Relationship between Job Satisfaction, Job Performance Attitude towards Work and Organizational Commitment

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**Abstract**

Many attempts are made to find determinants of job satisfaction and its relationship with other variables but most of the study is done in the west. This paper utilizes survey data collected form 310 employees of 15 advertising agencies of Islamabad (Pakistan) to test interdependency of job satisfaction and job performance, effect of organizational commitment and attitude towards work on job satisfaction and impact of organizational commitment and attitude towards work on performance. Response patterns, analyzed by gender, education, department, income and age are also discussed. Results show a weak relation between job satisfaction and performance where as organizational commitment has strong positive relation with performance and attitude towards work has a strong positive relation with job satisfaction. The study identifies insignificant impact of organizational commitment on job satisfaction and attitude towards work on job performance.

**Keywords:** Job Satisfaction, Job Performance, Attitude towards work, Organizational Commitment

**1. Introduction**

With advent of globalization one of the leading challenges for Managers is execution of effective human capital strategies to augment firm’s performance. As a result of “pressure to perform”, the worth of satisfied employees becomes more indispensable. Job satisfaction describes that how much happy an individual is with his/her job. According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job and job experiences. The happier the individual, the higher is level of job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz, 2002). As the performance of the employees increases, it will affect firm’s performance and ultimately profitability of the firm. Organizational commitment is defined as “the strength of individual’s identification with and involvement in a particular organization” whereas
Attitude is termed as hypothetical construct that represents an individual’s like or dislike for any behavior (Mowday, Porter, & Steers 1982).

Job satisfaction is the most studied variable in the literature due to its importance in organizational behavior. Different theories about job satisfaction can be found in literature like Affect Theory, Dispositional Theory, Two factor theory also called (Motivator-Hygiene Theory) and Job Characteristics Model. According to Nelson (2006) an employee’s satisfaction is priceless. The frustrated or discouraged employees negatively influence the willingness to do the job. The unsatisfied employees are less committed to the organization which affects their performance and eventually the performance of the firm.

With increase in competition firms have recognized importance of employee’s satisfaction and performance and are developing their human resource capital to compete in this global market.

Some empirical investigation do not fully endorse the relationship between job satisfaction and performance and argue that it is not clear so far that either job satisfaction is dependent on job performance or job performance is dependent on job satisfaction (Bagozzi, 1980). What the case may be but the supposition that employees who are emotionally involved with their organization work harder is a popular one and may provide the justification for many organizational attempts to foster employees’ organizational commitment or identification. Due to its popularity, an attempt is made to empirically test the assumption to check any significant relationship between job satisfaction, job performance, organizational commitment and also attitude of the employees towards work.

The swift increase in the number of service industries has further raised the importance of job satisfaction as in service sector employees have more direct interaction with their clients and profitability of a firm is mostly dependent on the performance of human capital of a firm.

Advertising sector is selected to test the job satisfaction, performance, attitude towards work and organizational commitment of the workers because in this sector the workloads is high and long hours often are the norm. Although advertising workers are highly paid as compared to workers of other organizations but due to long hours working, they are not able to give proper time to other obligations including care to their parents and children’s. It is interesting to note here that most of advertising employees feel proud to be attached with this profession either with the same organization or any other.

In Pakistan the history of advertising can be divided into two phases before and after independence. In the early years of independence most of the ad agencies were operated by foreigners like all industries in Pakistan but after some years of independence the foreign ad agencies were out of the scene and either they leave the country or convert into local companies. Ad industry is in constant state of evolution due to changing cultural values.

This paper examines the relationship of job satisfaction with performance, organizational commitment and attitude towards work. The paper also tests the existence of any relationship between job performance, organizational commitment and attitude towards work. This study will be first of its kind in Pakistan in the sense that it will check the relationship between four variables. Also the effect of demographic variables like gender, income, age, department and education of the respondents on the above said variables is included in the study.

2. Literature Review

A considerable work is done to test the dependency of job satisfaction on various factors including linkage of job satisfaction with organizational commitment, job performance and other work-related outcomes. However much of the research in this area has been carried out in the West. (Yousaf, 1998; Linz et al., 2002; Nelson et al., 2006)

It is important to point out in the beginning that in Pakistan any empirical investigation to measure determinants of job satisfaction i.e. performance, attitude towards work and organizational
commitment is virtually nil. We have to rely mostly on the foreign sources in addition to a few local studies undertaken which indeed did not strictly focus on the current topic.

Researchers found a complex relation between job satisfaction and performance. It is not coherent in the previous literature that whether job satisfaction contributed to performance or performance contributed to job satisfaction (Bagozzi et al., 1980, Linz et al.). Results found by (Yousaf et al., 1998) indicated a significant positive correlation not only between job satisfaction and job performance but also among job satisfaction and organizational commitment and concluded that more the employees are satisfied with their job greater will be there organizational commitment and better will be their job performance.

Relatively little research exists to inspect the relationship between organizational commitment and performance due to the fact that early studies failed to reveal a significant organizational commitment and performance relationship (Shaw, Delery & Abdullah, 2003). The relationship between organizational commitment and job performance found by them was not significant whereas Riketta (2002) conducted a meta-analysis to find relation between organizational commitment and job performance. He found that pay is considered to be an important aspect of job satisfaction. He also clarified the combined effects of job satisfaction, organizational commitment and pay satisfaction on turnover.

Results found by Rotenberry & Moberg (2007) indicated that employees that were more involved in their job were good performers as compared to the employees whose attitude towards work is not good. In other words better attitude towards work resulted in enhanced performance.

There have been several studies into job satisfaction which investigate the impact of demographic characteristics such as age, gender, tenure, cadre and education but the evidence tends to be mixed, with positive and negative relationships sometimes identified for the interactions between same variables. Crossman & Zaki (2003) argued that satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. He also concluded that female employees were more satisfied than their male counterparts with their pay. Also the findings suggested that those with lower educational level were least satisfied. But when the gender descriptor was studied in USA totally different results were obtained. Result showed that females were least satisfied with their pay than male participants (Graham & Messner, 1998).

Tasnim (2006) studied the determinants of job satisfaction among female teachers of government run primary schools in Bangladesh. Her findings showed that perception of job satisfaction differed among male and females. Female were willing to enter into this profession while few male want to adopt the teachers profession. It may be argued that the profession chosen by the researcher is the best to suit females in that society. By using demographic variables Wharton, Rotolo & Bird (2000) observed that workers are part of departments and departments are units of organizations that are in turn influenced by other social contexts so job satisfaction varies with different cultures and societies and it is difficult to reflect the actual sources for job satisfaction.

2.1. Research Theory

Literature shows a positive relationship between job satisfaction, attitude towards work and organizational commitment, but it is not coherent in the contemporary literature that whether job satisfaction contributes to performance or performance contributes to job satisfaction (Bagozzi et al., Linz et al.).

Unlike previous literature this paper not only examines the dependency of job satisfaction on attitude towards work and organizational commitment and interdependency between job satisfaction and job performance but also test the relationship between organizational commitment and attitude towards work with an individual’s performance.

Figure 1 shows the research model of the paper which illustrates the following:

• The dependency of Job satisfaction on organizational commitment and attitude towards work is tested.
The interdependency of job satisfaction with the performance is checked. Dependency of performance on the attitude towards work and organizational commitment is discussed. Five controlled variables gender, cadre, education, income and age of the respondents are also included in the study to check their impact on the job satisfaction.

**Hypotheses**

Hypothesis 1: Organizational commitment and attitude towards work has statistically insignificant impact on job satisfaction.

Hypothesis 2: Organizational commitment and attitude towards work has statistically insignificant impact on performance.

Hypothesis 3: The relation between job satisfaction and job performance is statistically insignificant.

**3. Methodology**

**Sample**

To analyze the level and determinants of job satisfaction among advertising employees in Pakistan, this paper utilizes survey data collected from 310 workers and managers employed in 15 advertising agencies of Islamabad (Pakistan).

Advertising agencies are selected for the survey because of comparatively large sample size, affordable cost, convenience in collecting data and homogeneous nature of the data obtained. The organizations selected have branches all over the Pakistan so the results obtained form the data can be generalized to the whole population.
Instruments & Measures

Twenty eight items (see APPENDIX) are selected to test the dependency of job satisfaction on attitude towards work & organizational commitment and interdependency between job satisfaction and performance. Unlike (Linz et al) this paper also examines the dependency of organizational commitment and attitude towards work on job performance. 28 items are selected to represent the above said four variables. Out of these 28 items five (JSindsatisfy, JSworksatisfy, JSthinkofquit, JSallsatisfy, JSallthinkquit) are used as measure of job satisfaction, eleven items ATWhardwork, ATWwasotime, ATWwelldone, ATWenjoy, ATWenjoyfree, ATWstriving, ATWsmart, ATWrespons, ATWgoodperf, ATWhighprod, ATWjobwell) to quantify attitude towards work, 3 items (Pgoodqual, Pproductivity, Pproblemsolv) to evaluate performance and 9 items (OCpartorg, OCproud, OCchangejob, OCrecemend, OCcontribution, OCcontribute, OCleavejob, OClesswork, OCcommited) are utilized to appraise organizational commitment.

Five controlled variables (Gender, department, Education, Income and Age) are also included in the survey. To gauge the level of these variables five point Likert scale is used in this paper because of its high reliability.

Procedure

Data for this study is collected from employees of advertising agencies of Pakistan through questionnaire (see APPENDIX). We performed a cross-sectional survey of 310 employees of different departments, gender, age, education and income level belonging to 15 organizations. Convenience sampling was used to select a representative sample.

The questionnaire adopted from (Linz et al) included 28 items based on five points Likert scale. For the 22 items (JSindsatisfy, JSworksatisfy, JSthinkofquit, JSallsatisfy, JSallthinkquit, ATWhardwork, ATWwasotime, ATWwelldone, ATWenjoy, ATWenjoyfree, ATWstriving, ATWsmart, ATWrespons, OCpartorg, OCproud, OCchangejob, OCrecemend, OCcontribution, OCcontribute, OCleavejob, OClesswork and OCcommited) response patterns are obtained by asking the respondents to select a number from 1 to 5, where 1=strongly disagree, 2=disagree, 3=neutral response, 4=agree and 5=strongly agree. The first five items are measure of job satisfaction of the respondents. Out of these five items (JSindsatisfy, JSworksatisfy, JSallsatisfy) are positive and (JSthinkofquit, JSallthinkquit) are negative statements.

Three items (ATWgoodperf, ATWhighprod, ATWjobwell) are measured by asking the respondents to choose a number from 1 to 5 whereas 1=always false, 2=false, 3=neutral response, 4=true and 5= always true.

In measure of “attitude towards work” 7 items (ATWhardwork, ATWwasotime, ATWwelldone, ATWrespons, ATWgoodperf, ATWhighprod, ATWjobwell) are affirmative and 4 items (ATWenjoy, ATWenjoyfree, ATWstriving, ATWsmart) are negative.

To measure organizational commitment of the employees 9 items are selected out of these 9 items, 7 items (OCpartorg, OCproud, OCchangejob, OCrecemend, OCcontribution, OCcontribute, and OCcommited) are positive and 2 items (OCleavejob and OClesswork) are negative.

The remaining three items (Pgoodqual, Pproductivity and Pproblemsolv) are measure of performance of the respondent as compared to their coworkers whereas 1=much worse than others, 2=worse than others, 3= similar to others, 4=better than others, 5=much better than others. All of the three items selected to measure performance of the individual as compared to his coworkers are positive in nature.

For all the positive statements it is assumed that higher the number is selected greater will be level of job satisfaction, attitude towards work, performance and organizational commitment and lower the number is selected lesser will be the level of above said variables. In case of negative statements the number selected are inversely proportional to the strength of the above said variables i.e. job satisfaction, attitude towards work, performance and organization commitment of the employees.
To make the names of the items meaningful a prefix is attached to the name of each item i.e. JS for job satisfaction, ATW for attitude towards work, P for performance and OC for organizational commitment.

**Data Analysis Tools**

The software used to analyze the data is not other than statistical package for social sciences. Comparatively latest version of SPSS i.e. “SPSS 15.0 for windows” is used to test our data. Ordered Probit regression is applied to the data to test the results.

**4. Results & Discussion**

To check the satisfaction of advertising employees in Pakistan five items are selected. The items along with their mean can be seen in Table 1. Results show that employees are highly satisfied with their own job and the kind of work they are doing. To check the level of job satisfaction two negative statements are also included in the survey i.e. *I frequently think of quitting this job and people on this job often think of quitting*. Mean of both the negative statements is less than mean of positive statements which show that employees think little of quitting the job. Results also show the perception of the employees that they are more satisfied than their coworkers. Table 2 shows that female employees are more satisfied than their male counterparts. The results are consistent with the literature. It can also be observed from the Table 2 that Employees belonging to administration department are the most satisfied ones, it may be due to the nature of work they are doing. Level of job satisfaction of the employees having education equal to matriculation is greater than any other educational category of the respondents. The reason is that most of the employees having matriculation certificates are dispatch riders and have little to do with other things. Also their pay is relatively high as compared to employees working in other than advertising firms with the same education level. Results also indicate that peoples having age greater than 60 are the most satisfied ones. Employees having income level 50,000 to 100,000 are the least satisfied. The reason is that employees belonging to this category are the most experienced persons and there is greater chance for them to avail opportunities in other agencies or media firms where they can get higher pay and other privileges.

**Table 1:**

<table>
<thead>
<tr>
<th>Mean responses of the employees to different statements</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual satisfaction of the employees</td>
<td>4.6516</td>
</tr>
<tr>
<td>Satisfaction of Individual from the kind of work he is doing</td>
<td>4.1903</td>
</tr>
<tr>
<td>Tendency of an individual to quit the job</td>
<td>3.7355</td>
</tr>
<tr>
<td>Satisfaction of the coworkers of the respondents</td>
<td>4.1452</td>
</tr>
<tr>
<td>Tendency of coworkers of the respondents to quit the job</td>
<td>4.0226</td>
</tr>
<tr>
<td>Perception that hard work makes one a better person</td>
<td>4.4000</td>
</tr>
<tr>
<td>Perception that wasting time is as bad as wasting money</td>
<td>4.3710</td>
</tr>
<tr>
<td>Indication of a person's worth that how well his/her job is done</td>
<td>4.3226</td>
</tr>
<tr>
<td>A person's concern regarding the job after work day is finished</td>
<td>4.1323</td>
</tr>
<tr>
<td>Perception that the principal purpose of job is to provide means for free time</td>
<td>3.6742</td>
</tr>
<tr>
<td>Perception to accept life as it is rather than striving for unreachable goals</td>
<td>3.9226</td>
</tr>
<tr>
<td>Perception that the people who do the things easy way are the smart ones</td>
<td>3.1161</td>
</tr>
<tr>
<td>Likeness of respondents to have a job with lot of responsibility rather than with little responsibility</td>
<td>3.8903</td>
</tr>
<tr>
<td>Agreement of the respondents to the statement that hard work leads to good performance</td>
<td>4.0226</td>
</tr>
<tr>
<td>Agreement of the respondents to the statement that hard work leads to high productivity</td>
<td>4.1613</td>
</tr>
<tr>
<td>Agreement of the respondents to the statement that hard work leads to doing his/her job well</td>
<td>4.4226</td>
</tr>
<tr>
<td>Thinking of respondents that their performance is good as compared to other employees</td>
<td>3.9742</td>
</tr>
<tr>
<td>Thinking of respondents about their productivity as compared to other employees</td>
<td>4.1419</td>
</tr>
<tr>
<td>Perception of respondents about their problem solving ability as compared to others</td>
<td>4.3065</td>
</tr>
<tr>
<td>Feeling of a respondents to consider themselves as part of the organization</td>
<td>4.1419</td>
</tr>
</tbody>
</table>
To test the interdependency between job satisfaction and performance Pearson correlation is applied (Table 3 & 4). Results show a very weak relation between job satisfaction and performance. It indicates that there is no significant relation between job satisfaction and performance. As mean of performance is greater than job satisfaction it suggests that respondents perceive their performance as better than their colleagues and they expect greater reward as compared to their coworkers.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Mean</th>
<th>Department</th>
<th>Mean</th>
<th>Education</th>
<th>Mean</th>
<th>Income</th>
<th>Mean</th>
<th>Age (years)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>3.421</td>
<td>Copy writing</td>
<td>3.575</td>
<td>ssc</td>
<td>4.700</td>
<td>&lt; than 10,000</td>
<td>3.400</td>
<td>15 to 30</td>
<td>3.4483</td>
</tr>
<tr>
<td>Female</td>
<td>3.627</td>
<td>media</td>
<td>3.312</td>
<td>Hssc</td>
<td>3.400</td>
<td>10,000 to 50,000</td>
<td>3.462</td>
<td>31 to 45</td>
<td>3.4492</td>
</tr>
<tr>
<td>Total</td>
<td>3.445</td>
<td>Creative</td>
<td>3.533</td>
<td>Graduation</td>
<td>3.419</td>
<td>50,000 to 100,000</td>
<td>3.176</td>
<td>45 to 60</td>
<td>3.3889</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Client Service</td>
<td>3.321</td>
<td>Master level</td>
<td>3.346</td>
<td>&gt; than 100,000</td>
<td>3.400</td>
<td>&gt; 60</td>
<td>3.6286</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Design</td>
<td>3.409</td>
<td>M.Phil</td>
<td>3.800</td>
<td>Total</td>
<td>3.445</td>
<td>Total</td>
<td>3.4458</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accounts</td>
<td>3.600</td>
<td></td>
<td>3.445</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>IT</td>
<td>3.450</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>admin</td>
<td>3.920</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>others</td>
<td>3.610</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>3.445</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

To examine the impact of organizational commitment and attitude towards work on job satisfaction multiple regression is applied and an interesting result is observed. Outcome (Table 5) of the test implies that attitude toward work has significant impact on job satisfaction but insignificant impact of organizational commitment with job satisfaction is observed. The combined effect of organizational commitment and attitude towards work on job satisfaction is significant with F value =38.694. Test shows that on average 20% variations in job satisfaction are explained by organizational commitment and attitude towards work. Unlike job satisfaction impact of organizational commitment on performance is significant and impact of attitude towards work on performance is insignificant.
Overall model is significant with F-value = 22.7 and R-square = .129 but less significant than the relation between job satisfaction with attitude towards work & organizational commitment.

Table 5:  Regression Coefficients, Standard error in parenthesis, t-values in brackets and p values in Italic

<table>
<thead>
<tr>
<th>Constant</th>
<th>Attitude towards work</th>
<th>Organizational Commitment</th>
<th>R-Square</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.687</td>
<td>0.532</td>
<td>-0.029</td>
<td>.201</td>
<td>38.694</td>
</tr>
<tr>
<td>(.276)</td>
<td>(.064)</td>
<td>(.068)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[6.118]</td>
<td>[8.296]</td>
<td>[-.433]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.000</td>
<td>.000</td>
<td>.666</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent Variable: Job Satisfaction

Table 6:  Regression Coefficients, Standard error in parenthesis, t-values in brackets and p values in Italic

<table>
<thead>
<tr>
<th>Constant</th>
<th>Organizational Commitment</th>
<th>Attitude towards work</th>
<th>R-Square</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.046</td>
<td>0.464</td>
<td>0.081</td>
<td>.129</td>
<td>22.697</td>
</tr>
<tr>
<td>(.328)</td>
<td>(.081)</td>
<td>(.076)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[6.232]</td>
<td>[5.757]</td>
<td>[1.058]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.000</td>
<td>.000</td>
<td>.291</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent Variable: Performance

5. Conclusion
It can be concluded from the above discussion that performance of an employee is weekly related with job satisfaction which is consistent with the finding of (Bogozzi et al.). The study also explains that employees having greater organizational commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work. The findings that female employees are more satisfied as compared to their male counterparts is also confirmed by (Tasnim et al., 2006)

Although first of its kind in Pakistan the study has some limitations. One of limitation is that only one city of the country is selected for the study due to time constraints which may not be a good representative of whole population. Further study in other cities is required to confirm the results.
References

Appendix

This questionnaire is about an explanatory research of “Job Satisfaction in Pakistan” and the questions cover 3 important dimensions of Job Satisfaction. The information retrieved will be used for research purpose only.

Please, carefully read the following and mark the appropriate answer. Your valuable response will be very helpful in this regard.

Gender

<table>
<thead>
<tr>
<th></th>
<th>M</th>
<th>F</th>
</tr>
</thead>
</table>

Department

<table>
<thead>
<tr>
<th></th>
<th>Master</th>
<th>M.Phil</th>
<th>Ph.D</th>
</tr>
</thead>
</table>

Education

<table>
<thead>
<tr>
<th></th>
<th>SSC</th>
<th>HSSC</th>
<th>Graduation</th>
</tr>
</thead>
</table>

Income Level (Rs.)

<table>
<thead>
<tr>
<th></th>
<th>&lt;10,000</th>
<th>10,000 to 50,000</th>
<th>50,000 to 100,000</th>
<th>&gt;100,000</th>
<th>Age</th>
</tr>
</thead>
</table>

Please specify your agreement or disagreement with the following statements by marking the appropriate response where as 1 = strongly disagree, 2= disagree, 3 is interpreted as a neutral response, 4= agree and 5= strongly agree.

Generally speaking, I am very satisfied with this job.  
1  2  3  4  5

I am generally satisfied with the kind of work I do in this job.  
1  2  3  4  5

I frequently think of quitting this job.  
1  2  3  4  5

Most people on this job are very satisfied with the job.  
1  2  3  4  5

People on this job often think of quitting.  
1  2  3  4  5

Hard work makes one a better person.  
1  2  3  4  5

Wasting time is as bad as wasting money.  
1  2  3  4  5

A good indication of a person’s worth is how well his/her job is done.  
1  2  3  4  5

When the workday is finished, a person should forget his job and enjoy himself.  
1  2  3  4  5

The principal purpose of a person’s job is to provide means for enjoy free time.  
1  2  3  4  5

Whenever possible, a person should relax and accept life as it is rather than always striving for unreachable goals.  
1  2  3  4  5

People who “do things the easy way” are the smart ones.  
1  2  3  4  5

If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility  
1  2  3  4  5
For the following three statements please indicate how often it is true whereas 1=always untrue 2=untrue, 3=neutral response, 4=true and 5= always true

Working hard leads to good performance.  

Working hard leads to high productivity.  

Working hard leads to doing my job well.  

Please mention the appropriate response for the following statements whereas 1=much worse than others, 2=worse than others, 3=similar to others, 4=better than others, 5=much better than others

Compared to other employees doing similar work, the overall quality and quantity of my performance is good.  

Compared to other employees doing similar work, how productive are you?  

Compared to other employees doing similar work, how well do you anticipate problems that may arise and try to prevent them or minimize their effects?  

Please specify your agreement or disagreement with the following statements by marking the appropriate response whereas 1=strongly disagree, 2=disagree, 3 is interpreted as a neutral response, 4=agree and 5=strongly agree.

I feel myself to be a part of this organization.  

I am quite proud to be able to tell people the company for whom I work.  

The offer of a little more money with another company would not seriously make me think of changing jobs.  

I would recommend a close friend to join this company.  

To know that my own work has made a contribution to the good of the organization would please me.  

In my work I like to feel that I am making some contribution, not for myself but for the organization as well.  

I sometimes feel like leaving this company for good.  

I am not willing to do more than my job description requires just to help the Organization.  

Even if the company were not doing well financially, I would be reluctant to change to another company.