

Exploring the Relationship between Islamic Work Ethics, Employee Work Performance and the Mediation Role of Organizational Commitment

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Abstract

The purpose of this paper is to demonstrate the impact of Islamic work ethic (IWE) on employee work performance (EWP) and organizational commitment (OC) playing mediation role in the relationship of IWE and EWP. The valid and reliable scales were used for measuring the IWE, OC and EWP. 150 questionnaires were distributed among the employees of different public sectors' organizations and 107 employees responded among them. The results ($R^2 = 0.11$) founded that there was significantly positive relationship between Islamic work ethics on employee work performance and when organizational commitment enter as mediator in their relationships the result ($R^2 = 0.25$) was also positively significant on employee work performance and this results (R^2 change 0.14) shown that organizational commitment was played complete mediation role, hence all the hypothesizes of this study were significantly confirmed at p value ($p < 0.001$). While the study was limited to the Pakistani public sectors' organizations and sample size is too short, it has considerable implications for the development of a bright workforce in other cultures and multinational organizations. An interpreting of the commitment of the manpower to the IWE and helps HR managers in designing the intervention, and implementation of this intervention to bring changes in public sector organizations for development of the employees and organizational effectiveness. In the results there is very strong necessary for the public sectors' organizations in Pakistan as well as other non-western countries that examine the link of IWE and employee work performance by increasing the commitment level of employees. This paper emphasizes on IWE to improve the employee work performance by increasing the commitment level of employees in public sector organizations.

Keywords: Public sector Organizations, Islamic Work ethic, Organizational Commitment and Employee Work Performance

1. Introduction

There are number of studies that recognized the actual information on human behaviors, values and attitudes at workplace. However, the volume of research pertaining to work ethic and different organization and individual outcomes has been carried out in the western locale centered on the protestant work ethic (PWE).

In response to the significant need to study IWE and the workplace outcomes in non-western environment consequently in this paper describes the degree to which IWE persuades innovation capability among the Pakistani Public Sector organizations. It is Obligatory for Muslims to seek knowledge." This knowledge has 2 main branches, "Religious knowledge" and "Scientific knowledge." The scientific knowledge is called "Wisdom". Our Prophet

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(Peace be upon him) said, “Wisdom is the lost property of a Muslim. He should pick it up wherever he may find it.” So above great hadith of Prophet Muhammad (Peace be upon him) commands Muslims to learn scientific education and knowledge. “Islamic knowledge” has twenty sub-branches, eight branches of Islamic Knowledge consist of a higher level of teaching and other 12 contain subsidiary nature of teaching. And Ethics deals with higher level of Islamic teaching (Emrullah & Hadimi, 2001).

Civil or Progressive Muslim has two main qualities has Scientific knowledge and Good moral character. Alternately, a Muslim who has Scientific Knowledge but has poor moral character is called abandit, tyrant or dictator (Emrullah & Hadimi, 2001). Ethics got fundamental place in Islam. Islamic work Ethics are directly derived from sacred books of Islam ie: Quran and Hadith books, Quran is book of Allah and Hadiths are sayings of Holy Prophet Muhammad (Peace be Upon Him). Ethics may be defined as, “a set of moral principles that distinguish what is right from what is wrong” (Beekun, 1997).

In Allah’s book Quran *Khuluq* is the most relevant term used for ethics (Fakhry, 1991). Once a Person asked the *Rasoolallah* (PBUH) when would the Day of Requit take place? *Rasoolallah* (PBUH) replied, “When honesty is lost” (Beekun, 1997). Islamic Work Ethics has vast scope, it has several dimensions; Sincerity, Proficiency, Truthfulness, Justice, Patience, Promise keeping, continuous self evaluation, Moderation, Courteousness etc.

Levels of Business Ethics

- i. International Level
 - ii. National Level
 - iii. Societal Level
 - iv. Association Level
 - v. Organizational Level
 - vi. Individual Level
- (Weiss, 2003)

Five Myths of Ethics

- i. Ethics is personal
 - ii. Business and Ethics don’t mix
 - iii. Business Ethics is relative
 - iv. Good business means good ethics
 - v. Information is neutral and amoral
- (Weiss, 2003)

Weiss (2003) Justifies ethics in business, because many times laws are not sufficient and cannot cover all aspects of a problem. Ethical dilemmas are very common all over the world. Bribery, corruption, harassment, Fraud, injustice, unfairness, inequality, dishonesty and illegal acts etc. are one of the most common problems in public as well as in private sector organizations. Prophet of Allah (PBUH) Said, “Truthful, Honest Business man will be with Prophets of Allah, Allah’s Beloved Persons and Martyrs.”

Before conducting of this study, researchers conducted interviews in Pakistani (Islamabad & Rawalpindi) public sector organizations including educational sectors, banking sectors and telecommunication (U-fone & PTCL). Authors founded in pilot survey that there was 69% employees in education sector, 58% in banking sectors and 54% in telecommunication sectors behave unethically so there was very strong need to conduct study on Islamic work ethics topics in this Islamic culture.

Pakistan is an Islamic country with a multicultural society; hence it is an excellent setting for performing and reporting such study. However researchers, HR professionals and consultants didn’t try to develop a well established theoretical framework in which searches the effectiveness of organizational commitment from a functional relation between part and whole perspective. In this study we have been tried to examine the relationship among

Islamic work ethics, work performance and organizational commitment of the public sector organizations in Pakistan. In this empirical research try to describe the mediating relationship of organizational commitment between Islamic work ethics and work performance which can enhance the effectiveness of individual's and over all organization's productivity.

2. Review of Literature

2.1. Islamic Work Ethics

The IWE Analogous to the concept of Islam Hadhari that emphasizes cooperation in work, and consultation is seen as way of overcoming obstacles and avoiding mistakes to meet one's needs and establish equilibrium in one's individual social life. The IWE I oriented more towards life fulfillment than life denial and holds business motives in the highest regard (Ali, 1992, 2005).

The higher work ethics such as the IWE provides a stage and strong point for the whole employees in spite of the suddenly marvelous challenge that lies to be front. Moreover it provides the labor force with standards to grip as they attempt to become the attractive public service providers. The study was originated that managers who are jobbing in the public sectors scored much higher on IWE than those who are jobbing in the Private sectors (Ali & Al-Qwaihan, 2008). The employees who are jobbing in the public sector organizations represented more substantial support of IWE (Yousef, 2001).

The study on work ethic and its links with individual and organizational factors has received significant attentiveness in the literature (Ali and Al Qwaihan, 2008; Ali, 2005; Yousef, 2001, 2000; Furnham and Rajamanickam, 1992; Congleton, 1991; Zubbob, 1983). Definitely the logical implications of the work ethic which revealed an individual's attitudes and behavior towards his/her work for organizational successes have been widely investigated possibly it has filtered leadership and management views. On the other hand, a great deal of study on work values has been conceded out in the west and has focused on the Protestant Work Ethic (PWE) (Weber, 1958). Weber focused the PWE to be at the origin of the western idea that an individual has "duty" to work, and verified the survival of a relationship between Protestantism and progress of modern capitalism (Rose, 1985). Nonetheless, the idea of IWE has its basis in the Quraane-E-Kareem. The Hadith and Sunnah of Prophet Hazrat Mohammad peace be upon him and early Islamic Scholars who prophesized that hard work stimulated sins to be justified and eats better food than which he eats out his work (Ali, 1992).

A Muslim is also expectant to carry out all responsibilities skillfully and carefully. This is an evidence of one of the Prophet Mouahmmad's sayings which is clearly compulsory for every Muslim to obey properly. The researcher distinguished some of work related saying of Prophet Mohammad that occupation is the best form of worship, ethical and rightful fundamentals must be innate in economics tricks, regulation and obligation must be spirit of work and work maintains confidence and self reliance (Ali, 2005).

The early study on the link between IWE and workplace attitudes is highly esteemed (Ali, 1988, 1992). Whenever very few studies have been described on the relationship between the IWE and Individual and organizational variables, all that literature is very hopeful and started to magnetize more investigate in many regions of the world (Ali and Al Qwaihan, 2008). The high relationship between IWE and individualism (Ali, 1992). The researchers originated the PWE, work involvement and work measures interrelated with IWE in their studies of the work ethic in the USA and Canada (Ali et al., 1995). The high relationships between IWE and role ambiguity and locus of control scales progressively determined and also IWE raises the job satisfaction and organizational commitment (Yousef, 2000, 2001). A person with high level of securitized of IWE would have to tendency to increase a sentimental organizational commitment (Rehman et al., 2006). There is dissimilarity of western work ethics; IWE outstandingly fascinated the importance of one's

involvement to community and society and obligations of the organization to its employees (Abu Saad, 2003). The IWE highly related to loyalty evaluate (Ali and Al Kazmi, 2007). IWE entails that carrying on business in an energetic environment will consequence in higher performance and extensive success (Ali and Al Qwaihan, 2008).

2.2. Employee Work Performance

Work performance means the outcomes of the employees about their work and objectives align with the organization's goals and objectives that are achieved by the employees to work effectively, efficiently and motivation and work performance of the employees measuring using different techniques of performance appraisal system.

Currently the most of studied are conducting to measure the performance by reactions of user to performance appraisal (Jawahar, 2007). The reactions are approximately always appropriate and adverse reactions can to difficult the largest part carefully constructed the system of appraisal (Murphy and Cleveland, 1995).

The previous studies described the positive association between servant leadership style and commitment of the organizations, outcomes and performance of the employees (Avolio et al., 2004). Schneider and George (2010) founded the positive association between servant leadership effective style and outcomes of the employees when employees' empowerment plays mediation role between theses relationship in volunteer service organizations.

The very few studies assumed the expression of performance appraisal and its effect on employees' commitment and work performance instead of testing the employees performance critically (Williams & Levy, 2004) the described the most of the studies conducted to examine the relationships between reaction of performance appraisal, attitude and behavior of the employees.

The determinations of individual person differences which can effect the association between reactions of the performance appraisal and employees' work performance of the individual may discover the situations in which performance appraisal is much or less effective that study such as to capitulate results of relatively in practical (Fletcher, 2001). The fundamental activities of performance appraisal are Goal setting and feedback that are broadly assumed the impact of performance positively by increasing specific information, knowledge, and motivation which are important for increasing the performance of employees (Fletcher, 2001).

Kuvaas (2006a) concluded the positive association between reactions of performance appraisal and commitment of the organization and intrinsic motivation plays moderate role between their relationships. The positive association founded between reactions of the performance appraisal and employees' work performance in which autonomy orientation acts as moderate between their relationships (Kuvaas, 2007).

Kuvaas (2011) found the increasing and positive interaction between reactions of the employees and employees work performance in which feedback plays moderate role between their relationships. In this study we used the 6 items (acceptability, hard working, extra effort, better perform, engagement of job, and quality of work) which developed by Kuvaas for measurement and identify the work performance of the employees because Kuvaas constructed the very advance scale for the measurement of work performance.

2.3. Organizational Commitment

Research has also made known that WE has relationship with organizational commitment (Yousef, 2001; Kidron, 1979; Peterson, 2003). From many years, organizational researches are being done about organizational commitment relationship with various situational characteristics, such as employees' attitudes and behaviors. Moreover, according

to Allen and Mayer (1990), Organizational commitment is a psychological state which attaches employees to their organization, so organizational commitment reduces Turnover intention. Kidron (1979) research tells that work values have significant positive relationship with moral commitment to the organization (Elizur and Koslowsky, 2001). Putti, Aryee, and Ling (1989) conducted research based on sample of Singapore workers about relationship between work values and organizational commitment. Their result tells us that intrinsic Work values have more relationship with organizational commitment than extrinsic WV.

As noted some recent researches have been done to examine the relationship between quality of Work life and Organization commitment (Parasuraman & Futrell, 1983). Relationship between employee efforts is also related with job involvement, Organizational commitment and satisfaction which has also positive relationship with quality of work (Brown & Peterson, 1994). Quality of work life deficiencies seem to reduce employees' commitment to their organizations, seen in their intention to quit; their jobs, evident as shirking or freeloading; and their customers, manifest as substandard customer service attitudes.

Deficiency in Quality of work life reduces employee's commitment to his organization and increases turnover intention and effects behavior and attitude of employee (porter, Steers, Mowday, & Boulian, 1974; Mitchell, 1979). The Relationship between work ethics and job satisfaction, organizational commitment and turnover intention can be explained by the organizational justice theory (Koh and Boo, 2004). This theory explained that the justice perception of employees affect their job attitudes and organizational outcome. Thus, in turn, this is likely to enhance employee job satisfaction and organizational commitment, and also decrease turnover intention. So Work ethics enhance employee job satisfaction, Organizational commitment and decreases employee's turnover intention (Koh and Boo, 2004). Studies showed that ethical conduct in the work influence job satisfaction organizational commitment and reduce turnover intention (Weeks et al, 2004; Schwepker, 2001). Moreover, Kidron (1979) explores the link b/w PWE and organizational commitment. The study exposed that work ethics have more positive relationship with moral commitment than calculative involvement. Likewise, Peterson (2003) exposed the relationship b/w ethical pressure and lower organizational commitment and higher turnover intention. Moreover, high commitment and involvement is hypothesized to be positively related with favorable customer attitudes (Aderson, Rungtusanatham, & Schroeder, 1994; Deming, 1986; Hackman, Oldham, Jason, & Purdy, 1975).

2.4.1. Relationships between Islamic Work Ethics and Employee Work Performance

Honesty and fairness at workplace and in business are basic principles of Islamic work ethic (Yousef, 2000). Unproductive work by intention and wasting of time is strictly forbidden in IWE (Abeng, 1997). On the basis of hard work, one can only get success in life and the failures are due to the laziness and unwillingness towards handwork. Similarly, Rahman et al. (2006) concluded that employee with a high level of sensitivity to IWE would have a tendency to be creative and innovative to the organization.

IWE is also oriented more toward life fulfillment than life denial and IWE holds business motives in the highest regard (Ali, 1992; Kumar & Rose, 2010). The research about work ethics and its relationship with individual and organizational factors has received significant concentration in literature (Ali and Al-Owaihian, 2008; Yousef, 2000, 2001; Naresh, 2010). IWE gives tribute when business is carried out in a determined environment because result will be higher performance and huge success (A. J. Ali & Al-Owaihian, 2008). Ali and Al-Kazemi (2007) investigated the relationship b/w IWE and loyalty, results of study shows a significant and strong relationship. Based on a Literature review, Ali and Al-

Owaihan (2008) suggested that Islamic work ethic contributed a lot to higher performance, extensive success and social welfare.

H1: *“There is positive relationship between Islamic work ethics and employee work performance.”*

2.4.2. Relationships between Islamic Work Ethics and Organizational Commitment

Yousef (2000) researched Islamic work ethic and attitudes towards organizational change and organizational commitment among employees in the United Arab Emirates. He found that Islamic work ethic has directly and positively influence on employees' attitudes towards organizational commitment.

Yousef (2001) investigated the moderating impact of Islamic work ethic on the relationships between organizational commitment and job satisfaction among 425 Muslim employees in several organizations in the United Arab Emirates.

He found that Islamic work ethic directly affected both organizational commitment and job satisfaction. In a case study, Rahman *et al.* (2006) studied and found a relationship between Islamic work ethic and organizational commitment among 227 employees in a local bank of Malaysia.

Putti *et al.* (1989) examined the link between work ethic and organizational commitment in Asian context. Saks *et al.* (1996) also investigated the relationship b/w work ethic and organizational commitment by using a sample of 145 temporary employees of a large Canadian theme park. Results point out that a strong support of the work ethic has direct relationship with higher organizational commitment.

Various studies have given results that there is a positive relationship between work ethic and organizational commitment (Morrow and McElory, 1987; Randall and Cote, 1991; Brief and Aldag, 1980; Chusmir and Koberg, 1988; Morrow and Goetz, 1988).

H2: *“The Islamic work ethics has increasingly affected on organizational commitment level of employee.”*

2.4.3. Relationships between Organizational Commitment and Employee Work Performance

The environment created by the employees at work place directly affects the learning of the coworkers and their ability to do creative work. It is closely related to the behavior of their peers. If all the employees are working positively towards the organizational goals it will lead to innovation and enhanced performance

Employees created environment at work place directly affects the coworkers learning and their creative work, it also have close relationship with behavior of their peers. When all employees of organization work positively according to the organizational objectives and goals, then it would be more innovation and increase performance (Davidson PL, 2005). Chen, Silverthorne and Hung (2006) investigated the relationship among organizational commitment, communication and performance.

Their results indicated that there are positive relationships among communication, organizational commitment and performance. These findings suggested that organizations should strengthen their communication channels and communication processes to make effective and strengthen professionals' organizational commitment and performance.

Suliman and Lles (2002) investigated the nature of organizational commitment in 3 industrial units in Jordan by using job performance of employees and 5 demographic variables. Their research findings tell that organizational commitment covers 3-dimensional concept. Findings also revealed a positive relationship b/w organizational commitment (all 3 components) and job performance.

Moreover, organizational commitment and its 3 dimensions present positive and negative relationships with age, , education, sex, job status and organizational tenure

variables. Rashid, Sambasvani and Joari (2003) studied 202 managers in Malaysian companies, findings of research shows that organizational commitment and corporate culture are interrelated and also both have far reaching impact on performance.

H3: “When organizational commitment level of employee increases the work Performance of employees will also increase.”

2.4.4. Organizational Commitment as Mediation

Tasai (2011) has been examined the significant relationships among internal marketing, organizational commitment and service quality. The researcher was collected data from 288 employees who were working in three regional hospitals in Taiwan and results were founded the organizational commitment was played significant mediation role in the relationships of internal marketing and service quality.

Meyer and Smith (2009) have identified the significant relationships between quality of human resource management practices (performance appraisal, career management, training, benefits), procedural justices, organizational support and organizational commitment. They have collected data from 281 employees of the different organizations and results were founded the significant and strongly mediation role of affective and normative organizational commitment in the relationships of organizational support and procedural justices.

Biswas (2008) has explored the significant relationships among affective commitment, psychological climate, job involvement and citizenship behavior. The author has been concluded the significant mediation role of affective commitment in the relationships of psychological climate and as antecedents of job involvement and citizenship behavior and data was collected from manufacture and service sector organizations in India.

Yousaf (2000) has examined the mediation role of organizational commitment between leadership behavior and job satisfaction and job performance; he also investigated the moderation effect of national culture on the relationships of leadership behavior with organizational commitment, job satisfaction and job performance.

H4: “Organizational commitment affect as mediating in the relationship of Islamic work ethics and employee work performance.”

Fig.1. Theoretical Framework



3. Research Methodology

3.1. Design

The nature of this study was explanatory study in which try to draw a conclusion about the public sector organizations in Pakistan and try to examine the cause and effect of the variables on each other also it is correlational study. This study actually conducted in the field in which was surveyed in the different public sector organizations and collect the data from public sector population in Islamabad, Pakistan. So the environment of this study is non-contrived because have no control over the allocation of treatments from the

experimental unit. The study was cross sectional because it was conducted first time in Pakistan and data were collected from different public sectors' organizations.

3.2. Method

The population was the employees who were working in the public sector organizations in Islamabad, Pakistan. *Convenience sampling* technique is used for data collection from the public sector organizations' employees in Islamabad. Data were collected from employees of Islamic International University, Pakistan Telecommunication Limited, National Bank of Pakistan and 150 questionnaires were distributed among the employees of three different public sector organizations and 107 respondents responded properly which shown respond rate was 71%. So number of samples was 3 and sample size was 107 employees. There was short sample size for this research due shortage of time and most of the employees do not respond properly and it was very difficult to collect data in Pakistan about any research purpose due to un-willingly response from the Pakistani people.

3.3. Measure

The data was collected by using some valid and reliable instruments for measuring the study variables, 17 items scale (short version) was used for measuring Islamic work ethics which developed by Ali in 1988 and the Cronbach's reliability coefficient for Islamic work ethic scale was 0.86. Measuring the organizational commitment used 5 items scale which developed by Lee and Choie in 2003 and the Cronbach's reliability coefficient for organizational commitment scale was 0.87. And for measuring the employee work performance used 6 items scale which developed by Kuvaas in 2011 and the Cronbach's reliability coefficient for employee work performance scale was 0.85. The composite reliability of all constructs exceeded the benchmark of 0.70 suggested by Nuannly and Brenstein in 1994. The all question arranged by using the 5 points (strongly disagree to strongly) agree Likert scales in which assigned 1 for strongly disagree, 2 for disagree, 3 for neither agree and nor disagree (neutral), 4 for agree, and 5 for strongly agree.

4. Results and Dissscusion

The results of this study were analyzed by using the SPSS 15.0 software and examined the strength of relationship between the variables (correlation), variation between independent and dependent variables (regression), accepting and rejecting region of hypothesis (t values), how much affected the dependent variable when increase one unit of independent variable (Beta) and significance level of the results (p value) for interpretation of study's hypothesis rejection and acceptance.

4.1. Table 1. DEMOGRAPHIC PROFILE OF RESPONDENTS (N=107)

Demographic	Category	Frequency	Percent
Gender	Male	93	86.9
	Female	14	13.1
Age	Below 25 years	23	21.5
	25-40 years	43	40.2
	Above 40 years	41	38.3
Education	Graduation	24	22.4
	Master	80	74.8
	PhD	03	2.8
Experience	0-5 years	45	42.1
	6-10 years	34	31.8
	11-15 years	12	11.2
	Above 16 years	16	15.0
Working Area	Finance	39	36.4
	HRM	27	25.2
	General management	22	20.6
	Others	19	17.8
Management Level	Top level	07	6.5
	Middle level	79	73.8
	Lower level	21	19.8

Table 1 shown demographic profile of respondents which explain demographic profile according to the frequency and percentage rate of respondents on the basis category (gender, age, education, experience, working area and management level).

The frequency (nos. of male were 93 and nos. of female were 14) and percentage (86.9% were male and 13.1% were female) of respondents accordingly gender category, the frequency (no. of respondents whose age was below 25 years were 23, no. of respondents whose age was between 25 to 40 years were 43 and no. of respondents whose age was above 40 years were 41) and percentage (21.5% were below 25 years old, 40.2% were between 25-40 year old and 38.3% were above 40 years old) of respondents accordingly age category.

The frequency (no. of respondents who have graduate degrees were 24, who was Mater degree holders were 80 and who have PhD degrees were 3) and percentage (22.4% have graduate degrees, 74.8% have masters degrees and 2.8% have PhD degrees) of respondents accordingly education category.

The frequency (no. of respondents who have below 5 years experience were 45, who have between 6-10 years experience were 34, who have between 11-15 year experience were 12 and who have above 15 years experience were 16) and percentage (42.1% respondents have below 5 years experiences, 31.8% have between 6-10 years experiences, 11.2% have between 11-15 years experiences and 15% have above 15 years experiences).

The frequency (no. of respondent who were working in top level management were 7, no. of respondent who were working in middle level management were 79, no. of respondent who were working in lower level management were 21) and percentage (6.5% respondents were working in top level management, 73.8% were working in middle level management, and 19.6% were working in lower level management).

4.2. Table 2. PEARSON'S CORRELATION AND DESCRIPTIVE STATISTICS INFORMATION

Measure	IWE	OC	EWP
Islamic Work Ethics	1		
Organizational Commitment	0.40**	1	
Employees work performance	0.34**	0.47**	1
No. of Observations	107	107	107
Mean	3.12	3.73	3.33
Standard Deviation	0.45	0.42	0.62
Standard Error	0.04	0.04	0.06

Note: ** $p < 0.01$ level (2-tailed) N=107 Islamic work ethics, organizational commitment and employee work performance rating by using the 5 point likert scale 1 to 5

Table 2 shows the relationship between independent, mediation and dependent variables and this relationship call *Pearson's correlation* of the variables it means to measure the strength of relationship between two variables. There were positive and significant relationships among independent variable (Islamic work ethics) mediation variable (organizational commitment) and dependent variable (employee work performance) of this study. The Islamic work ethics was significantly positive correlated ($r = 0.40$, $p < 0.01$) with organizational commitment, also significantly positive correlated ($r = 0.34$, $p < 0.01$) with the employee work performance and organizational commitment was also significantly positive correlated ($r = 0.47$, $p < 0.01$) with the employee work performance. The mean score of respondents on Islamic work ethics was 3.12, standard deviation in the score was 0.45 and standard error in the mean score was 0.04, mean score of organizational commitment scale was 3.73, standard deviation was 0.42 and standard error in the mean score was 0.04, and mean of employee work performance was 3.33, standard deviation was 0.62 and standard error in the mean score was 0.06. According to the Kenny's and Barron (1986) there should be significant correlation between all the variables for mediation analysis. Hence this study did meet these requirements for mediation analyses of organizational commitment because there were positive and significant relationships between (Islamic work ethics, organizational commitment and employee work performance) all variables.

4.3. Table 3. REGRESSION ANALYSIS

Variables	Beta	R square	R square Change	t value	p value	F value
Model 1						
Islamic work ethics and						
Employee work performance	0.34***	0.11	0.000	3.69	0.000	13.67***
Model 2						
Islamic work ethics and						
Organizational commitment	0.40***	0.16	0.000	4.48	0.000	20.12***
Model 3						
Organizational commitment and						
Employee work performance	0.47***	0.22	0.000	5.51	0.000	30.41***
Model 4						
Mediation Analysis						
Step 1						
Islamic work ethic and						
Employee work Performance	0.34***	0.11	0.000	3.69	0.000	13.67***
Step 2						
Islamic work ethics,	0.17			1.92	0.060	
Organizational commitment and	0.40***	0.25	0.14	9.09	0.000	17.44***
Employee work performance						

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Table 3 has shown the regression analysis of Islamic work ethics, organizational commitment and employee work performance.

4.3.1. Islamic Work Ethics and Employee Work Performance

Model 1 shows in table 3, the regression analysis of two (Islamic work ethics and employee work performance) variables in which Beta value ($\text{Beta} = 0.34$, $p < 0.001$) of these two variables interpreted, if one unit increase in Islamic work ethics then 0.34 unit increase the performance of employees and this was highly significant value. Adjusted R square (0.11) explained the significant variation between Islamic work ethics and employee work performance was 11% and t value ($t = 3.69$, $p < 0.001$) and F value ($F = 13.67$, $p < 0.001$) which shows highly significant relationship between these two variables in model 1, because t value (3.69) was greater than t tabular standard value (± 1.96). According to the Sobel, (1982) this t value (3.69) is normally distributed, that for large samples it will lead to accept the study hypothesis at $p < 0.05$ because it exceeds ± 1.96 which is standard normal distribution for small samples. So this study first hypothesis (H1) is significantly confirmed that was “*There is positive relationship between Islamic work ethics and employee work performance.*”

Past study supported that ethic in the perspective of Islam, refers the attributes and action performed and manners by convinced individual for achieving high quality of work life balance (Husin, 2012). Another study has investigated the relationship between Islamic work ethics and business performance of the manager of telecom organizations in Pakistan (Abbasi, Rehman and Bibi, 2011). They have collected data from 114 managers who were working in telecom companies in Pakistan and results were founded strong significant and positive relationships between Islamic work ethics and business performance.

4.3.2. Islamic Work Ethics and Organizational Commitment

Model 2 shown the regression analysis of two (Islamic work ethics and organizational commitment) variables in which Beta value was ($\text{Beta} = 0.40$, $p < 0.001$) of these two variables interpreted, if one unit increase in Islamic work ethics then 0.40 unit increase the organizational commitment level of employees and it was also highly significant value of Beta. R square (0.16) explained the significant variation between Islamic work ethics and organizational commitment level of employee was 16% and t value ($t = 4.48$, $p < 0.001$) and also F value ($F = 20.12$, $p < 0.001$) which also shown strong significant relationship between Islamic work ethics and organizational commitment in model 2 of table 3, because t value (4.48) was also greater than t tabular standard value of ± 1.96 (Sobel, 1982). So this study second hypothesis (H2) was also significantly confirmed that was “*The Islamic work ethics has increasingly affected on organizational commitment level of employee.*”

Rokhman (2010) has been examined the significant association between Islamic work ethic and work outcomes. He was collected data from 49 employees of 10 institutions of Islamic microfinance in Denmark and results were founded the significant and positive relationship between Islamic work ethics and job satisfaction and organizational commitment but also founded non significant relationships between Islamic work ethics and employee turnover intentions.

4.3.3. Organizational Commitment and Employee Work Performance

Model 3 shown the regression analysis of two (organizational commitment and employee work performance) variables in which Beta value was ($\text{Beta} = 0.47$, $p < 0.001$) of these two variables interpreted, if one unit increase in organizational commitment then 0.47 unit increase the work performance of employees and it was highly significant value of Beta. R square (0.22) explained the significant variation organizational commitment and employee

work performance was 22% and t value ($t = 5.51, p < 0.001$) and also F value ($F = 30.41, p < 0.001$) which also shows strong significant relationship between organizational commitment and employee work performance in model 3 of table 3, because t value (5.51) was greater than t tabular standard value of ± 1.96 (Sobel, 1982). So this study third hypothesis (H3) was also significantly confirmed that was “*When organizational commitment level of employee increases the work Performance of employees will also increase.*”

Past study has been examined the relationship between organizational commitment and employee work performance (Khan, Ziauddin, Jam and Ramay, 2010). They did collect data from 153 employee of Oil and Gas of both public and private sector organizations in Pakistan and results were founded the significant and positive relationship between organizational commitment and employee job performance.

Another study has tried to determine the relationships between job satisfaction, job performance, attitude toward work and organizational commitment (Ahmad, Ahmad and Shah, 2010). They have collected data from 310 employees who were working in 15 advertising agencies in Pakistan and results were concluded the very strongly significant and positive relationships between organizational commitment and employee job performance where as job satisfaction have weak relationship with employee job performance but job satisfaction very strongly and positively related with attitude toward work.

4.3.4. Necessary Conditions for Mediation Analysis

Kenny and Barron (1986) have stated three conditions for mediation and moderation analysis and these conditions are following; first condition is the mediating variable must be significantly related with the independent variable (Sobel, 1982) then first condition would be fulfill. In second condition, they have described that there also must be significant relationship (Sobel, 1982) between independent variable and dependent variable directly in step 1 of hierarchical regression analysis. In third and last condition, they have explained when added the mediating variable in step 2 of hierarchical regression analysis in the relationship of independent and dependent variables, the Beta value of mediating variable should be significant and Beta value of independent variable should lower than the Beta value of step 1 and should present statistically significant positively change in R square in step 2. But if t value ($t > 1.96, p < 0.05$) would also be significant (Sobel, 1982), it means mediating variable plays *partial significant mediation role in the relationship of independent and dependent variable*. According to the Kenny and Barron (1986) if the Beta value of independent variable would be decrease in the presence of mediation variable than the value of step 1, and it will also significant positive change in R square change in step 2 and but if t value ($t < 1.96, p < 0.05$) will be not longer significant, it means mediating variable plays *full significant mediation role in the relationship of independent and dependent variable*.

4.3.5. Mediation Analysis of Study

Results in model 1, model 2 and model 3 of table 3 have shown that all the conditions (according to the Barron and Kenny, 1986) were significantly fulfilled for mediation analysis. Islamic work ethics was significantly and directly related with employee work performance (can see the results in model 1 of table 3), so first condition was met and also Islamic work ethics was significantly and directly related with organizational commitment (can see the results in model 2 of table 3), so second condition was also met second condition. Organizational commitment level of employee was also significantly and directly related with employee work performance (can see the results in model 3 of table 3), so third condition was also met. According to the Kenny and Barron in 1986, above mentioned these all three conditions must be fulfill for mediation analysis and this study results have significantly fulfilled these three conditions.

Results in model 4 of table 3 have shown the mediation analysis of organizational commitment in the relationship of Islamic work ethics and employee work performance and this analysis calls the *hierarchical regression analysis* which was divided into two steps. In step 1 of model 4, results were founded the direct and significant relationship of Islamic work ethics and employee work performance in this hierarchical regression analysis because the results were shown the strong significant value of Beta (Beta = 0.34, $p < 0.001$) of these two variables, it interpreted if one unit increase in Islamic work ethics then 0.34 unit increase the work performance of employees. R square (0.11) which explained the significant variation between Islamic work ethics and employee work performance was 11% and t value ($t = 3.69$, $p < 0.001$) which shows significant (for large samples) true relationship between these two variables in step 1 of model 4, because t value (3.69) was greater than the normally distributed standardized value of t (± 1.96) for small samples (Sobel, 1982). In step 2 of model 4, when added the organizational commitment as mediator and results were shown that organizational commitment was played significant and full mediation role between Islamic work ethics and employee work performance because when organizational commitment was added in step 2 then there was highly significant value of Beta (Beta = 0.40, $p < 0.001$) of organizational commitment with employee work performance which was interpreted if one unit increase in organizational commitment then 0.40 unit increase the work performance of employee. R square was 0.25 which explained the significant variation between organizational commitment and employee work performance was 25% and t value ($t = 4.34$, $p < 0.001$) which shows significant (for large samples) true relationship between these two variables in step 2 of model 4, because t value (4.34) was greater than the normally distributed standardized value of t (± 1.96) for small samples (Sobel, 1982). The positively change in R square was 14 percent from step 1 to step 2 which was also significant.

While Beta value (Beta = 0.34, $p < 0.001$) and t value (3.69, $p < 0.001$) of direct relationship of Islamic work ethics with employee work performance in step 1 was significant but in step 2 the value of Beta (Beta = 0.17, $p < 0.10$), and value of t ($t = 1.92$, $p < 0.10$) of direct relationship of Islamic work ethics with employee work performance. According to the Sobel (1982), if t value would be less than the standardized normally distributed value (± 1.96) and p value would also be greater than 0.05, then results will show the insignificant relationship between two variables directly. Hence the results ($t = 1.92 < 1.96$ and $p = 0.06 > 0.05$) were shown the in significant and direct relationships of Islamic work ethics with employee work performance when organizational commitment was added in 2nd step of model 4 for analyzing its mediation role. According to Kenny and Barron (1986), if independent variable would be no longer significant related with dependent variable when mediating variable will be add in step 2 of model 4 for mediation analysis and it will prove that mediating variable plays full mediation role in the relationship of two independent and dependent variables. The above mentioned results were shown the organizational commitment was played full mediation role in the relationship of Islamic work ethics and employee work performance in public sector organizations of Pakistan. Hence third hypothesis was also supported that “*Organizational commitment affect as mediating in the relationship of Islamic work ethics and employee work performance.*”

Yousaf (2000) has examined the mediation role of organizational commitment between leadership behavior and job satisfaction and job performance; he also investigated the moderation effect of national culture on the relationships of leadership behavior with organizational commitment, job satisfaction and job performance.

Yousaf (2000) has also explored the mediation role of organizational commitment in the relationships of Islamic work ethics and attitude toward organizational change. He collected data from 474 employees who were working in 30 organizations in five districts in United Arab Emirates. The results were founded the significant mediation role of affective

commitment in the relationships of Islamic work ethics and affective and behavioral tendency factors of attitude towards organizational change. And also concluded the significant mediation role of normative commitment in the relationships of Islamic work ethics and cognitive element of attitude towards change as well as also founded significant mediation affect of continues commitment between Islamic work ethics and behavioral tendency element of attitude toward organizational change.

5. Conclusion and Research Implications

5.1. Conclusion

The study's results shown there was significant relationships of all variables with the Islamic work ethics and employees of the public sector organizations in Pakistan were strongly dedicated with the Islamic work ethic. Although Pakistan is a Muslim country and majority officers were Muslims who working in the public sector organizations but non Muslims officers were also highly dedicated to the Islamic work ethics scale and they have full knowledge about their religious requirement for the management and sustainable development of organizational justices at work place. There was observed positive attitude of employees (Muslims and non Muslims) about Islamic work ethics in the public sector organizations which have so many benefits like dedication and commitment to work, take responsibilities for success, hard work, honesty, cooperation and liaison, compositeness fairly, creativity, effective performance and creating the knowledge sharing environment and increasing the commitment level of employees with the organizations. Due to the increasing the level of organizational commitment leads to increase the performance of the employees for sustainable growth and development of the public sector organizations services, tasks and works. This study examined the association between Islamic work ethics, organizational commitment and employee work performance and there were significantly supported all study's hypothesizes. The Islamic work ethics is useful for the both individual and organization as a whole effectively performance and sustainable development. Hence the human resource management and development departments of the public sector organizations in Pakistan should be focus on examining the work performance, commitment, attitude and behavior of the employees due to Islamic work ethics mechanisms and they should try to ensure and implementation of Islamic work ethic rules and codes of conduct at all levels of public services.

5.2. Research Implications

This study helps to the human resource professional officers of public sector organizations in Pakistan to appreciate the concept of employee delegation to Islamic work ethics for designing, formulating and implementation of change programs in the organizations by developing the national policies. Islamic work ethics mainly focus on hard working, achieving work in time effectively and consistency in work in future. It shows that diagnosing the problems, planning, designing, formulating, implementing and evaluating the interventions by clarification of goals and responsibilities of the employees which are primarily necessary for the success of interventions and change management. Islamic work ethics not only focus the work and task completion it also dedicated the establishment of social relations because IWE maintains the work life balance. Islamic work ethics dedicated the teamwork and illuminated the concept to do work cooperatively and collectively rather than individualism. In this point of view to build groups and teams of the employees who do work collectively by increasing their commitment level with the organizations for improving work performance of the employee and bringing the successful and sustainable development in the public sector organizations. Islamic work ethics committed to the innovative and effective work as a virtuous. Islamic work ethics also emphasized the fair justices and

kindness with societies these justices and charities are essential for the social welfare and human development. The practitioners of human resource management must be focus on basic desires and needs of the employees willing and motivate the employees to do work for the humanity for human development. Especially officers who are working in human resource management departments of the public sector organizations to do much effort for creating innovative environment as change agent of the organizations in which environment people will increase the commitment level of employees and knowledge for bringing and effective change. This study proved that Islamic work ethics and organizational commitment level to increase the work performance of employees but the results was moderately not strongly it means there other factors like human capital, organizational structures, employees motivation and knowledge, employees attitude and satisfaction with the job may influence on employee work performance.

6. Limitations and Future Research

6.1. Limitations

There were many limitations in this study but we highlighted the three which are essential to eliminate in next studies. *First* limitation of the study was only focus on public sector organizations and it was cross sectional study conducted in one nation only at first time, it could be included other Muslim nations for generalization of this study. *Second* limitation that sample size and number of samples (107 employees) and only conducted in one city, there were other cities of the Pakistan could be also included as large sample size and examining the accuracy of results in this study. *Third* limitations that there was focused on only two variables (Islamic work ethic, organizational commitment) to examine the relationship with the employee work performance there could also be included some other important variable which influence on employee work performance.

6.2. Future Research

Further study may be conduct in public sector organizations and include all level of employees as sample which supports the generalization of study's results. The Islamic work ethics may also influence on other important variables such as "organizational citizenship of behavior, employee motivation, organizational justices and learning, job insecurity, job satisfaction, and human talent development". The further should be examining the relationship of Islamic work ethics, organizational commitment and employee work performance in other non Muslim countries. There should be also determining the relationship of organizational commitment and employee work performance with other work ethics like Protestant work ethics (PWE), Japanese, Hindus, and Buddhism etc. Further studies should also comparison between the IWE and PWE on innovation capability, job satisfaction, commitment, employees' performance, outcome and motivation.

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