An Integrative Theoretical Model For Job Satisfaction, Performance, And Loyalty In The Textile Industry: Insights From Gujarat

Mr. Tejas R Rohit

Research Scholar,

Atmiya University, Rajkot

Dr.Meghashree A. Dadhich

Associate Professor,

Department of Management,

Faculty of Business & Commerce,

ATMIYA University, Rajkot

Abstract:

The textile industry in Gujarat has experienced consistent growth, reinforcing its socio-economic and security roles for global integration. Amidst this competitive and unpredictable environment, understanding employees' work-related attitudes and behaviors is crucial for both their well-being and organizational effectiveness. This study adapts several existing models to determine the influence of workplace environment, pay and promotion potential, fairness, and workplace relationships on job satisfaction. It also examines the relationships among job satisfaction, job performance, and employee loyalty among textile workers in Gujarat State, India.

Keywords: Workplace Environment, Pay and Promotion Potential, Fairness, Workplace Relationship, Job Satisfaction, Job Performance, Employee Loyalty.

1. Introduction

The textile industry, more than any other sector, has raised productivity, particularly in the developed world, and is a key driver of global economic growth. The textile industry is integral to nearly every major global economy and has become the most robust industry in the world. In Gujarat, the textile design and related services industry is one of the fastest sources of employment growth. Gujarat has a young, tech-savvy population with a strong interest in textile careers, and the Gujarat tech employment market is becoming more dynamic. The textile workforce in Gujarat comprises around 7 million employees, of which over 10% are postgraduates and graduates. They are experienced, trainable, motivated, and can

easily move beyond routine tasks to develop innovative solutions. In the unpredictable and competitive business environment, employees play a vital role in nearly all organizations. Recently, considerable attention has been paid to job satisfaction, job performance, and employee loyalty.

1.1 Job Satisfaction

Job satisfaction is the backbone of a firm's success; satisfying workers is key to a successful organization, and satisfied employees are assets. Job satisfaction is a measure of employee contentment that enables them to perform and continue their job adequately. Achieving job satisfaction is challenging, but it regulates peace of mind and fosters relaxation, leading to more enthusiasm and innovative work. Such employees are more energetic, inspired, and committed to their work. Therefore, job satisfaction is considered the most important and frequently studied attitude in organizational behavior.

1.2 Job Performance

Job performance can be defined as "all the behaviors that employees engage in while at work" (Aguinis, 2009). Performance is about behavior, not the outcomes of the work. Job performance plays a crucial role in a company's success. The target of business owners is profitability, and organizational success relies on employee performance. In contrast, poor performance harms company success. Job performance is one of the most important variables and has been extensively studied.

1.3 Employee Loyalty

Employee loyalty is vital to the success of any business. Company policies aim to grow employee loyalty to ensure lengthy tenures. The longer an employee works for a company, the more valuable they become. Employee loyalty, defined as the willingness to remain with the organization, is a common area of interest for researchers and employers (Solomon, 1992). Loyal employees are committed to the success of the organization and believe that working for the organization is their best choice.

This study aims to integrate the theoretical bases of job performance, employee loyalty, and job satisfaction. It seeks to develop a conceptual model to determine which factors impact job satisfaction and to examine the impact of job satisfaction on job performance and employee loyalty among textile workers in Gujarat.

2. Theories and Hypotheses

2.1 Job Satisfaction and Factors Affecting Job Satisfaction

2.1.1 The Concept of Job Satisfaction

Kotler (2003) defines job satisfaction as "a person's feelings of pleasure or disappointment resulting from comparing a job's perceived performance (or outcome) in relation to their expectations." Similarly, Steyn & Van-Wyk (1999) define it as "the degree to which individuals feel positively and/or negatively about their jobs." Job satisfaction alleviates the tension caused by the disparity between individual expectations and unmet needs, encompassing the emotional responses individuals have towards their jobs (Aguinis, 2009) (Allen &Grisaffe, 2001) (Antoncic&Antoncic, 2011) (Arsic et al., 2012) (Betten et al., 2001). Moreover, job satisfaction positively influences employees' attitudes towards their work and job conditions.

From the perspective of workers, job satisfaction increases when their work is perceived as interesting and diverse (Greenberg & Baron, 2003). Satisfaction levels are higher when expectations are met to a greater degree, whereas dissatisfaction often leads to job abandonment (Antoncic&Antoncic, 2011). Job

satisfaction is a concept extensively studied and discussed, influenced by various factors that vary based on job characteristics, industry, or research context. For instance, Herzberg (Herzberg et al., 1959) distinguishes between intrinsic and extrinsic factors in his two-factor theory. Motivator factors such as achievement, recognition, and responsibility contribute to satisfaction, while hygiene factors like salary, work conditions, and company policies prevent dissatisfaction.

Empirical research identifies job satisfaction as a multidimensional construct. Spector (Greenberg & Baron, 2003) outlines nine dimensions, including pay, promotion, supervision, and work nature, among others. Okpara (2014) suggests five dimensions: pay, promotion, supervision, work itself, and co-workers. Donald & Siu (Donald & Siu, 2001) explore the impact of workplace environment on employee well-being and job satisfaction. Studies specific to information technology workers highlight factors such as personality traits, values (extrinsic and intrinsic), working conditions, and social influences (Ify& Rao, 2011).

In the context of this study involving information technology workers in Gujarat, the research investigates the impact of workplace environment, pay and promotion potential, fairness, and workplace relationships on job satisfaction. These factors collectively contribute to shaping employees' perceptions and experiences in their roles within the IT sector.

2.1.2 Factors Affecting Job Satisfaction

Workplace Environment:

The workplace environment significantly impacts job satisfaction (Darolia et al., 2010) (Donna, 1996). Employees prioritize a comfortable physical working environment, which correlates positively with higher levels of job satisfaction (Elegido, 2013). The design and quality of the workplace can either enhance or diminish employee satisfaction (Donald & Siu, 2001). A conducive working environment not only enhances job satisfaction but also motivates employees to perform at their best. Conversely, unfavorable working conditions can detrimentally affect both the mental and physical well-being of workers (Fosam et al., 1998).

Therefore, this study posits that job satisfaction is notably influenced by the quality of the workplace environment. Creating a positive and supportive work environment is crucial for fostering satisfaction and productivity among employees.

Hence, the hypothesis is:

H1: Workplace environment has a direct positive effect on job satisfaction.

Pay and Promotion Potential:

Pay and promotion potential are crucial factors influencing job satisfaction, serving as fundamental components thereof. Pay exerts significant influence by directly affecting job satisfaction; employees often compare their salaries with those of their peers and assess their contributions to their work environment. Dissatisfaction with pay can lead employees to consider leaving the organization (Friedlander & Margulies, 1969). It is widely recognized that competitive wages and comprehensive compensation packages are pivotal in ensuring employee satisfaction, as remuneration serves as a primary motivation for work (Fu & Deshpande, 2013).

Promotion involves moving employees into positions of higher responsibility and increased compensation (Griffin et al., 2001) (Gu & Siu, 2009) (Herzberg et al., 1959). This advancement typically includes greater responsibilities, higher rank within the organizational hierarchy, and improved compensation (Hong et al., 2013). Numerous studies affirm that both pay and promotion positively impact employee job satisfaction (Hussin, 2011) (Ify& Rao, 2011). Furthermore, previous research has consistently shown a direct and positive correlation between opportunities for promotion and job satisfaction (Javed et al.,

2014) (Jex, 2002) (Kotler, 2003) (Lazear, 1986). Therefore, this study asserts that job satisfaction is influenced significantly by the potential for both pay and promotion within an organization.

Thus, the hypothesis is:

H2: Pay and promotion potential have a direct positive effect on job satisfaction.

Fairness:

Fairness in the workplace refers to the principle of equal treatment, where employees receive equitable services and benefits compared to their peers (Lazear, 1986). It encompasses perceptions of fairness in outcomes, procedures, and interactions within the organization (Kotler, 2003) (Lazear, 1986) (Lazear, 2000). Employees who perceive fairness feel that their efforts and contributions are appropriately rewarded, leading to higher job satisfaction (Leventhal et al., 1980). In a fair environment, employees believe that organizational efforts will yield personal benefits in the future, fostering satisfaction and commitment (Lim, 2008) (Lind & Tyler, 1988) (Locke, 1976).

Conversely, perceptions of unfairness can demotivate employees, prompting them to reduce their contributions in order to restore a sense of justice (Malik et al., 2012). Research indicates a positive relationship between fair work policies and job satisfaction (Martensen &Gronholdt, 2001) (McCausland et al., 2005). Essentially, improvements in perceptions of fairness are associated with higher levels of job satisfaction.

Therefore, this study underscores that job satisfaction is significantly influenced by perceptions of fairness within the workplace. Creating and maintaining fair treatment and practices are essential for enhancing employee satisfaction and organizational performance. Hence, the hypothesis is:

H3: Fairness has a direct positive effect on job satisfaction.

Workplace Relationship:

Workplace relationships are critical determinants of job satisfaction, with dimensions such as co-worker interactions and supervision playing significant roles (Yvonne et al., 2014). The quality of relationships with supervisors and colleagues positively correlates with job satisfaction (McCausland et al., 2005) (Noor, 2009). A positive workplace relationship can be defined by how well employees collaborate and get along with their peers while performing their duties (Motowidlo, 2003). Support, guidance, and encouragement from colleagues are essential factors that enhance job satisfaction (Motowidlo, 2003).

Effective management and strong interpersonal relationships contribute significantly to employees' overall satisfaction (Mowday et al., 1979). Employees value supervisors who demonstrate trust, understanding, and fairness, which fosters a positive work environment (Mobley et al., 1979) (Organ, 1990). While supervisor support is not the sole determinant of satisfaction, it nonetheless has a positive impact (Nel et al., 2004). Supervisors who are supportive and demonstrate care for their employees' well-being contribute to higher satisfaction levels by providing adequate supervision and addressing individual concerns (Mowday et al., 1979) (Noor, 2009).

Therefore, this study emphasizes that job satisfaction is profoundly influenced by the quality of workplace relationships. Building supportive relationships among colleagues and supervisors is crucial for creating a positive work environment that enhances satisfaction and fosters productivity.

Thus, the hypothesis is:

H4: Workplace relationship has a direct positive effect on job satisfaction.

2.2 Job Performance

2.2.1 The Concept of Job Performance

Job performance encompasses various perspectives and definitions in academic literature. Javed et al. (2014) define job performance as the effective execution of job responsibilities. Aguinis (2009) emphasizes that it pertains to employees' behaviors rather than the outcomes of those behaviors. According to Porter & Lawler (1974), job performance results from a combination of individual abilities, skills, and efforts in a given context. Motowidlo (2003) describes it as the total expected organizational value derived from an individual's discrete behavioral actions over a standard period.

Organizational success hinges significantly on the collective performance of its employees (Pushpakumari, 2008). Individuals with superior performance tend to be favored in hiring processes, as their contributions are crucial for achieving organizational goals and maintaining competitive advantages. Enhancing employee job performance is thus essential for improving overall organizational productivity (Sonnentag & Frese, 2002).

In conclusion, job performance is multifaceted and critical for organizational effectiveness. It involves behaviors, skills, efforts, and the resultant organizational value derived from employees' actions, underscoring its importance in achieving organizational objectives and sustaining competitive edge.

2.2.2 The Relationship Between Job Performance and Job Satisfaction

According to Yvonne et al. (2014), who examined 77 employees across 24 stores in the Kepong area of Kuala Lumpur, there is a significant and positive association between job satisfaction and job performance. Their findings indicate a strong correlation between satisfaction and performance, highlighting the beneficial impact of job satisfaction on employee effectiveness.

Similarly, Javed et al. (2014) conducted research with 200 employees in Bahawalpur, although only 150 responded to the questionnaire. Their study concluded that job satisfaction influences job performance, with job performance contributing 14% to overall job satisfaction. This suggests that higher levels of job satisfaction and motivation lead to increased employee productivity.

Numerous other studies, such as those by Hussin (2011) and Wright et al. (2007), have also identified a positive relationship between job satisfaction and performance. Collectively, these findings underscore that satisfied employees tend to exhibit higher job performance.

Therefore, based on these studies, it is evident that job satisfaction plays a crucial role in influencing job performance. Organizations can enhance overall productivity by fostering a work environment that promotes job satisfaction among employees.

Thus, the hypothesis is:

H5: Job satisfaction has a direct positive effect on job performance.

2.3 Employee Loyalty

2.3.1 The Concept of Employee Loyalty

Employee loyalty is characterized as an organizational citizenship behavior wherein employees demonstrate commitment and adherence to the firm's interests (Ify& Rao, 2011). In simpler terms, loyalty reflects a strong identification with and active participation in the organization (Javed et al., 2014). Allen and Grisaffe(2001) define loyalty as a mental state that influences employees' decisions to remain with an organization despite challenges or potential losses in profitability due to employee turnover. The departure of employees can significantly impact the efficiency and morale of those who remain within the company (Allen &Grisaffe, 2001).

2.3.2 The Relationship Between Employee Loyalty and Job Satisfaction

Based on the reviewed studies, it is evident that job satisfaction significantly influences employee loyalty. Arsic et al. (2012) and Javed et al. (2014) both found positive associations between job satisfaction and employee loyalty in their respective studies. Arsic et al. surveyed 261 workers and concluded that job satisfaction increases employee loyalty. Javed et al., using SPSS analysis, demonstrated a strong positive relationship between job satisfaction and job loyalty, indicating that job satisfaction contributes more than 41% to employee loyalty.

Further reinforcing this relationship, researchers such as Donna (1996), Fosam et al. (1998), and Fu & Deshpande (2013) have also highlighted a strong correlation between organizational loyalty and employee satisfaction. These findings underscore the importance of organizations fostering job satisfaction to cultivate loyal employees. Mobley et al. (1979) suggest that dissatisfied employees are more likely to leave their jobs, emphasizing the role of job satisfaction in promoting employee retention and loyalty.

Thus, the hypothesis is:

H6: Job satisfaction has a direct positive effect on employee loyalty.

2.3.3 The Relationship Between Job Performance and Employee Loyalty

Employee loyalty plays a crucial role in enhancing organizational performance by fostering a deeper commitment beyond mere salary or responsibilities. Loyal employees are more likely to align themselves with the organization's goals and values, contributing positively to its overall success (Fosam et al., 1998). Brown et al. (Brown et al., 2011) conducted a study using data from the 2004 UK Workplace Employment Relations Survey to explore the impact of employee loyalty on workplace performance. Their findings indicated that higher levels of employee loyalty were associated with improved job performance, highlighting the beneficial effects of employee commitment and loyalty on organizational outcomes.

Previous research consistently supports the idea that employee loyalty positively correlates with and significantly contributes to job performance (Brown et al., 2011). This correlation suggests that organizations benefit from having loyal employees who are motivated to contribute to the organization's success beyond their immediate job roles.

Therefore, based on these insights, this study proposes the following assertion:

Employee loyalty influences job performance.

This proposition implies that cultivating employee loyalty can lead to improved job performance, as loyal employees are more likely to invest their efforts and talents in achieving organizational objectives and enhancing overall performance metrics.

Thus, the hypothesis is:

H7: Employee loyalty has a direct positive effect on job performance.

Based on the literature review, a conceptual model is proposed below to represent the relationships between job satisfaction and its dimensions, as well as the relationships among job satisfaction, job performance, and employee loyalty.
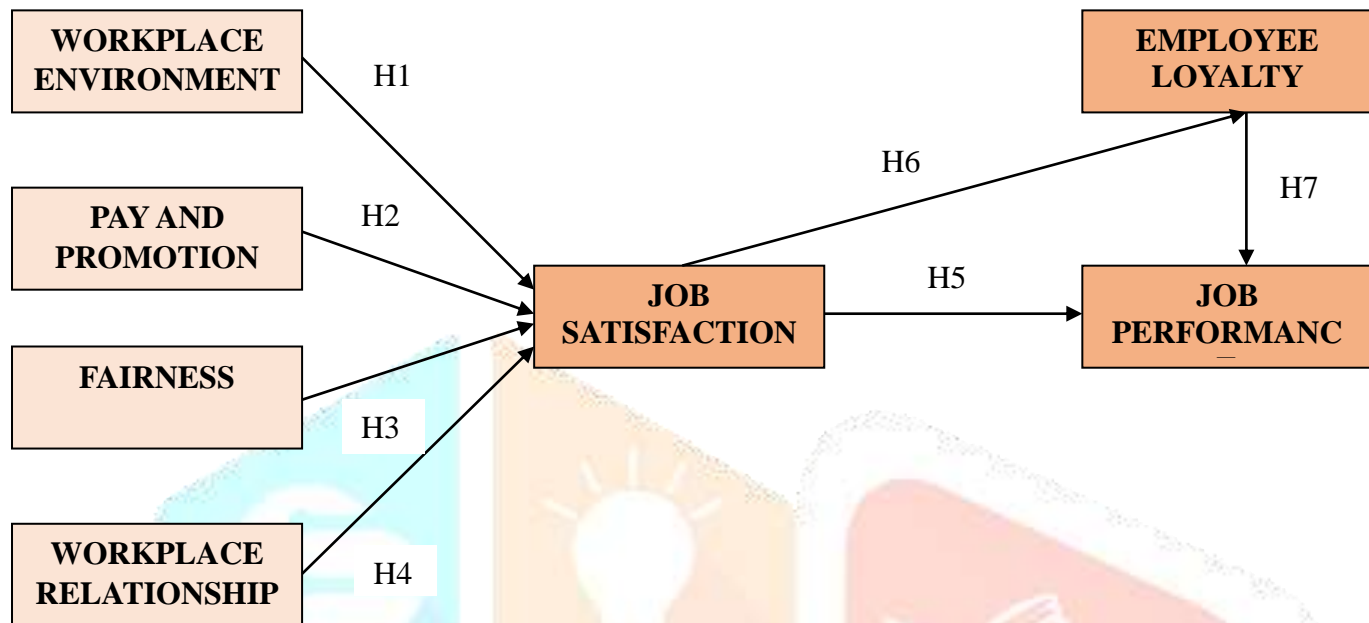
3. Conceptual Model and Methodology

FIGURE-1.   THE PROPOSED MODEL

This section outlines the conceptual model developed based on the literature review and describes the methodology which can be used to test the hypotheses.

3.1 Conceptual Model

The proposed conceptual model suggests that job satisfaction is influenced by workplace environment, pay and promotion potential, fairness, and workplace relationships. Furthermore, job satisfaction is hypothesized to positively impact job performance and employee loyalty. Employee loyalty, in turn, is hypothesized to positively affect job performance.

4. Conclusion

Gujarat's textile industry has consistently developed, strengthening its position in political, socio-economic, and security sectors for global integration. In this competitive environment, understanding work-related attitudes and behaviors is crucial for employee well-being and organizational effectiveness. Job satisfaction, job performance, and employee loyalty are vital for raising employee productivity and enhancing company standards. This study is among the few that focus on employee behavior in textile

companies, providing valuable insights for organizations to identify areas for improvement in job satisfaction, performance, and loyalty.

The proposed model suggests that job satisfaction is influenced by workplace environment, pay and promotion potential, fairness, and workplace relationships. Additionally, job satisfaction positively impacts job performance and employee loyalty, and employee loyalty, in turn, positively affects job performance.

4.1 Implications for Practice

The findings and future research on this study can have several practical implications for textile companies in Gujarat. Firstly, improving the physical working environment can significantly enhance employee satisfaction. Employers should focus on creating a comfortable and supportive workplace. Secondly, fair compensation and clear promotion pathways are crucial for employee motivation and satisfaction. Companies should ensure transparent and equitable pay structures and provide opportunities for career advancement. Thirdly, fostering a culture of fairness in organizational procedures and interactions can enhance job satisfaction. Employers should promote fairness in decision-making and resource allocation. Finally, building strong workplace relationships through teamwork and support can boost employee satisfaction. Organizations should encourage positive interactions and provide support systems for employees.

4.2 Recommendations for Future Research

Future research should focus on developing measurement items for these concepts and testing the proposed model among textile workers. This will help validate the model and provide more comprehensive insights into the factors influencing job satisfaction, performance, and loyalty in the textile industry. Additionally, longitudinal studies could examine how changes in the workplace environment, pay structures, fairness, and workplace relationships impact job satisfaction, performance, and loyalty over time. Researchers could also explore the moderating effects of demographic variables such as age, gender, and educational level on the relationships among the constructs.

References

Aguinis, H. (2009). *Performance Management* (2nd ed.). Upper Saddle River, NJ: Pearson Education Inc.

Allen, N.J., &Grisaffe, D.B. (2001). Employee commitment to the organization and customer reactions: Mapping the linkages. *Human Resource Management Review*, 11(3), 209-236.

Arsic, M., Nikolic, D., Zivkovic, Z., Urosevic, S., & Mihajlovic, I. (2012). The effect of TQM on employee loyalty in transition economy, Serbia. *Total Quality Management*, 13(6), 719–729.

Brown, S., McHardy, J., McNabb, R., & Taylor, K. (2011). Workplace performance, worker commitment, and loyalty. *Journal of Economics & Management Strategy*, 20(3), 925–955.

Carrell, M.R., & Dittrich, J.E. (1978). Equity theory: The recent literature, methodological considerations, and new directions. *Academy of Management Review*, 3, 202-210.

Darolia, C.R., Kumari, P., & Darolia, S. (2010). Perceived organizational support, work motivation and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*, 36(1), 69-78.

Donna, K.M-S. (1996). Increasing employee productivity, job satisfaction, and organizational commitment. *Hospital & Health Services Administration*, 41(2), 160-175.

Eskildsen, J.K., &Nussler, M.L. (2000). The managerial drivers of employee satisfaction and loyalty. *Total Quality Management*, 11(4), 581–588.

Fosam, E.B., Grimsley, M.F.J., & Wisher, S.J. (1998). Exploring models for employee satisfaction; with particular reference to a police force. *Total Quality Management*, 9(2/3), 235-247.

Friedlander, F., & Margulies, N. (1969). Multiple impacts of organization climate and individual values system upon job satisfaction. *Personnel Psychology*, 22, 177-183.

Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16, 399-432.

Griffin, M.A., Patterson, M.G., & West, M.A. (2001). Job satisfaction and team work: The role of supervisor support. *Journal of Organizational Behavior*, 22, 537-550.

Hong, L.C., Hamid, N.I.N.A., & Salleh, N.M. (2013). A study on the factors affecting job satisfaction amongst employees of a factory in Seremban, Malaysia. *Business Management Dynamics*, 3(1), 26-40.

Hussami, M. (2008). A study of nurses' job satisfaction: The relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *European Journal of Scientific Research*, 22(2), 286-295.

Ify, D., & Rao, N. (2011). Job satisfaction: Key factors influencing textile professionals in Washington DC. *International Journal of Computer Technology and Applications*, 2(4), 827-838.

Javed, M., Balouch, R., & Hassan, F. (2014). Determinants of job satisfaction and its impact on employee performance and turnover intentions. *International Journal of Learning & Development*, 4(2), 120-140.

Kotler, P. (2003). *Marketing Management: An Asian Perspective*. Upper Saddle River, NJ: Prentice Hall.

Leventhal, G.S., Jurgis, K.Jr., & William, R.F. (1980). Beyond fairness: A theory of allocation preferences. In G. Mikula (Ed.), *Justice and Social Interaction* (pp. 167-218). Bern: Huber.

Malik, M.E., Danish, R.Q., & Munir, Y. (2012). The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. *American Journal of Economics*, 6, 6-9.

Martensen, A., &Gronholdt, L. (2001). Using employee satisfaction measurement to improve people management: An adoption of Kano's quality types. *Total Quality Management*, 12(7), 949–957.

McCausland, W., Pouliakas, K., &Theodossiou, I. (2005). Some are punished and some are rewarded: A study of the impact of performance pay on job satisfaction. *International Journal of Manpower*, 26, 636 – 659.

Motowidlo, S.J. (2003). Job performance. In W.C. Borman, D.R. Ilgen, & R.J. Klimoski (Eds.), *Handbook of Psychology: Industrial and Organizational Psychology* (pp. 39-53). New York, NY: John Wiley

Munap, R., Badrillah, M.A., & Rahman, R.A. (2013). Organizational rewards system and employees' satisfaction at Telekom Malaysia Berhad. *Journal of Educational and Social Research*, 3(3), 281-288.

Neog, B.B., & Barua, M. (2014). Factors influencing employee's job satisfaction: An empirical study among employees of automobile service workshops in Assam. *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, 2(7), 305-316.

Norizan, I.S. (2012). Organizational commitment and job satisfaction among staff of higher learning education institutions in Kelantan (Unpublished doctoral dissertation). Universiti Utara Malaysia.

Osman, M., & Peter, B. (1999). Job satisfaction among telecommunication employees in Turkey. *Journal of Managerial Psychology*, 14(1), 50-63.

Pallant, J. (2005). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS* (2nd ed.). Maidenhead: Open University Press.

Rousseau, D.M. (2000). Psychological contract inventory: Technical report. *Unpublished Document*. Carnegie Mellon University, Pittsburgh, PA.

Rubin, R.S., Munz, D.C., & Bommer, W.H. (2005). Leading from within: The effects of emotion recognition and personality on transformational leadership behavior. *Academy of Management Journal*, 48(5), 845-858.

Salanova, M., Agut, S., &Peiró, J.M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.

Sekaran, U. (2003). *Research Methods for Business: A Skill Building Approach* (4th ed.). New York, NY: John Wiley & Sons.

Shore, L.M., & Wayne, S.J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology*, 78(5), 774-780.

Sweeney, P.D., & McFarlin, D.B. (1993). Workers' evaluations of the "ends" and the "means": An examination of four models of distributive and procedural justice. *Organizational Behavior and Human Decision Processes*, 55, 23-40.

Tang, T.L., & Sarsfield-Baldwin, L.J. (1996). Distributive and procedural justice as related to satisfaction and commitment. *SAM Advanced Management Journal*, 61(3), 25-31.

The American Society of Training and Development (ASTD). (2010). *2010 State of the Industry Report*. Alexandria, VA: ASTD.

Vandenberg, R.J., & Lance, C.E. (1992). Examining the causal order of job satisfaction and organizational commitment. *Journal of Management*, 18(1), 153-167.

Velnampy, T. (2008). Job attitude and employees performance of public sector organizations in Jaffna district, Sri Lanka. *GITAM Journal of Management*, 6(2), 66-73.

Whitener, E.M. (2001). Do "high commitment" human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5), 515-535.

Worrell, T.G. (2004). School psychologists' job satisfaction: Ten years later (Unpublished doctoral dissertation). Virginia Polytechnic Institute and State University, Blacksburg, VA.

Yousef, D.A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organizational commitment: A study from an Arabic cultural perspective. *Journal of Managerial Psychology*, 17(4), 250-266.