

The Influence of Islamic Work Ethics on Job Satisfaction and Organization Commitment

Muhammad Nouman Shafique¹, Muhammad Haseeb^{2,3}, Naveed Ahmad³
Mahboob Khurshid⁴, Hussain Ahmad²

1, Ph.D Scholar Preston University, Islamabad

2, Department of Business Administration, Federal Urdu University of Arts Science and Technology, Islamabad

3, Department of Business Administration, Lahore Leads University, Pakistan

4, MS. Scholar COMSATS Institute of Information Technology, Islamabad

Abstract

This paper explain us how Islamic work ethics influence on job satisfaction as well as organization commitment on Pakistani agriculture sector. Good organization develops some ethics so that employees will understand their duties and responsibilities. In Islam, ethics is very key component and historically proved also. Islamic work ethics has a positive influence on both job satisfaction as well as organization commitment. For those who want to research more on this topic for them limitations and suggestions also discussed at the end of the paper.

Keywords: Work Ethic, Commitment, Job Satisfaction, National Cultures, Islam

Introduction

As business become more globalized and organization are facing many problems. Ethics is one of them that effect on organization performance, profit and losses and sometimes effect on survival of organization. There are so many firms are our surrounding's that face unethical issues and due to this problem public perception effect ,firm face too much loss and some organization lead to bankruptcy. We have so many examples in Western and Pakistani corporations that effected (e.g., Enron, PIA, Pakistan Railway and PTCL etc.).

When corporations failed then researcher research on it and find some facts. Such kind of companies gained a lot of interest of the research companies. Scholars are finding a theory that is based upon Max weber theory. The weber school of thought focus on work ethics. Cherrington (1995) said that weber theory contains many elements like hard work, long work with no free time orientation of employees and wise investment. Rakhman (2010) criticized the weber theory and he said that this model is only effective for western culture and not implement and work in Islamic culture. After this organization are more concerned for finding new ethics that work effectively and in desired way.

Previous researches concluded that work ethics is closely related with job satisfaction and organization commitment conducted by different scholars (vitell& Davis, Yousaf 2001 etc.).The Islamic republic of Pakistan is on important strategic location. According to (Norton, Alston 1995) every country set some sort of goals and they put effort for achieving them similarly Pakistan have also three major goals. (1) Efficiency (2) Equity (3) Security.

As everybody know agriculture is important for country because agriculture contribution in GDP and GDP lead to success as well as failure. According to economic survey of Pakistan 2012-13 agriculture sector is contributing 21% in GDP and generate 45% employment for the people of Pakistan.60% rural population depend upon this sector. Agriculture has vital role in food, generating employment and reducing poverty. But few years ago it contribute 26% in GDP and now 21% because of low investment and unethical issues. Ethics play a vital role in development of sector and if some sector face unethical issues then it will impact negative on organization performance. Baker (2005) we need to understand that what is legal and what is illegal. Who respect to whom who earned more money whether they earn illegal way.so it's important for us to focus on human resources and ethics code.

Previous researches were conducted on western culture and in other Muslim country with limited size and sector. But there are few studies were conducted on Islamic work ethics but no study on agriculture sector.so that's why we identified a gap in Islamic work ethics. Previous researches were focus on banking sector and they suggest us in their limitations to research on different sector so that's why we have selected agriculture sector. We therefore look at effects of Islamic work ethics on job satisfaction and organization commitment keeping in mind that it is very important topic.

Literature Review

Business are going to more globalized and less trade barriers or removal of trade barriers put some sort of interest in the topic of ethics behaviour.(Jones,1991).

According to Morf (1999) ethics is a process that individual should focus while making his/her decision so society get better outcomes. According to Mahdavi (2003), ethics is profound function of making behaviour of individual. According to Beekun (1997), ethics is a process that tell us what kind of thing we have to do and

from what kind of things we should keep for away.

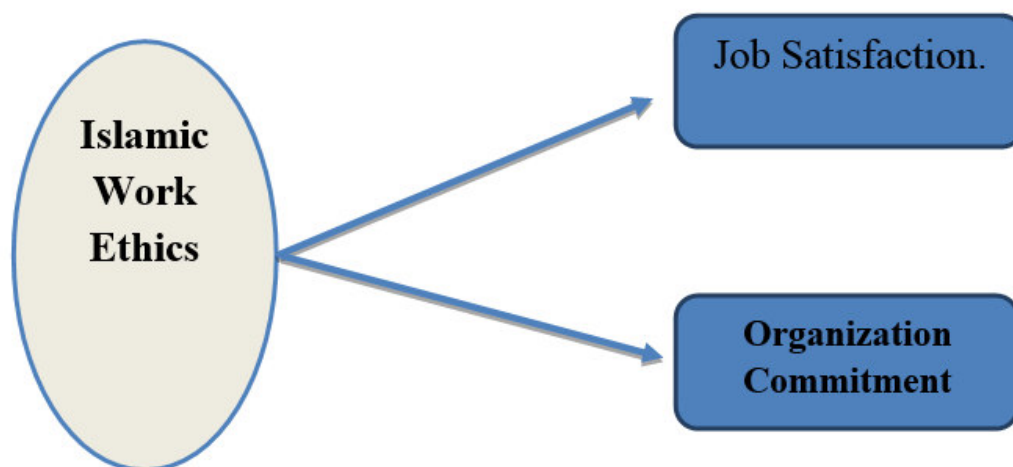
In 2008, Rizk said that Islamic work ethics is essential component for every company and employees and staff can get virtue through Islamic work codes. Islam also tell us that follow the ethical values in every prospectus of life so you will become successful. According to Rizk Islamic work ethics actually based on Quran and life of Prophet Muhammad (PBUH).

Quran tell us that do your work with full faith and don't do laziness and don't waste your time (Ali, 2007; Yousaf 2000).according to Hayaati (2007), Islamic ethics is actually good behaviour, good action and thinking.mostly researchers believe on this concept that Islamic work ethics is doing the right work on time with full faith and good thinking society and other people get benefit and respect other people also.

According to Rashid (2005) in Islam if we explain ethics in one sentence than we can say ethics is offshoot of Eman, and you all will be agree if we say that in Islam ethics is Akhlak.This Akhlak was implemented by Prophet P.B.U.H in their life (McGee 2012).We can also say that ethics in Islam is Khayr, qist, adal, haqq and taqwa. Quran Majeed also describe the importance of Islamic ethics several times so as a Muslim we should learn from our Quran Majeed and implement those ethics that are discussed so successful life and keep away from those that are not important for us as well as they effect on society. In Quran Majeed it is clearly mentioned that "Those who trust on Allah and they do good as Allah says then they are best of creatures" (Quran 29: 7)

Muslim scholar understand the importance of Islamic work ethics and then they started working on it through research and they all were agreed that Islamic ethics is beneficial for every human.Ali & Al Owaihan (2008), criticize the weber theory that focus on wages, quality of work, monopoly, greed etc. And they stated that in Islam work is integral key of human life. According to Arslan (2000&2001) he also refuse the weber theory because he compares two different countries in one research and get amazing results .countries include united kingdom and Turkey they were using protestant work ethics .the results of Arslan research indicate that weber theory cannot be implemented on all the countries. It is totally fail in religious point of view then every scholar were working to find something new. After this Muslim scholar give their theory about Islamic work ethics that is acceptable by every countries and now they all are using Islamic code in their organization and they all are successful.

Theoretical Framework



Islamic Work Ethics and Job Satisfaction

We have so much literature on job satisfaction since 1930.today Job satisfaction is most common variables in business and researches not only in western countries but also in country like Pakistan such as Sadozi, Zaman, Marri & Ramay (2012), Riaz&Ramay(2010).

Through job satisfaction we can determine different things like attitudes (Lcoke,19760), feelings(Arches19991) and job itself(French,1982 and Vardi 1984).in 2001 rose suggest that we can explain job satisfaction through two different dimension one is intrinsic and second one is extrinsic satisfaction. Similarly different people focus on qualitative aspect of job satisfaction like responsibility, autonomy and supervision etc. Some people focus on quantitative aspect of job like working hours, safety and bonuses etc.

Job satisfaction impact positively on individual as well as organization performance and vice versa(spector,1997).If job satisfaction is higher than job turnover ratio is low(boles,Johnston&hair,19997).in 2000,Yousef said that if we want to determine the factors that reduce satisfaction level we should understand first relationships between job satisfaction and Islamic work ethics. According to previous results of researches job satisfaction is close relationship with work ethics (Despande, 1996; koh and Boo, 2001; Yousef, 2001).on our observation we draw hypothesis

H1. Islamic Work Ethics will increase job satisfaction.

Islamic Work Ethics and Organizational Commitment

Work ethics and organization commitment are closely link with each other and receive a lot of attention (Yousef, 2001).work ethics encourages employees to work hard. According to Allen and Mayer (1990) through organizational commitment employees attaches to an organization. Organization commitment is the relationships between employees and employing organizations, Maahdavi (2001). According to (Boon&Arumugam, 2006), for achieving organization commitment employer help their employees and give them value. If organization support well than employee stay more with organization. Based on the observations we can draw a hypothesis.

H2. Islamic Work Ethics will increase organizational commitment.

Job Satisfaction and Organizational Commitment

Job satisfaction and organization commitment extensively researched due to impact on organization function (Angel&Perry; 1981; Dewar & Werbel, 1979; Farkas & Tetrick, 1989 Wiener, 1982; Williams and Hazer, 1986).these two variables also impact on employee turnover, performance so these are vital concepts that cannot be over. According to different result mostly professions found a positive relationship between them (Almeer 1995; Knoop, 1995; Smith, 1996; Al-Aameri, 2000).According to Feinstein & Vondrasek (2001), satisfaction level would determine the commitment of organization. Different researches were conducted on this topic in western culture and Zafar(2006) in Pakistan was also research on topic of organization commitment according to him personal characteritics.job satisfaction and organization justice were significantly related to organization commitment of the university teachers. According to the result of Bashir & Ramay (2008), career opportunities and work life policies in IT professionals are

Correlated with organizational commitment, but job characteristics do not determine Their organizational commitment. According to Bashir (2008), career opportunities and work life policies are correlated with organizational commitment, and job characteristics do not determine their organizational commitment. Based on the observations we can draw a hypothesis.

H3. There is a relationship between job satisfaction and organizational commitment.

Conclusion

This study examines the relationships between the Islamic work ethic and both organizational commitment and job satisfaction. It also explores the moderating effects of the Islamic work ethic on the relationships of organizational commitment and job satisfaction, and that of national culture (nationality) on the relationship between the Islamic work ethic and both job satisfaction and organizational commitment. We obtained evidence that the Islamic work ethic directly affects both organizational commitment and job satisfaction, and that it moderates the relationship of organizational commitment and job satisfaction. The results also show that national culture does not moderate the relationship between the Islamic work ethic and both job satisfaction and organizational commitment. Furthermore, it was found that support of the Islamic work ethic increases with increase in age, education level and work experience.

References

- Abboushi, S, 1990, "*Impact of individual variables on the work values of Palestinian Arabs*", International Studies of Management & Organization, 20, 3, 53-68.
- Abeng, T, 1997, "*Business ethics in Islamic context: perspectives of a Muslim business leader*", Business Ethics Quarterly, 7, 3, 47-54.
- Adeyemi-Bello, T, 1994, "*Work values of males and females: a developing country's example*", International Journal of Management, 11, 4, 940-5.
- Ahmad, K, 1976, Islam: Its Meaning and Message, Islamic Council of Europe, London.
- Aldag, R.J, Brief, A.P, 1975, "*Some correlates of work values*", Journal of Applied Psychology, 60, 757-60.
- Ali, A, 1986/1987, "*The Arab executive: a study in values and work orientation*", American-Arab Affairs, 19, 94-100.
- Ali, A, 1988, "*Scaling an Islamic work ethic*", The Journal of Social Psychology, 128, 5, 575-83.
- Ali, A, 1989, "*A comparative study of managerial beliefs about work in the Arab States*", Prased, B, Advances in International Comparative Management, 4, JAI Press, Greenwich, CT, 95-112.
- Ali, A, Al-Shakis, M, 1985, "*Managerial value systems for working in Saudi Arabia: an empirical investigation*", Group & Organization Studies, 10, 2, 135-51.
- Ali, A, Azim, A, 1994, "*Islamic work ethic and organization in development*".
- Ali, A.J, 1987, "*Values system as predictor of work satisfaction of Arab executives*", International Journal of Manpower, 18, 2, 3-6.
- Ali, A.J, 1992, "*The Islamic work ethic in Arabia*", The Journal of Psychology, 126, 5, 507-19.

- Ali, A.J, Azim, A, Krishnan, K.D, 1995a, "*Expatriates and host country nationals: managerial values and decision styles*", Leadership & Organization Development Journal, 16, 6, 27-34.
- Ali, A.J, Falcone, T, Azim, A.A, 1995b, "*Work ethic in the USA and Canada*", Journal of Management Development, 14, 6, 26-34.
- Baugh, S.G, Roberts, R.M, 1994, "*Professional and organizational commitment among engineers: conflicting or complementary?*", IEEE Transactions on Engineering Management, 41, 2, 108-14.
- Bedeian, A.G, Armenakis, A.A, 1981, "*A path-analytic study of consequences of role conflict and ambiguity*", Academy of Management Journal, 24, 417-28.
- Beutell, N.J, Brenner, O.C, 1986, "*Sex differences in work values*", Journal of Vocational Behavior, 28, 1, 29-41.
- Bhuiyan, S.N, Al-Shammari, E.S, Jefri, O.A, 1996, "*Organizational commitment, job satisfaction and job characteristics: an empirical study of expatriates in Saudi Arabia*", International Journal of Commerce & Management, 6, 3/4, 57-70.
- Blood, M.R, 1969, "*Work values and job satisfaction*", Journal of Applied Psychology, 53, 6, 456-9.
- Bokemeir, J.L, Lacy, W.B, 1987, "*Job values, rewards and work conditions as factors in job satisfaction among men and women*", Sociological Quarterly, 28, 189-204.
- Brief, A.P, Aldag, R.J, 1980, Sociology of Work and Occupations, 7, 710-21.
- Cherrington, D, 1980, The Work Ethic: Working Values and Values that Work, AMACOM, New York, NY.
- Chusmir, L.H, Koberg, C.S, 1988, "*Religion and attitudes toward work: a new look at an old question*", Journal of Organizational Behavior, 9, 251-62.
- Chusmir, L.H, Parker, B, 1991, "*Gender and situational differences in managers' values: a look at work and home lives*", Journal of Business Research, 23, 323-35.
- Clark, C.E, Larkin, J.M, 1992, "*Internal auditors: job satisfaction and professional commitment*", Internal Auditing, 8, 1, 9-17.
- Congleton, R, 1991, "*The economic role of a work ethic*", Journal of Economic Behavior and Organization, 15, 3, 365-85.
- Curry, J.P, Wakefield, D.P, Price, J.L, Mueller, C.W, 1986, "*On the causal ordering of job satisfaction and organizational commitment*", Academy of Management Journal, 29, 4, 847-58.
- Davidson, N, 1983, "*The relationship between self-esteem and vocational needs, job satisfaction and counseling outcome*", unpublished doctoral dissertation, University of Minnesota.
- DeConinck, J, Bachmann, D.P, 1994, "*Organizational commitment and turnover intentions of marketing managers*", Journal of Applied Business Research, 10, 3, 87-95.
- Dipboye, W.J, Anderson, W.F, 1959, "*The ordering of occupational values by high school freshman and seniors*", Personnel and Guidance Journal, 38, 121-4.
- Dubinsky, A.J, Borys, R.H, 1981, "*A path analytic study of causes and consequences of retail sales people's role conflict and ambiguity*", AMA Educator's Conference Proceedings, American Marketing Association, Chicago, IL.
- Elizur, D, Borg, I, Hunt, R, Magyaribeck, I, 1991, "*The structure of work values: a cross cultural comparison*", Journal of Organizational Behavior, 12, 1, 21-38.
- England, G, Dhirgra, O, Agarwal, N, 1974, The Manager and the Man, Kent State University Press, Kent, OH.
- Fisher, C.D, Gitelson, R, 1983, "*A meta-analysis of the correlates of role conflict and ambiguity*", Journal of Applied Psychology, 68, 320-33.
- Fletcher, C, Williams, R, 1996, "*Performance management, job satisfaction and organizational commitment*", British Journal of Management, 7, 2, 169-79.
- Flowers, V, Hughes, C, Myers, M, Myers, S, 1975, Managerial Values for Working-An AMA Survey Report, AMACOM, New York, NY.
- Fodor, G, 1990, "*Attitudes anchor Harbor sales*", Industrial Distribution, 79, 6, 20-4.
- Frick, H.L, 1995, "*The relationships of national culture, gender and occupation to the work values of employees of an international organization*", Journal of International Business Studies, 26, 3, 673.
- Fruehling, R.T, 1980, "*Vocational needs and their life-history correlates for high school students*", University of Minnesota.
- Furnham, A, 1990, "*A content, correlational, and factor analytic study of seven questionnaire measures of the Protestant work ethic*", Human Relations, 43, 4, 383-99.
- Furnham, A, Muhiudeen, C, 1984, "*The Protestant work ethic in Britain and Malaysia*", The Journal of Social Psychology, 12, 157-61.
- Furnham, A, Rajamanickam, R, 1992, "*The Protestant work ethic and just world beliefs in Great Britain and India*", International Journal of Psychology, 27, 6, 401-16.
- Gomez-Mejia, L.R, 1983, "*Sex differences during occupational socialization*", Academy of Management Journal, 26, 492-9.
- Goodale, J, 1973, "*Effects of personal background and training on work values of the hard-core unemployed*",

- Journal of Applied Psychology, 57, 95-109.
- Igbaria, M, Guimaraes, T, 1993, "*Antecedents and consequences of job satisfaction among information center employees*", Journal of Management Information Systems, 9, 4, 145-74.
- Jensen, T.D, White, D.D, Singh, R, 1990, "*Impact of gender, hierarchical position, and leadership style on work-related values*", Journal of Business Research, 20, 145-52.
- Jones, A.P, 1984, "*Organizational reward systems: implications for climate*", Motivation and Emotion, 8, 259-74.
- Jones, H.B. Jr, 1997, "*The Protestant ethic; Weber's model and the empirical literature*", Human Relations, 50, 7, 757-78.
- Kidron, A, 1978, "*Work values and organizational commitment*", Academy of Management Journal, 21, 2, 239-47.
- Liou, K.T, 1995, "*Understanding employee commitment in the public organization: a study of the Juvenile Detention Center*", International Journal of Public Administration, 18, 8, 1269-95.
- McClelland, D, 1961, *The Achieving Society*, Free Press, New York, NY.
- McNeilly, K.M, Russ, F.A, 1992, "*The moderating effect of sales force performance on relationships involving antecedents of turnover*", Journal of Personal Selling & Management, 12, 1, 9-20.
- Mannheim, B, 1993, "*Gender and the effects of demographic, status, and work values on work centrality*", Work and Occupations, 20, 1, 3-22.
- Meglino, B.M, Ravlin, E.C, Adkins, C.L, 1989, "*A work values approach to corporate culture: a field test of the value congruence process and its relationship to individual outcome*", Journal of Applied Psychology, 74, 3, 424-32.
- Morrow, P.C, Goetz, J.F., Jr, 1988, "*Professionalism as a form of work commitment*", Journal of Vocational Behavior, 32, 92-111.
- Morrow, P.C, McElroy, J.C, 1987, "*Work commitment and job satisfaction over three career stages*", Journal of Vocational Behavior, 30, 330-46.
- Mowday, R.T, Steers, R.M, Porter, L.W, 1979, "*The measurement of organizational commitment*", Journal of Vocational Behavior, 14, 224-47.
- Nasr, S.H, 1984, "*Islamic work ethics*", Hamdard Islamicus, 7, 4, 25-35.
- Oliver, N, 1990, "*Work reward, work values, and organizational commitment in an employee-owned firm: evidence from the UK*", Human Relations, 43, 6, 513-26.
- Oliver, R.L, Brief, A.P, 1977-1978, "*Determinants and consequences of role conflict and ambiguity among retail sales managers*", Journal of Retailing, 53, 47-58.
- Porter, L.W, Steers, R.M, 1973, "*Organizational, work, and personal factors in employee turnover and absenteeism*", Journal of Applied Psychology, 80, 151-76.
- Putti, J.M, Aryee, S, Liang, T.K, 1989, "*Work values and organizational commitment: a study in the Asian context*", Human Relations, 42, 3, 275-88.
- Ralston, D.A, Holt, D.H, Terpstra, R.H, Kai-Cheng, Y, 1995, "*The impact of culture and ideology on managerial work values: a study of the USA, Russia, Japan, and China*", Moore, D.P, Academy of Management Proceedings, 6-9.
- Randall, D, Cote, J, 1991, "*Interrelationships of work commitment constructs*", Work and Occupations, 18, 2, 194-211.
- Rizzo, J, House, R.J, Litzman, S.I, 1970, "*Role conflict and ambiguity in complex organizations*", Administrative Science Quarterly, 15, 150-63.
- Rowe, R, Snizek, W.E, 1995, "*Gender differences in work values-perpetuating the myth*", Work and Occupations, 22, 2, 215-29.
- Russ, F.A, McNeilly, K.M, 1995, "*Links among satisfaction, commitment, and turnover intentions: the moderating effect of experience, gender and performance*", Journal of Business Research, 34, 1, 57-65.
- Saks, A.M, Mudrack, P.E, Ashforth, B.E, 1996, "*The relationship between the work ethic, job attitudes, intentions to quit, and turnover for temporary service employees*", Canadian Journal of Administrative Sciences, 13, 3, 226-36.
- Stone, E.F, 1975, "*Job scope, job satisfaction, and the Protestant ethic: a study of enlisted men in the US Navy*", Journal of Vocational Behavior, 7, 215-24.
- Stone-Romero, E.F, Anderson, L.E, 1994, "*Relative power of moderated multiple regression and the comparison of subgroup correlation coefficients for detecting moderating effects*", Journal of Applied Psychology, 79, 3, 354-9.
- Taylor, R.N, Thompson, M, 1976, "*Work value systems of young workers*", Academy of Management Journal, 19, 532-6.
- Vandenberg, R.J, Lance, C.E, 1992, "*Examining the causal order of job satisfaction and organizational commitment*", Journal of Management, 18, 1, 153-67.

- Wayne, F.S, 1989, "*An instrument to measure adherence to the Protestant ethic and contemporary work values*", Journal of Business Ethics, 8, 10, 793-804.
- Weber, M, 1958, *The Protestant Ethic and the Spirit of Capitalism*, Charles Scribner's Sons, New York, NY.
- Weiss, D, Davis, R, England, G, Lofquist, L, 1967, *Manual for the Minnesota Satisfaction Questionnaire*, University of Minnesota Industrial Relation Center, Minneapolis, MN.
- Whelen, R.M, 1972, "*The effects of part-time employment on vocational need patterns of students*", unpublished doctoral dissertation, University of Minnesota, MN.
- Wijting, J.P, Arnold, C.R, Conrad, K.A, 1978, "*Generational differences in work values between parents and children and between boys and girls across grade level 6, 9, 10 and 12*", Journal of Vocational Behavior, 12, 245-60.
- Wong, C, Hui, C, Law, K.S, 1995, "*Causal relationship between attitudinal antecedents to turnover*", Academy of Management Journal, 342-6.
- Yavas, U, Luqmani, M, Quraeshi, Z, 1990, "*Organizational commitment, job satisfaction, work values: Saudi and expatriate managers*", Leadership and Organization Development Journal, 11, 2-12.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:
<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

