

The Effect of Employee's Perception of Corporate Social Responsibility on their Level of Motivation

SAIMA SAJID

(Corresponding Author)

Department of Economics, GC Women University Sialkot, Pakistan.

Email: saima.sajid@gcwus.edu.pk

SYED SAQLAIN UL HASSAN

Faculty of Law, University of Sialkot, Pakistan.

Email: syedsaqlain.hassan@uskt.edu.pk

SIDRA KANWEL

Faculty of Law, University of Sialkot.

Email: Sidra.kanwel@uskt.edu.pk

KHAWAJA ASIF MEHMOOD

School of Economics, Bahauddin Zakariya University, Multan.

Email: khawajaasif@bzu.edu.pk

Abstract

Corporate social responsibility (CSR) is primarily researched at the corporate level. Few researchers (e.g., Peterson, 2004) examined in what way each worker (the firm's internal audience) develops attitudes and actions based on their perceptions of CSR. The most suitable approach to the current study was explanatory analysis since it depended upon first-hand information. The survey based on a questionnaire was conducted on 1000 employees of the sales department of different cellular companies in Pakistan. The data was collected through simple random sampling. The data were analyzed using SPSS, and cross-tabulation was used to determine the Employee's perception of CSR (independent variable) on employees' level of motivation (dependent variable). The main purpose of this study is to examine the employee's perception of CSR and their level of motivation. The following are some salient findings of the study: The majority of those surveyed declared that they had favorable CSR impressions of their organization. It was observed that better performance and productivity of the labor force depend on the behavior of the organization. The present research discovered a substantial link between CSR perception and employee motivation level. Hence in light of the present research findings, it is possible to conclude that employee perception of corporate social responsibility positively impacted employee level of motivation organizations should be worried about the way employees perceive these three corporate citizenship characteristics to develop a productive workforce. If companies focus on legal/ethical and charitable duties while ignoring employee responsibilities, they risk developing just the motivation of their workers, staying weak, and performance being degraded. This research fills a gap in the previous studies by demonstrating how workers' opinions about corporate social responsibility influence their motivation's extent at the corporate level. The first-hand information was collected from a survey of 1000 employees of different cellular/mobile phone companies in the Punjab region of Pakistan.

Keywords: Corporate Social Responsibility, Employee, Motivation, Satisfaction, Telecommunication.

Introduction

Corporate social responsibility (CSR) became the special focus of the business development process due to its beneficial impacts on human capital, managing change, well-being and safety, and the treatment of workers (Ishaq et al., 2023) and employees' level of motivation. It further strengthens the kinds of connections that exist between employees and business policy, along with the validation of CSR via "community engagement with workers' representatives" and collaboration with "workers' representatives" (González-Ramos et al., 2023).

Employees are the company's most valuable asset. (Sarfraz et al., 2018; Atmaja et al., 2023; Putri et al., 2023 and Simbolon et al., 2023). The success of a business organization is solely depending upon employees (Okwuise and Ugherughe, 2023). A motivated workforce is the real asset of any company (Gartenberg, 2023). So, it is very important to design the jobs in such a way that improves employees' level of motivation. For instance, A firm ought to be answerable to its workforce and the communities in which they live because workers' views of CSR trigger emotional, attitudinal, and behavioral reactions (Gonzalez-De-la-Rosa et al., 2023).

CSR has never been a novel idea in Asia. International groups, advocates, and regulators are all taking numerous actions (Yao, 2023). Asian governments are starting to recognize that the strategic CSR collaboration between both the private and public sectors not only helps to boost economic growth but also assures that growth is supported by equitable people-centered social policies (Fox et al., 2002). Communicating with Cell phones is frequently associated with increased productivity (Zang et al., 2023). Several ways in which cell phones affect productivity are being recognized in Pakistan. Salary and worker benefits; contractual charges; taxation and regulating charges; business social duty as well as dividends have all directly produced economic value in Pakistan (Amir and Siddiqui, 2023).

In Pakistan, a mobile communication sector provides substantial advantages to the country on a physical, social, and economic level (Shafique and Mahmood, 2008). In only five years, coverage of the population grew swiftly to 70%, whereas cellphone usage increased considerably, with geographical coverage currently overtaking the coverage of operators.

The present research is an attempt to study the impact of employees' perception of CSR on employee motivation. CSR is perhaps the only effective way of managing a company's effectiveness and motivating its employees (Schwartz and Kay, 2023). Recently CSR has turned out to be a famous terminology in the business world (Van Nguyen and Ha, 2023). The company's responsibility is not only to maximize its profit but its policies must be owned by communities, employees, and all stakeholders (Berniak-Woźny et al., 2023). Moreover, employees must be the main concern in business development programs. The increased use of cell phones and their associated positive effects on society and the economy is a notable success story (Jiang et al., 2023). Cell phones have revolutionized the way individuals do business in Pakistan (Qureshi and Rashid, 2023). So, in the present study, a survey is conducted from employees of different mobile companies in Pakistan in the Punjab region to examine the employee's perception of CSR and their level of motivation.

Literature Review

Corporate social responsibility (CSR) is primarily researched at the corporate level. Few researchers (e.g., Peterson, 2004) examined in what way each worker (the firm's internal audience) develops attitudes and actions based on their perceptions of CSR. This research fills a gap in the previous studies by demonstrating how workers' opinions about corporate social responsibility influence their motivation's extent. The study expands on the work of Maignan et al. (1999), as well as Maignan & Ferrell (2000, 2001a, 2001b), Peterson (2004), Küskü and Zarkada-Fraser (2004), and Bramer et al. (2005). The research of Maignan et al. (1999) and Küskü and Zarkada-Fraser (2004) examined every factor at the organizational

levels of study. The primary concern of this study is psychological climates (Burke et al., 2002). This study analyzes people's opinions of their organizations' economic, legal, moral, and discretion duties without collecting these views at the organizational level of investigation. It has been defined as an "individual's psychologically meaningful representations of proximal organizational structures, processes, and events" (Parker et al., 2003, p. 390). A suitable technique for studying the historical context of organizational commitment and the level of motivation of employees due to people's personal views and evaluations (rather than the objective situation itself) allows them to observe that which the company takes action after which it reciprocates (Martin et al., 2005; Peterson, 2004). According to research, worker attitudes and behaviors are highly impacted by how equitable they believe the company's actions to be (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Workers frequently depend on views of justice to determine if leadership is reliable, and unbiased, and is going to handle them like legitimate participants in the firm. Judicial researchers frequently investigate the outcomes, techniques, and interpersonal care received by the person making the decision, with an emphasis on how employees think they have been treated. Thus, many have claimed that judicial considerations are primarily self-interested in the sense that pursuing self-interested justice safeguards persons' results and offers proof of their rank and status within the organization.

Vidhya and Kavitha (2023), empirically examined that the significant benefits of fostering employee empowerment include enhanced confidence in leadership, greater inspiration, more innovation as well as a higher rate of employee retention. Employees' extra-role actions were influenced by corporate social responsibility attributions (Afridi et al., 2023). According to Asante Boadi et al., (2020), corporate social responsibility activities at a business and organizational level had a beneficial influence on internal motivation whereas did not affect external motivation. Justice in the workplace moderated the relationship between employees' perceptions of CSR and their outcomes (Sarfray et al., 2018). According to Hur et al. (2018), employees' perceptions of corporate social mobility have been favorably associated with employee creativity mediated by compassion at work and intrinsic motivation. Korschun et al. (2009) performed research on the efficiency of CSR as a marketing tool for workers as well as clients. They tried to examine worker reactions to CSR from two different viewpoints: from consumers inside of CSR and as initiators of strong ties to clients using what they do as a frontline worker. The study's findings reveal that, when provided with personnel-specific contingent factors, CSR develops worker recognition among the firm and its clients, eventually contributing to increased work satisfaction, lower leave intentions, and more client orientation on the employees' side. They found that if employees were familiar with and actively participated in CSR, their performance improved.

This research is relevant to the present research as it showed that corporate social responsibility has an obvious link with employee behavior, like commitment, identification, motivation, and job satisfaction. Employees' behavior is an important factor for a successful business. Knox and Makon (2007) performed a qualitative analysis of CSR policy and practices at several large global corporations. Their main objective was to look at a few of the basic reasons why CSR reporting appeared to be having risen with minimal effect on business choices. Furthermore, they provided a paradigm that was created throughout the study that ties CSR to both business and societal results. The major findings of their study were that effective CSR programs reduced a firm's exposure to risks. Sriramesh et al. (2007) attempted to identify CSR perceptions among a sample of corporate executives in Singapore, in addition to CSR behaviors within a sample of Singapore firms. According to the results, several of the corporations had broadly understood CSR's concept.

D.E.Rupp et al (2006) conducted a study on employee reaction to corporate social responsibility. According to the research, individual workers as participants in the organization were concerned about, contributed to, and responded to a company's developing social consciousness, so CSR ought to become a matter that interests to micro-organizational behavioral experts. Employees' impression of CSR was considered to have a beneficial influence on personally related results like organizational attractiveness,

work satisfaction, commitment to the organization, behavior regarding citizenship, as well as performance at work.

Bondy et al. (2004) presented statistics regarding the employment dimension of the code that was examined. "Workplace Issues," characterized by rules that attempt to "influence employee behavior," were found particularly prevalent among Canadian MNCs, with 37% of businesses in this group mentioning them within the code's internet-based version. By comparison, they exist in just 16 percent of British as well as 11 percent of German multinational corporations. A further problem was "labor issues/worker rights," which was addressed by only 3%, 2%, and none of the British, German, and Canadian MNCs, respectively. They found that there was little variation through nationality on one of the aforementioned challenges, but the findings do not provide convincing evidence of a country-of-origin effect. This decreased significance for the workplace as well as labor concerns within the German codes of multinational corporations, in particular, is inconsistent with an examination of their national business systems. The primary caution here, as previously indicated, is that this study was based only on what was posted on the firms' websites; failure to incorporate labor issues or employees' rights in this form does not mean that they do not present in the codes. Brown B, (2003) conducted a study to view the relationship between employees' perception of their immediate supervisors' leadership behaviors and different types of organizational commitment.

Rego et al., (2018) studied how staff's opinions of corporate responsibility influence its efficiency, normative, and ongoing engagement. The sample of their study was 249 employees through convenience sampling. The major findings of their study were that all dimensions of corporate social responsibility relate positively and significantly to organizational commitment. Individuals reduce their efficient, normative, and ongoing commitment when their perception of CSR is poor. Individuals were sensitive to differences in organizations' commitment to two elements of corporate citizenship, according to the research. An employee who perceives their organization as more responsible develop higher commitment. This study is very relevant to the present study in that sense because it also supports that all dimensions of corporate social responsibility have a great impact on employee behavior.

Research Design

The most suitable approach to the current study was explanatory analysis since it depended upon first-hand information e.g. primary data.

Data Collecting Technique

In the current research, the researcher collected data using the survey approach. Surveys are valuable in characterizing the features of a big population since no other form of data collecting can give this broad capability. This was a very useful technique of data collection in this research.

Sampling Design

Population

The population or universe refers to the total group out of which the representative sample is drawn. The current study's population consisted of employees of the Telecom sales department and bottom-to-top-level supporting staff in the Punjab region.

The study's objective was to look at the link between employees' perceptions of their company's commitment towards CSR and the level of employees' motivation. A considerable number of workers are working in the telecommunication sector in Pakistan, so the researcher has interviewed employees of different mobile companies.

Sampling Technique

In this paper, simple random sampling was utilized to identify the population being studied from the targeted population because employees of the sales department are homogeneous.

Sample Size

- Estimating a Single Proportion through the statistical technique for computing sample size $n = \frac{z^2 \cdot p \cdot q}{e^2}$
- The sample size will be 1000 employees of the sales department at a 95% confidence interval and 5 % margin of error
- Substitution of non-response cases will be allowed

Tool for Data Collection

The researcher has used a questionnaire as a tool for data collection. As it was an employee survey the researcher decided to use a questionnaire because the employees are well-educated and almost all members of the targeted population would be able to understand the language of the questionnaire. The questionnaire is also very useful for large samples and it is less time consuming and less expensive. The questionnaire was based on 45 items. Employees’ perception as an independent variable was based on 25 items whereas employees’ motivation as the dependent variable was based on 20 items. The questionnaire was self-administered.

Analysis

In the present study, the researcher has used SPSS for data analysis. Cross tabulation was applied to determine the employees’ perception of CSR’s relation to employees’ level of motivation. Descriptive statistics and graphical presentations were used to determine the different levels of employees’ perceptions of CSR and employees’ motivation.

Score Index

The author of the study employed a five-point Likert scale with the following scoring pattern:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

In the case of negative remarks,

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

Employees’ Perception of CSR

The scoring index for the measurement of employee perception of CSR as an independent variable was as follows:

- Total Numbers of Statements: 18
- Minimum score: 18*1=18
- Maximum Score: 18*5=90
- Score Difference: 90-18= 72
- Group Intervals: 24 (total 3 categories for measurement)

Groups/categories	Score Interval
Low	18-42
Medium	43-66
High	67-90

Employees' motivation

The scoring index for the measurement of employees' level of motivation.

Total number of statements: 20

Minimum score: $20 \times 1 = 20$

Maximum score: $20 \times 5 = 100$

Score Difference: $100 - 20 = 80$

Group interval: 26 (total 3 categories for measurement)

Group/ Categories	Score Interval
Low	20-46
Medium	47-73
High	74-100

On each statement, a person could get a score of 1 to 5

Pre-testing

The questionnaire was pre-tested before the final data collection. Pre-testing was done to check the validity of the questionnaire. Pre-testing was done by filling out 30 questionnaires. The average time for filling out one questionnaire was 40 to 45 minutes. After pre-testing some errors were eliminated.

Data Analysis

Table 1

Employees' Perception of CSR		
Category	Frequency	%
Low (18-42)	275	27.5
Medium (43-66)	315	31.5
High (67-90)	410	41
Total	1000	100

Table 1 suggests that the majority of the employees have a positive perception of corporate social responsibility.

Table 2

Level of Motivation		
Category	Frequency	%
Low (20-46)	250	25
Medium (47-73)	300	30
High (74-100)	450	45
Total	3000	100

Table 2 employs that the majority of the employees have a higher level of motivation.

Table 3
Relationship between Employees' Perception of CSR and Level of Employees' Motivation

Level of Motivation	Low		Medium		High		Total
	Frequency	%	Frequency	%	Frequency	%	
Low	150	54.5	60	19.0	40	9.7	250
Medium	75	27.2	175	55.5	50	12.1	300
High	50	18.1	80	25.3	320	78.0	450
Total	275	100	315	100	410	100	1000

Table 3 shows the picture of the relationship between employees' perception of CSR and employees' level of motivation in Telecom. Of the employees whose perception of CSR was positive 78 % of them were highly motivated, as compared to those employees whose perception about CSR was low, 18 % of them were low motivated.

On the other hand, for employees whose perception of CSR was high only 9.7 % of them were low motivated, as compared to those employees whose perception of CSR was low, 54.5% of them were low motivated workers.

Summary, Conclusion, and Recommendations

The present research sought to determine the impact of perceptions of Corporate Social Responsibility (CSR) on workers' motivation levels. The target sample be made up of those city employees who were at work in the sales department for more than one year. A sample of 1000 respondents was collected from a simple random sampling technique. A questionnaire was utilized as a data-gathering instrument. Before the data collection, pre-testing was done. After the collection of data, measurement was done by the procedure described in the chapter on research design. SPSS version 13 was applied to this study.

The following are some salient findings of the study:

- The majority of those surveyed declared that they had favorable CSR impressions of their organization.
- It was observed that better performance and productivity of the labor force depend on the behavior of the organization.
- The present research discovered a substantial link between CSR perception and employee motivation level.

Employees are aware of a company's legal/ethical and charitable duties in addition to its responsibility to them. When individuals consider their firms as "bad citizens" in these aspects, they tend to lose motivation. Organizations should be worried about the way employees perceive these three corporate citizenship characteristics to develop a productive workforce. If companies focus on legal/ethical and charitable duties while ignoring employee responsibilities, they risk developing just the motivation of their workers, staying weak, and performance being degraded. Individual passivity in response to the organization's economic duties is a substantial problem for managers, who should persuade employees that their employment and working conditions are dependent on the organization's economic performance. Hence in light of the present research findings, it is possible to conclude that employee perception of corporate social responsibility positively impacted employee level of motivation.

The current study's sample was made up entirely of employees of the different mobile companies in the Punjab region. It is suggested that in the future, a similar study may be undertaken in other industries; a suitable number of common people like consumers, employers, and suppliers may also be included to have a better and more comprehensive analysis.

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Annexure 1

Questionnaire

Impact of employee perception of corporate social responsibility on Employees' Level of Motivation

Name: -----

Questionnaire No. -----

Starting time of : -----

Ending time : -----

Demographic Part of Respondent:

Name: -----

Contact No. -----

Gender: a) Male b) Female

Age: -----

Education: -----

Perception of Corporate Social Responsibility

- 1 The salaries offered are higher than telecom industry averages in Pakistan
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 2 Telecom company supports employees who acquire additional education
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 3 Flexible telecom company policies enable employees to better coordinate work and personal life
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 4 Fairness toward co-workers and business partners is an integral part of the employee evaluation process.
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 5 Telecom company has programs that encourage the diversity of its workforce (in terms of age, gender, and race).
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 6 All telecom company products and services meet legal standards
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 7 Telecom company always honored its contractual obligations
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 8 The managers of telecom company tries to comply with the law
 - Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 9 Telecom company is recognized as a trustworthy company
 - Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 10 Telecom company seeks to comply with all laws regulating hiring and employment benefits
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 11 Telecom company makes adequate contributions to charities
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 12 A program is in place to reduce the amount of energy and materials wasted in Telecom company.
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 13 Telecom company encourages partnerships with local businesses and schools.
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 14 Telecom company supports local sports and cultural activities
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 15 Telecom company uses customer satisfaction as an indicator of our business performance.
 - a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree

- 16 Telecom company has been successful at maximizing its profits.
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 17 Telecom companies strive to lower their operating costs.
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 18 Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree

Employee Motivation

- 19 I have to push myself a lot to get the job done on time
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 20 I find it very difficult to continue my work in the face of initial failure
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 21 I can't continue my work whenever I have to face discouraging results
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 22 Very often I neglect personal matters because I am preoccupied with my job
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 23 Most of the time I think of my work when I am at home
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 24 I can't engage myself in hobbies
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
25. I feel very disappointed whenever I don't reach the goals I had set for myself
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 26 I have to concentrate on achieving my goals
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 27 I get very annoyed when I make any mistake
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 28 I like to work with friendly colleagues no matter competent or not
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 29 I like to work with competent colleagues no matter friendly or difficult
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 30 I prefer to work alone rather than with others
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 31 I prefer to do easy and routine job
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 32 I feel very comfortable with challenging tasks
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 33 I prefer to take extremely difficult assignments rather than moderately challenging ones
b) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 33 very often I sought feedback from my supervisor on how well I perform
c) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 33 I tried many times to obtain feedback from my coworkers on my performance
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 34 Very often I check with subordinates that what I am doing is going with their efficient performance
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree
- 35 I feel very frustrated about not getting feedback on my performance
a) Strongly Disagree b) Disagree c) Neutral d) Agree c) Strongly Agree