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IMPACT OF CSR ON EMPLOYEES PERFORMANCE (CONSIDERING KNOWLEDGE SHARING BEHAVIOR AND SATISFACTION)

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ABSTRACT

The present study investigates the impact of the dimensions of corporate social responsibility (CSR) on employee performance considering the mediator variables of employee knowledge sharing and employee satisfaction in eight Iranian banks. The population consisted of 310 people, from which a sample size of 169 was determined, using Morgan Table. The respondents select the answer options ranging from strongly agree to disagree on a scale of 1 to 5 according to the Likert scale. Employing the Smart PLS Software, the data are analyzed. Moreover, the partial least squares (PLS) and structural equation modelling (SEM) technique use to analyze the data and to test the research hypotheses, respectively. Finally, the results are obtained and confirmed the research hypotheses. Moreover, the findings show that the dimensions of corporate social responsibility directly and indirectly have a positive impact on employee performance (considering the mediator variables of employee knowledge sharing and employee satisfaction). The direct effect is similarly stronger than the (indirect) effect of the mediator variables. The strength of the impact of the mediator variables under the influence of corporate social responsibility is also different. Furthermore, corporate social responsibility positively affects employee satisfaction and employee knowledge-sharing behavior. Employee satisfaction and employee knowledge-sharing behavior have a direct and positive impact on employee performance.

Keywords: Corporate Social Responsibility, Employee Performance, Employee Knowledge-Sharing, Employee Satisfaction

INTRODUCTION

Corporate Social Responsibility

The importance of the concept of corporate social responsibility (CSR) is currently growing which can bring about strategic results for companies. Moreover, the tendency towards investing in CSR can similarly highlight the significance of this issue. The findings of various studies in this respect have also indicated that initiatives taken in the domain of CSR not only can have direct impacts on some significant indices such as organizational commitment and customer acquisition (Turker, 2009). but also affect other indices such as financial ones (Scott, 2007). In this regard, Tahhsu reiterated that initiatives associated with CSR Were not taken into account as costs or limits for a company, but they could be a source of gaining competitive advantage (TahHsu, 2011). Moreover, Carroll stated that the concept of CSR is a multi-dimensional variable that has evolved in recent decades and includes numerous definitions (Font et al., 2012). In this regard, CSR is a concept in which companies are required to assume responsibilities for groups of manufacturers within society other than shareholders and beyond what described through laws and contracts by associations (Johnson, & Carter, 2010). Although various definitions raised for CSR, all these definitions refer to the ability of a company to support initiatives targeting workforce well-being as well as that in a community and society. In most

studies, the Levels of the CSR generally categorized into four dimensions of customers, employees, environment, and society (Font et al., 2012). In this respect, the role of employee in CSR is of utmost importance. It should be noted that employees implement strategies related to CSR and they are directly involved in CSR programs. Therefore, employees can be taken into account as the main stakeholders (Farooq et al., 2014). Despite such an important role, there is usually little attention to the dimension of human force in the issues associated with CSR. In addition, other indicators related to human force can be also of utmost important. In the few studies conducted on the dimensions of human force within CSR, it concluded that the initiatives of social responsibility within a company could give rise to the identity of corporate employees (Glavas, 2013). In another study, it pointed out that such initiatives can have positive impacts on commitment among corporate employees (Stites, 2011) it should be note that the effects of the concept of CSR in different industries are completely various. For example, some investigations concluded that initiatives taken by companies in terms of CSR within servicing industries could have far greater positive impacts compared with similar initiatives implemented in manufacturing industries (Salmones García de los, 2009). The corporations need to gain a favorable reputation on CSR to have steady customers, competitive advantage over competitors and strengthen their sustainability. CSR activities of an airline corporation have positive impacts on the profitability (Luo, 2015) and the financial performance (Inoue, 2011). Silver added that initiatives associated with CSR in savings banking industry were characterized with being non-profit and endowed with far stronger social standing than the effects of such initiatives in commercial banks which often focus on maximizing profit (Silver & Berggren, 2010) Given the conditions of Iran's banking industry which is a combination of the two concepts of savings and commerce and considering that banking in Iran is influenced by the theories of Islamic banking, investigations into the impacts of the CSR initiatives in an Iranian bank will be of utmost importance.

The present study was to explore the extent of the impact of CSR on the performance of main stakeholders (employees) and to investigate whether there is a significant relationship between the effect of CSR and employee performance. The main objective of this study was to examine the impact of CSR considering the effects of moderator variables associated with human force. The given moderator variables considered in this respect included employee satisfaction as an important internal-affective variable and knowledge-sharing behavior among employees as a significant organizational variable. The reasons for the importance of the given two variables described in the next section. The purpose of choosing these two moderator variables was to determine the strength of the impact of initiatives related to CSR on important affective and organizational factors among employees and the extent that they could influence employee performance.

CSR in Banking Sector

CSR is one of the approaches that can enhance the reputation of a bank and acquire a higher sense of trust from the customers. CSR is particularly important for the banking industry because banks sell intangible products to individuals who may not be equipped with financial knowledge. Depositors only receive a “paper” and are unaware of where their funds proceed after depositing them in banks. Safety is more preferred than profit. Thus, companies borrow money from banks to allow them to overcome challenging financial situations. Banks sell financial products that mostly have similar risks and returns, resulting in the difficulty to



distinguish these financial products from one another. Brand recognition among banks helps differentiate financial products, particularly in wealth management. Moreover, financial products typically last for more than a year; thus, the enhanced trust gained through CSR becomes a critical factor in attracting customers (Shen et al., 2016). In addition, bank lending is critical to the growth of industries, including unethical industries that handle guns, casinos, pollution, and blood diamonds. Firms in these industries are notorious for raising funds from capital markets and thus rely on funding from banks. However, beginning 2003, international banks adopting the Equator Principles have been required to finance projects reflecting social responsibility and engage in sound environmental management practices instead of catering to ethically disputed industries regardless if the business is profitable. Borrowers have been required to prepare an environmental management plan, the compliance of which is included in the loan covenant for each project. The bank can withdraw funding in case a breach of obligation occurs on the part of the borrower. (Shen et al., 2016). Thus, CSR in the banking sector influences industrial sectors to some extent. CSR engagement of banks adopting the Equator Principles may involve real costs (Scholtens, 2007). A brief overview of CSR studies in Banking Sector and employees are given in Table 1.

Table 1: CSR studies in Banking Sector

Research	Reference
positive relationship between CSR and FP in US national banks by employing the ordinary least square (OLS) method.8 Several bank studies focused on CSR-related issues.	(Simpson & Kohers, 2002)
Provide a framework to assess CSR in international banks	(Scholtens, Bert ;, 2008)
The performance of 162 banks in 22 countries from 2003 to 2009 and showed that CSR is positively associated with FP, particularly in terms of ROA, return on equity (ROE), net interest income, and non-interest income.	(Wu & Shen, 2013)
Examining whether or not banks engaging in CSR can bring profits and reduce non-performing loans.	(Shen, Wu, Chen, & Fange, 2016)
Examines the ways CSP can be proxied and investigates the possible relationship between CSP (measured by ethical rating) and CFP (measured by market and accounting ratios) in the banking sector using correlation methodology.	(Soana, 2011)



CONCEPTUAL MODEL

According to the above-mentioned issues and given the importance of the two mediator variables as internal and organizational factors among employees, this study was to find a significant relationship between CSR and employee performance considering the moderator variables of employee knowledge-sharing behavior and employee satisfaction. Figure 1 showed the conceptual model of this study.

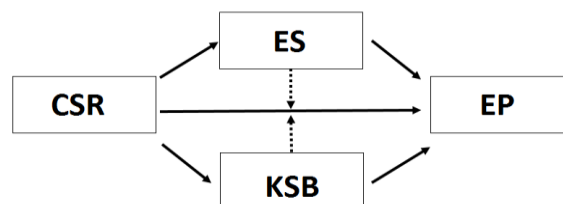


Figure 1: Conceptual Model

In addition to investigating the direct impact of CSR on employee performance (the main research hypothesis) in this model, the indirect effects of CSR on employee performance through the given mediator variables were also evaluated. Thus; according to the conceptual model of the present study, the research hypotheses were as follows:

- I. CSR has a direct impact on Employee performance.
- II. CSR has a direct impact on Employee satisfaction.
- III. CSR has a direct impact on employee knowledge-sharing behavior.
- IV. Employee satisfaction has a direct impact on employee performance.
- V. Employee knowledge-sharing behavior has a direct impact on employee performance.
- VI. CSR has an indirect impact on employee performance through the mediator variable of employee satisfaction.
- VII. CSR has an indirect impact on employee performance through the mediator variable of employee knowledge-sharing behavior.

METHOD

The present study was of applied research type in terms of the research purpose using a descriptive survey method to collect and analyze the data. In this study, library method was also employed to review the related literature on this subject and field method was used to confirm or reject the given research hypotheses.

Respondents and procedure

Considering the importance of the dimensions of human force associated with the concept of CSR and given that, research studies in this domain particularly in the field of Banking industries have drawn less attention in Iran, Data collected from Top Officials' Bankers in eight major Non-government-owned banks in Tehran, Iran. (Middle East Bank, EN Bank. Parsian Bank, Saman Bank, Karafarin Bank, Tejarat Bank, Pasargad Bank, Sarmayeh Bank). There are some reasons about why data came from Top officials. They Are in close contact with The Main Customers and Financial managers for long periods and are the main actors in the provision of service quality as well as outstanding service recovery and they represent the image of their bank and contribute to the brand promise of the bank. The population size was equal to 310 individuals and thus the sample size calculated by 169 people based on Krejcie and Morgan Table since there was no information about the probability of success or failure of the given variables. The study conducted in the second quarter of 2017.

Table 2. Respondents' profile (n = 169).

Age	Frequency	Percentage
27-38	51	30.2
39-49	111	65.6
50-67	7	4.2
Organizational tenure		
1-5	61	36.2
6-11	68	40.2
12-18	31	18.3
18-25	9	5.3
Gender		
Male	105	62.7
Female	64	37.3

Total	169	100
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Measurement

To develop the questionnaire and to determine the indicators related to the dimensions of the CSR, the indicators confirmed by Turker (2009) and Maygnen and Ferrell (2000) used. In this study, the dimensions of the CSR classified by Turker (2009) employed. According to the classification by Turker; three items were defined for social and non-social dimensions, six items were developed for human force, and three items were provided for the dimension of customers. 12 items related to CSR comprised the questionnaire in which all the indicators by Turker were objectively available in the given items. To measure employee knowledge-sharing behavior, the indicators by Faraj and Sproull (2000) used. Moreover, six indicators by Dorfman and Hole (1988) and the added items by Farooq et al. (2014) employed for better measurement of the variables. Thus, 12 items related to various dimensions of CSR, three items associated with employee knowledge-sharing behavior (Faraj, 2000). Four items related to employee satisfaction, 6 items associated with employee performance and 25 items designed for the measurement of the variables considering the indicators specified. (Appendix 1)

Given the research variables, a variety of conditions used for the given measurement. The demographic items were qualitative variables and the respondents selected the related options. These options included age, Organizational tenure, and gender. The items associated with each research hypothesis developed in a multiple-choice format using a five-point Likert-type scale in which the respondents asked to provide their answers or evaluations for an idea, behavior, belief, and so forth on basis of mental or objective indicators in a response range between agree and disagree. To examine the validity and reliability of the research instrument, the coefficients of factor loadings, composite reliability method, and Cronbach's alpha method used. The results of the coefficients of factor loadings for all the items were above 0.7. The results of Cronbach's alpha method and composite reliability method also demonstrated the appropriate reliability of the research instrument. The results illustrated in Table 3. In this study, EP, CSR, SE, and KSB stood for employee performance, corporate social responsibility, employee satisfaction, and employee knowledge-sharing behavior.



Table 3: Results of composite reliability method and Cronbach's alpha method

Variables of the study	Composite reliability method	Cronbach's alpha method
EP	0.932	0.912
CSR	0.950	0.944
ES	0.944	0.921
KSB	0.905	0.842

PLS

Testing the hypotheses performed based on the structural equation modeling (SEM) and partial least squares (PLS) algorithm techniques and then the data analyzed using the SmartPLS Software. The reason for selecting this algorithm was no dependence on sample size and the normality assumption of statistical population. PLS-SEM is advantageous when used with small sample. (Reinartz et al., 2009). Also flexibly allows you to specify both formative and reflective constructs (latent variables) in one model. PLS-SEM software applications, such as SmartPLS provide results for all types of variables, regardless of whether they have metric, quasi-metric, ordinal, or categorical scales (Hair et al., 2013). This technique facilitates the inclusion of

formative measurement models, which have recently attracted considerable attention across various. We do analyze levels of R2 values and criteria such as the predictive relevance Q2 and related measures. In addition, we do examine and interpret the result of a full mediation. The criterion for effect size introduced by Cohen determining the strength of the relationship between the variables of the model. The criterion for effect size uses the R2 indices to analyze the relationship between latent variable. To determine the indirect effect through the mediator variables we used VAF. In this method, the possibility of checking the relationships between latent variables and measures (observable variables) provided at the same time. In fact, a more complex and a two-step process is used in the PLS to estimate and determine the weights (Davari, 2013). Furthermore, using this method for limited information considers no assumptions for the population or the measurement scale. Therefore; without any assumptions such as those for distribution or the amount of nominal, ordinal, and distance scales for the variables, the results can be exploited. (Davari, 2013) Given the use of the PLS in data analysis in this study, the fit of the model was calculated in the present study through three measurement, structural, and general models.

- **Measurement Model**

As the first step to check the fit of the measurement model, three criteria of reliability, convergent validity, and divergent validity used. The criterion value for the appropriateness of the coefficients of factor loadings was 0.4. Following the examinations, the coefficients of factor loadings for each item (25 items) was equal to 0.4 or higher indicating the appropriateness of the criterion. Moreover, the value associated with the two other criteria i.e. Cronbach's alpha method and composite reliability method for all four variables was higher than 0.7 showing the appropriate reliability of the given model. The second criterion for the evaluation of measurement models was convergent validity examining the correlation of each variable with its own items (indicators). The criterion of the average variance extracted (AVE) represented the mean variance shared between each variable and its own items. In its simplest sense, the AVE shows the degree of the correlation of a variable with its own items. In this case; the higher the correlation, the higher the fit of the model (Davari, 2013). Fornell and Larker also suggested the appropriate value for the AVE above 0.5. In this study, the amount of the AVE for the four variables was above 0.5. (Table 4)

Table 4: Values of the AVE for the variables of the study

Variables of the study	AVE
EP	0.694
CSR	0.617
ES	0.809
KSB	0.761

- **Structural Model**

Unlike the measurement models, the structural model does nothing with items (observable variables) and only examines latent variables and their inter-relationships. To investigate the fit of the structural model of the present study, several criteria used and the first and the most basic criteria in this respect were significant coefficients of t or t-values. It should be note that the basic criterion to evaluate the relationship between variables in the structural model is the significant t-values. If the value of these numbers is greater than 1.96, it shows the authenticity

of the relationship between variables and thus confirming the research hypotheses at a confidence interval of 0.95. It should be noted that the numbers listed in Table 5 only showed the authenticity of the relationship and they could not be used to measure the strength of the relationship between variables.

Table 5: Results of the significant coefficients of T

Relationships in the model	standard Error	T-value (z-value)
CSR -> EP	0.047	6.244
CSR -> ES	0.063	6.433
CSR -> KSB	0.056	9.345
ES -> EP	0.058	4.890
KSB -> EP	0.088	3.558

A criterion to check the fit of the structural model is R² employed to connect the measurement and structural sections of the SEM and to show the effect of an exogenous or independent variable on an endogenous or dependent one. (Davari, 2013). The main advantages of using the PLS technique is its ability to reduce errors in measurement models and to increase the variance between variables and items (Davari, 2013). The values of 0.19, 0.33, and 0.67 were considered for weak, moderate, and strong values. In this respect, the amounts of R² for all the dependent variables of the model were at moderate (ES: 0.19 and KSB: 0.39) and strong (EP: 0.635) levels. Another criterion introduced by Stone and Geysers in 1975 determines the predictive power of the model. According to Stone and Geysers, models with acceptable structural fit should be endowed with predictability of the items related to the dependent variables of the model. It means that if the relationship between the variables is correctly defined, the variables are able to have enough impacts on each other's items and thus the hypotheses can be confirmed. The value for Q² should be calculated for all variables. In the case that the value of the Q² for an independent variable is equal to zero or lower than zero, it shows that the relationship between other variables of the model and the given independent variable have not been well-explained and thus the model needs to be modified (Davari, 2013). Table 6 illustrated the SSO as the equivalent of sum of squares associated with items and the SSE as the sum of squares for errors in predicting the items related to the dependent variable. As can be seen in Table 6, such a criterion for all three endogenous variables was at a moderate or strong level indicating that exogenous (independent) variables were strong enough to predict dependent variables which could confirm the proper fit of the structural model of the study once again.



Table 6: Results of the Q² for the study variables

Variables of the study	SSO	SSE	1-SSE/SSO
EP	1014	570.778	0.437
ES	676	589.283	0.128
KSB	507	402.138	0.207

✓ *Measuring the Impact of Mediator Variables*

Given the two moderator variables employed in this study, it was necessary to use one criterion for the measurement of the effect of these variables. The criterion for effect size introduced by Cohen determining the strength of the relationship between the variables of the model. The criterion for effect size uses the R² indices to analyze the relationship between latent variables.

The values of 0.02, 0.15 and 0.35 also respectively showed the small, medium and large effect sizes of one variable on another variable.

$$f^2(x \rightarrow y) = \frac{R^2y(x \text{ included}) - R^2y(x \text{ excluded})}{1 - R^2(x \text{ included})}$$

Assuming the removal of the variable of KSB:

$$f^2(CSR \rightarrow EP) = \frac{0.635 - 0.569}{1 - 0.635} = \frac{0.066}{0.365} = 0.181$$

Assuming the removal of the variable of ES:

$$f^2(CSR \rightarrow EP) = \frac{0.635 - 0.572}{1 - 0.635} = \frac{0.063}{0.365} = 0.173$$

According to the results, both obtained numbers were above 0.15. This meant that both moderator variables had approximately large effect sizes on EP. To determine the indirect effect through the mediator variables, the value named the VAF (variance accounted for) used assuming an amount between zero and one and it indicated the stronger effect of the moderator variable as its value was closer to one. In fact, this value could measure the ratio of the indirect effect to the total effect.

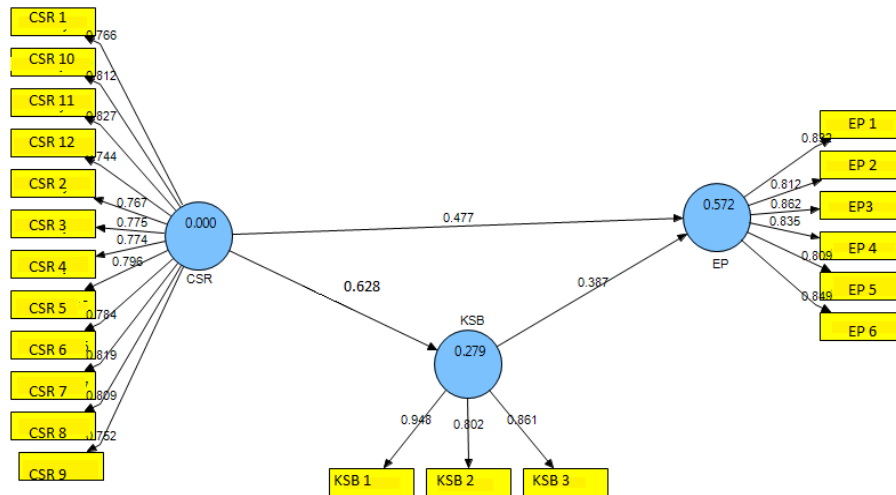


Figure 2: Evaluating the effect size of the moderator variable of KSB

The given calculation for the effect size of the variable of employee KSB was as follows:

$$VAF = \frac{0.628 * 0.387}{(0.628 * 0.387) + 0.477} = 0.338$$

The number obtained meant that more than 33% of the total effect of the CSR on EP explained through the moderator variable of employee KSB.

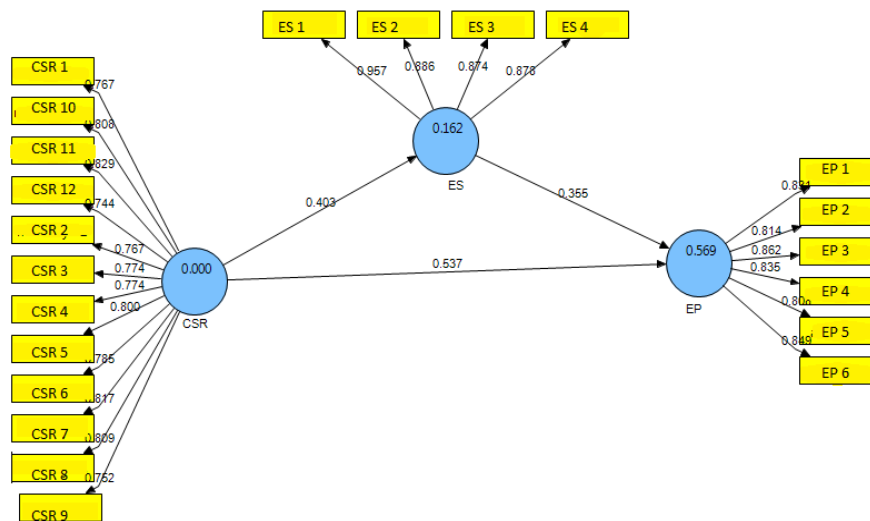


Figure 3: Evaluating the effect size of the moderator variable of ES

The given calculation about the effect size of the moderator variable of the ES was as follows

$$VAF = \frac{0.403 * 0.355}{(0.403 * 0.355) + 0.537} = 0.210$$

The number obtained in this respect meant that more than 21% of the total impact of the CSR on EP could be explain via the moderator variable of ES. Considering the findings, it revealed that the impact of the moderator variable of employee KSB was higher than that of ES. In fact, both effect size (f2 criterion) and the strength of effect associated with employee KSB were higher than those of the moderator variable of ES.

Overall Model

The goodness of fit (GOF) index is relate to the overall section of the structural equation models. This means that a researcher can use such index to control the fit of the overall section following the examination of the fit of the measurement and structural sections of the overall model of the study. The GOF index was developed by Tenthouse et al. in 2004 and its formula was as follows (Davari, 2013) the shared values are obtained from the mean squares of factor loadings for each variable.

$$GOF = \sqrt{R^2 * Communality}$$

Calculating the size of the GOF index:

$$GOF = \sqrt{0.358 * 0.755} = 0.520$$

Since the three values of 0.01, 0.25 and 0.36 have introduce as the weak, medium and strong values for the GOF (Davari, 2013). The value of 0.52 for the GOF showed strong overall fit of the model



Sobel Test

As seen in the previous section and given the use of the PLS technique; the fit of the measurement, structural, and overall models was investigated and confirmed. Considering that two-moderator variables employed in the present study and the effect sizes of these two variables (ES and employee KSB) investigate and then the strength of the impact of each variable measured, the indirect impact of the given variables was also checked to address one of the important aspects of the present study. The Sobel test similarly employed to examine the indirect effect of the moderator variables. Such a test can calculate t-values for such indirect relationships and examine their significance. Moreover, the path coefficient of this indirect effect obtained from the multiplication of two indirect path coefficients.

$$T - Value = \frac{a * b}{\sqrt{(b^2 * S_a^2) + (a^2 * S_b^2) + (S_a^2 * S_b^2)}}$$

a: path coefficient between independent variable and mediator variable

b: path coefficient between dependent variable and mediator variable

sa: standard error associated with independent variable and mediator variable

sb: standard error associated with the path between dependent variable and mediator variable

With regard to the calculations made based on the given formula, such values for the variables of ES and employee KSB among were equal to 3.322 and 3.130, respectively. Both values were greater than 1.96 suggesting the significance of the indirect relationships of the two moderator variables between the independent variable of CSR and the dependent variable of EP.

CONCLUSION

This study aims to investigate the effect of dimensions of corporate social responsibility on employee performance, considering the mediator variables, namely employee satisfaction and knowledge sharing. In terms of objective, this is an applied research; and in terms of data collection methods, this is a descriptive survey research. Data collection was conducted in four sections (corporate social responsibility, employee satisfaction, knowledge sharing, and employee performance), using a questionnaire. The population consisted of 310 people, from which a sample size of 169 was determined, using Morgan Table. The respondents selected the answer options ranging from strongly agree disagree on a scale of 1 to 5 according to the Likert scale. Data analysis conducted using SmartPLS software. Partial Least Squares (PLS) and Structural Equation Modeling techniques used for data analysis and hypothesis testing, respectively. Cronbach's Alpha and Composite Reliability (CR) methods used to confirm the reliability of the research tools, according to which the coefficients of all variables were above 0.7 and acceptable. The obtained results support all hypotheses of the research:

- I. CSR has a direct impact on EP in Iranian Banks. According to the three general dimensions of the CSR, the results showed that CSR had a positive and direct impact on EP and the main research hypothesis confirmed. Considering the R2 coefficients obtained, the strength of this relationship was also significant.

- II. CSR has a direct impact on ES in Iranian Banks. The given findings were consistent with the results obtained in the studies conducted by Valentine and Phlishman in 2008. Moreover, Stacey and Michael in their investigation in 2011 obtained similar results using a different approach. It should be note that the scopes of both studies were different.
- III. CSR has a direct impact on Employee KSB in Iranian Banks. The most important point in the related literature was that the relationship between employee KSB and CSR had less investigated. Given that, KSB is a significant process and it is considered as an obstacle to an organization in terms of improving performance. Competitiveness if the transfer is not accomplished and such a variable does not allow an organization to act effectively and efficiently, the attention of Banking Sector needs to draw to an important issue that the implementation of CSR programs in all dimensions can contribute to employee KSB and affect it. It should be note that the strength of the relationship between CSR and employee KSB as well as that between employee KSB and EP was remarkable reflecting the importance of this issue.
- IV. ES has a direct impact on EP in Iranian Banks. It was revealed that ES had a positive effect on EP.
- V. Employee KSB has a direct effect on EP in Iranian Banks. The effect of the given variable i.e. employee KSB on EP was significant; thus, greater attention should be given to KSB among employees in Iranian Banks in order to accommodate a more desirable EP.
- VI. CSR has an indirect impact on EP in Iranian Banks through the mediator variable of ES. With regard to the results of the Sobel test, the authenticity of this relationship confirmed. The results revealed that more than 21% of the effect of CSR on EP was due to ES. Certainly, the given effect was weaker than that of the moderator variable of KSB.
- VII. CSR has an indirect impact on EP in Iranian Banks through the mediator variable of KSB among employees. In this regard, the results revealed that more than 33% of the effect of CSR on EP was due to the variable of employee KSB. This value was also larger than that of the variable of ES reflecting the greater impact of KSB on EP.



This study conducted in Eight Major Iranian Banks, which can be considere as rather big and economically and structurally sound. Even in such companies, awareness for systemic efforts and some environmental concerns observed to be low. It will be valuable to conduct similar studies with a larger sample, including companies of different sizes or in different sectors. Other multi-criteria methods, such as ANP can used in such different contexts. The research actually has a limitation that can be ameliorate in further studies further studies can be focus on customer orientation as well as other stakeholders whose perceptions have not included in the results of the study.

Appendix 1: The measurement instruments

			Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
			1	2	3	4	5
Corporate Social Responsibility	Environment and community	My company implements special programs to minimize its negative impact on the natural environment					
		My company targets a sustainable growth which considers to the future generations					
		My company gives adequate contributions to charities					
	Employees	My company encourages its employees to participate to the voluntary activities					
		My company policies encourage the employees to develop their skills and careers					
		The management of my company primarily concerns with employees' needs and wants					
		My company implements flexible policies to provide a good work and life balance for its employees					
		The managerial decisions related with the employees are usually fair					
		My company supports employees who want to acquire additional education					
	Customers	My company protects consumer rights beyond the legal requirements					
		My company provides full and accurate information about its products to its customers					
		Customer satisfaction is highly important for my company					
	Knowledge sharing behavior	I like to share my special knowledge and expertise with my other colleagues at work.					
		I freely provide my colleagues with hard to find knowledge or specialized skills.					
		I always exchange the information, knowledge, and skills with my colleagues at work.					
	Employee Satisfaction	Employees who desire promotion have more than one potential position they could be promoted to.					
		Help employees to feel valued is important for my company					
		Create a productive atmosphere and Job Satisfaction are important for my company					
		There is Fairly payment in my company					
Employee Performance		I am empowered to solve customers' problems.					
		There is Positive Work competition in my company					



	responsibility is a great way to grow personally and professionally					
	i have to come up with a lot of ideas to be successful					
	Teamwork is important in my company because it provides employees with an opportunity to bond with one another, which improves relations among them					
	Discipline in the Workplace can help my company avoid problems that could negatively impact its employees and business.					

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