. In the second model we analyze the moderating effect of self-esteem between the relationship of Islamic work ethics and employee's organizational commitment, job performance and popularity at work place. In total, we examine six hypotheses and results reflect that H1, H2, H3 H4, H6 are accepted and H5 rejected by us. We conducted this study on educational institutions in Pakistan by considering the teachers as employees. The district Multan, Bahawalpur and Sahiwal from the province of Punjab are selected for this study. Initially, we distributed 250 questionnaires out of which 200 received back to us. We conclude that there is a positive effect of Islamic work ethics on employee's organizational commitment, job performance and popularity of teachers. Further, the self-esteem has a moderating effect on

organization commitment and popularity of teachers at the workplace but limited towards the job performance.

Managerial Implications

As the teachers at secondary schools, graduate and post graduate institutes are the source of producing the individuals which can carry forward the responsibility of a nation. So, such individuals should be cared for and protected like young plants. Analysis of the study broadens the concept of implications of these practices and highlights their worth for the place of work. Ethics are beyond some specific school of thought. They are part of those societies who support and encourage building a true place to live and work through a pure and clean mind who obey the certain set of regulations and try to stick to them. They practice within set boundaries and capitalize their physical and mental resources to produce the required and set objectives. By applying Islamic work ethics results will be entirely different as they reduce the personal motives in one individual and encourage them to perform for collective benefits. It truly converts a single entity or entities into group performing for group outcome. Hence, the responsible and policy makers individuals in any work place should design plan to bring the Islamic values in practice which ultimately will influence their mind and thoughts regarding their strength. We can realize their strength as there are applications of Islamic Practices in many European countries and in America. The application of Umar's law in a number of countries is a true example of their realized value.

Limitations

The primary and Middle school teachers were not considered for the study as their qualification, practices and learning are a bit different from that of secondary schools, colleges and universities teachers and they could not provide the accurate answers for our questions hence we could not get significant and reliable data as well as the results. We cannot say with dead surety that all the respondents have provided more than they knew about the value of these practices. We can also say that they might not have shared the non-perceived practices. Moreover, the questionnaire was a structured one and we could target only mentioned practices and we obtained answers accordingly. We can broaden our analysis by including more aspects influenced by these Islamic work ethics and hence can overcome the limitations we faced in our study. On the other side, we were very much content and satisfied with our method and efforts.

Future Research

Future research may be conducted in other regions of Pakistan and even in other districts of Punjab. Moreover, the current study has been conducted in the education sector so there is also a space to conduct such research in other sectors of the country to make the concept more generalized.

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