

# Investigate the Influence of Underlying Happiness Factors on the Job Performance on the Oil and Gas Industry in UAE

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## Abstract

*Optimistic Moods, Social Relationship, Passive Mood are not emotional feeling only, but those factors can play an important role in the employee happiness factor. Most researchers indicated that job happiness is the significant controller in the employee performance. The intensive literature review indicates the lack of research that has been conducted in this area. This research aims to investigate the impact of Optimistic Moods, Social Relationship, and Passive Mood as parts of job happiness factor on the job performances. To achieve this objective the qualitative methodology has been utilized. Structural Equational Modelling (SEM) has been used by harnessing AMOS software to analyse data that collected from 390 respondents from the Oil and Gas sector in UAE. The finding showing the significant impact of employee happiness on the employee performance. The contribution of this research is represented by the findings that showed the positive relationship between job happiness and job performance. The finding the findings have revealed the most need for more in deep research in this area.*

**Keywords:** Optimistic moods; social relationship; passive mood; job happiness; job performance; UAE

## 1. Introduction

Creating happiness is necessary in during contemporary period psychology of an individual plays an essential role. Most organization lays emphasis on mental well-being of their employees so that they can enhance the productivity level of the employees (Mohamed et al., 2018; Qoura, and Khalifa, 2016; Abd-Elaziz et al., 2015; Badran, and Khalifa, 2016; Khalifa, and Mewad, 2017; Khalifa, & Abou-Shouk, 2014). Happiness enhances motivation, job performance and work consequences. Happiness results in job satisfaction and satisfied employees are surely the more productive employees. Various theories have emphasized on the intrinsic motivation theory, cognitive dissonance theory and self-perception theory (Berghe, 2011; Al-Shamsi, Rashed; Ameen, Ali; Al- Shibami, 2018; Khalifa, and Fawzy, 2017; Abou-Shouk, and Khalifa, 2017).

These determinants of job satisfactions are related with happiness of the employees because it provides psychological happiness (A. Aldholay, Isaac, Abdullah, Abdulsalam, & Al-Shibami, 2018). From the employer's point of view, attitude of happier employees is more positive towards their work as compared to others (Haddad, Ameen, & Mukred, 2018; Berghe, 2011).

Job happiness means different things to different people that mean it is a complex process. Motivation is linked to the job happiness, but the characteristics of job happiness are not clear. There is a big difference between happiness and motivation. Attitude, an internal state is less than the job happiness. This research is conducted to analyze the employees' happiness regarding the job. This research will help in determining the efforts that supervisors do, to help their subordinates. This research will help in evaluating the happiness and dishpans level of the employees of the company (Gregory, 2011; Al-Maamari et al., 2018).

Job happiness importance is increasing, because in today's scenario talent competition is high and growing at high rate. Employees' turnover rate within organization is increasing. This rate is increasing because the employees are not satisfied with their work profile. Instead of focusing on employees' happiness level, the organizations are focusing on having huge profitability return (Ameen, Almari, & Isaac, 2018). This has consequently increased the turnover rate. Rather than focusing on job performance employees focuses on job hunting. Therefore, it is a high time to realize that valuable employees of the organization should be retained. Status of job happiness in much organization is considerably low (Al-Obthani & Ameen, 2018; Al-Maamari et al., 2018; Madi, Ameen, & Majbari,

2017). Therefore, research problem is to evaluate the effect job happiness of employees on the job performance. Thus, through this research report those relationship has been evaluated in detail.

The gap of the study can be highlighted on the issue of the previous research includes the research on implication of employees' satisfaction on productivity of the company. Most of the research papers are based on private organization. Through this research the impact of happiness in the government sector on employees' job performance. This study emphasizes upon analyzing the effect of optimistic, social relationship and passive on their level of productivity in the organization (AlShamsi et al., 2017). Previous researches fail to address the implication of different subfactors on employees' level of happiness and their performances in the organization that emerged from theoretical frameworks. Furthermore, the research findings from previous researchers analyzed that the effects of happiness level of employees on organizational productivity are not consistent (Ameen & Ahmad, 2013, 2014; Ameen, Almulla, Maram, Al-Shibami, & Ghosh, 2018; Ameen & Kamsuriah, 2017).

For covering the gap, the main objectives have been formulated. It was aimed to analyze impact of job happiness on the job performances. Theoretical data and material have been used in this report so that background can be created for the given report. During the discussion about the employee's performance and employee's happiness important theories relating to behavior & attitude has been elaborated (A. H. Aldholay, Isaac, Abdullah, & Ramayah, 2018). Elements which are closely related to research proposal has been monitored closely and specifically (Oswald, Proto, & Sgroi, 2014).

## **2. Literature Review**

### **2.1 Job Performance (JP)**

Numerous studies have been investigated theoretically and empirically to evaluate various determinants of the job such as happiness and productivity; employees job performance. This research seeks to find out the impact of happiness on the employees' job performance in the government sector (A. H. Aldholay, Abdullah, Ramayah, Isaac, & Mutahar, 2018). The literatures conducted by various researchers on job happiness and performance to draw relevant hypothesis (Al-Shamsi, Ameen, Isaac, Al-Shibami, & Khalifa, 2018; AlShamsi et al., 2017).

The research of Frey and Stutzer (2004) presents a selection of various applications of happiness research. The intention to carry out this research is to convey to readers and other researchers the importance of happiness in economics. One of the most important developments that have taken place in the recent times in the field of economics is conducting the research on happiness. Happiness is one of the most important factors of human life (Frey & Stutzer, 2004). Happiness determines the way a human being behaves and conducts action. This is the reason that has made several researchers believe that economics is all about happiness of the human beings. Economic activities are one of the major contributors to increase happiness of the human being (Al-Shamsi et al., 2018).

To achieve the objectives of the study, it is essential to develop an effective theoretical framework that can help in solving the research problem and the research questions. In this part, the theoretical framework and the hypotheses have been discussed. The theoretical framework includes job performance as dependent variable and job happiness as independent variables. This framework has utilized the most popular related theories such as Maslow's Theory of Motivation / Satisfaction, Authentic Happiness Theory and Social Identity Theory.

The theoretical framework will effectively describe the relationship between the variables of the research that are associated with the happiness of the employees in the government sector. The theoretical framework of the research is graphically represented below. Job satisfaction level, productivity level, and employees' turnover are the dependent variables. Employee happiness on the other hand is considered as the independent variable (Amah, 2009). The variables taken for this are the most important variables for the organizations of the present world as they must retain the potential talent to perform effectively in the industry. If happiness of the employees proves to be an important aspect in improving the level of job satisfaction, job performance and turnover intentions then it can be used as the medium for improving the overall organizational performance. The framework depicted below shows the connection between the variables (Awang, Ibrahim, & Nor, 2015).

### **2.2 Job Happiness (JH)**

The above theoretical framework has focused on the relationships between the variables of Employee happiness and job performance. To explore the relationship, the focus was on highlighting the theory as well as empirically testing the relationships between the variables.

For decades, the relationship between happiness and job performance is being explored (Bakotic, 2013). The famous research known as the Hawthorne research have captured the imagination associated with happiness or well-being with the job performance. According to the "Holy Grail" of the management research, the happy workers are the workers with high performance, whereas the workers

who are less happy are not the good performers. The well-being or happiness of the employee is interconnected with the job performance of the employees (Daniels & Harris, 2000; Almulla, Ameen, & Nusari, 2017; Bastola, Ameen, Younis, & Chanda, 2018). The researches have shown that the employees who are happiest are the highest performing and most efficient workers (Daniels & Harris, 2000). The happiest employees take less leaves and display a loyal behavior for a longer period. This eventually improves the job performance of the workers.

It can be said that happiness at the workplace is a strong feeling associated with employees that, they are proud of themselves and they perform better in the organization (Daniels & Harris, 2000; Abdulrab et al., 2018). The organizations should focus on keeping its employees happy so that they can perform in the most effective manner (Argyle, do happy workers work harder, 1989). It has been found from the above discussion that the relationship between happiness and job performance is positive. However, in order to ensure the effective results a hypothesis will be developed and tested. The hypothesis along with the dependent and independent variables are given below. Consequently, the following hypotheses are proposed:

*H1: Optimism has a positive effect on job performance.*

*H2: Social relationships has a positive effect on job performance.*

*H3: Passive moods has a negative effect on job performance.*

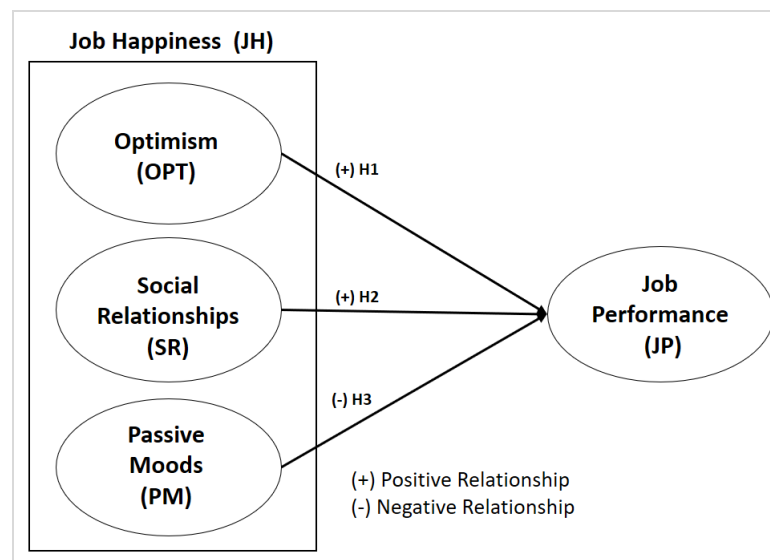


Figure 1: The proposed conceptual framework

### 3. Research Method

This research used the quantitative research design by collecting primary data to answer the research questions and to test the hypotheses. Smith (1983) mentioned that quantitative research is associated with the traditional, positivist, experimental or empirical paradigm. The data required for the analysis was gathered by questionnaire surveys at Oil and Gas sector at UAE. The number of respondents were an adequate to test the model.

Because it hopes to assess Organization' intention towards understanding the effect of job happiness on job performance by employing hypothesis testing that requires a quantitative technique to deal with the data. Moreover, the quantitative approach has higher degrees of external validity, meaning that the result can be extended or generalized to other situations (Saunders, Lewis & Thornhill, 2000). The primary data was collected through the quantitative approach using a structured questionnaire design. This is most suitable and appropriate when structural equation modeling (SEM) is used as the main method of analysis (Hair et al., 2010).

Variables were measured using a Likert Scale which recommended in the previous studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017; Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017; Alrajawy, Mohd Daud, Isaac, & Mutahar, 2016).

The main technique data analysis has been built according to the analysis technique. To get best, the results, the structural equation modeling (SEM) has been utilized (Aldholay, Isaac, Abdullah, Alrajawy, & Nusari, 2018; Mutahar, Daud, Ramayah, Putit, & Isaac, 2018). The convergent and discriminant validity tests were conducted following an Exploratory Factor Analysis (EFA) and a

Confirmatory Factor Analysis (CFA). The measurement and structural models as well as the role of mediating factor between exogenous and endogenous variables. Finally, the findings of the hypotheses testing are presented (Osama Isaac, Masoud, Samad, & Abdullah, 2016).

#### 4. Data Analysis and Results

Partial Least Squares (PLS) Structural Equation Modeling-Variance Based (SEM-VB) was utilized to examine the research model in this research, by using the Smarts 3.0 software (Ringle, Wende, & Becker, 2015). A two-stage analytical method (Anderson & Gerbing, 1988; Hair, Hult, Ringle, & Sarstedt, 2017) comprising (i) measurement model assessment (validity and reliability) and (ii) structural model assessment (testing the hypothesized relationships) was used after conducting the descriptive analysis. This two-stage analytical method consisting of a measurement model and a structural model assessment is superior to a one-step assessment (Schumacker & Lomax, 2004; Hair et al., 2010). While the measurement model explains the measurement of each construct, the structural model defines the relationship between the variables in the structural model (Hair et al., 2017).

The use of PLS technique for both the measurement and the structural model in this research is due to its ability to perform simultaneous analysis, resulting in more precise assessments (Barclay, Higgins, & Thompson, 1995). The main reasons for choosing SEM as a statistical method for this study is that SEM offers a simultaneous analysis which leads to more accurate estimates (Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Abdullah, Ramayah, & Mutahar, 2017b; Isaac, Masoud, Samad, & Abdullah, 2016).

##### 4.1 Descriptive analysis

Table 1 presents the mean and standard deviation of each variable in the current study. The respondents were asked to indicate their opinion in relation to transformational leadership and human capital based on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Passive moods score the highest with mean 4.474 out of 5.0, with a standard deviation of 0.563. Optimism score the lowest with mean 4.023 out of 5.0, with a standard deviation of 0.478.

##### 4.2 Measurement Model Assessment

Construct reliability and validity (consisting of convergent and discriminant validity) were utilized to test the measurement model. The individual Cronbach's alpha coefficients were examined to ascertain the reliability of each core variable in the measurement model (construct reliability). The values of all the individual Cronbach's alpha coefficients in this study were between 0.858 and 0.875, which exceeded the suggested value of 0.7 (Kannana & Tan, 2005; Nunnally & Bernstein, 1994). Furthermore, for testing construct reliability, the values of all the composite reliability (CR) were between 0.897 and 0.909, which exceeded 0.7 (Werts, Linn, & Jöreskog, 1974; Kline, 2010; Gefen, Straub, & Boudreau, 2000). Therefore, as illustrated in Table 1, construct reliability has been satisfied as Cronbach's Alpha and CR were relatively error-free for all the constructs.

Assessment of Indicator reliability was done by using factor loadings. When the associated indicators have much in common, this is captured in the construct and indicated by high loadings on the construct (J. F. J. Hair et al., 2014). According to Hair et al. (2010), values exceeding 0.50 indicate significant factor loadings. Table 1 shows that all items in this study had factor loadings higher than the recommended value of 0.5 except for the items OPT8, JP6, JP7, and JP8 which eliminated from the scale due to low loadings.

Average variance extracted (AVE) was used in this study to assess Convergent validity, which shows the degree that a measure correlates positively with alternative measures of the same construct. The values of all AVE were between 0.573 and 0.716, which exceeded the recommended value of 0.50 (J. F. Hair et al., 2010). Therefore, all constructs have fulfilled the convergent validity satisfactorily, as illustrated in Table 1.

Table 1: Mean, standard deviation, loading, cronbach's Alpha, CR and AVE

Constructs	Item	Loading (> 0.5)	M	SD	$\alpha$ (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Optimism (OPT)	OPT1	0.750	4.023	0.530	0.875	0.903	0.573
	OPT2	0.764					
	OPT3	0.800					
	OPT4	0.821					
	OPT5	0.800					
	OPT6	0.653					
	OPT7	0.695					
	OPT8	Deleted					

Social Relationships (SR)	SR1	0.767	4.332	0.552	0.858	0.897	0.635
	SR2	0.788					
	SR3	0.816					
	SR4	0.824					
	SR5	0.787					
Passive Moods (PM)	PM1	0.839	4.474	0.563	0.868	0.909	0.716
	PM2	0.916					
	PM3	0.881					
	PM4	0.737					
Job Performance (JP)	JP1	0.767	4.038	0.478	0.868	0.904	0.653
	JP2	0.788					
	JP3	0.816					
	JP4	0.824					
	JP5	0.787					
	JP6	Deleted					
	JP7	Deleted					
	JP8	Deleted					

Note: M=Mean; SD=Standard Deviation,  $\alpha$ =Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted. Key: OPT: optimism; SR: social relationships; PM: passive moods; JP: job performance

The extent that items differentiate among constructs or measure distinct concepts is shown by Discriminant validity. Cross-loadings and Fornell-Larcker were used to assess the discriminant validity of the measurement model. Usually, cross-loadings are used as the first step in testing discriminant validity of the indicators (J. F. J. Hair et al., 2014). In this study, the indicators' outer loadings on a construct exceeded all its cross-loadings with other constructs, and hence, the cross-loading criterion had satisfied the requirements (refer to Table 2).

Table 2: Results of discriminant validity by the cross loading

	OPT	SR	PM	JP
OPT1	<b>0.750</b>	0.308	0.132	0.382
OPT2	<b>0.764</b>	0.339	0.157	0.461
OPT3	<b>0.800</b>	0.336	0.148	0.427
OPT4	<b>0.821</b>	0.375	0.117	0.425
OPT5	<b>0.800</b>	0.414	0.232	0.388
OPT6	<b>0.653</b>	0.354	0.165	0.334
OPT7	<b>0.695</b>	0.436	0.202	0.358
SR1	0.377	<b>0.767</b>	0.301	0.315
SR2	0.341	<b>0.788</b>	0.259	0.241
SR3	0.338	<b>0.816</b>	0.244	0.263
SR4	0.354	<b>0.824</b>	0.304	0.270
SR5	0.455	<b>0.787</b>	0.290	0.412
PM1	0.178	0.291	<b>0.839</b>	0.138
PM2	0.205	0.341	<b>0.916</b>	0.133
PM3	0.200	0.360	<b>0.881</b>	0.132
PM4	0.130	0.163	<b>0.737</b>	0.079
JP1	0.411	0.237	0.115	<b>0.785</b>
JP2	0.435	0.332	0.143	<b>0.818</b>
JP3	0.342	0.312	0.123	<b>0.806</b>
JP4	0.481	0.400	0.120	<b>0.810</b>
JP5	0.440	0.289	0.092	<b>0.821</b>

Key: OPT: optimism; SR: social relationships; PM: passive moods; JP: job performance

Table 3 displays the results for discriminant validity by using the Fornell-Larcker criterion. It was found that the square root of the AVEs on the diagonals (shown in bold) are greater than the correlations between constructs (corresponding row and column values), indicating strong correlation between the constructs and their respective indicators as compared to the other constructs in the model (Fornell & Larcker, 1981; Chin, 1998). According to Hair et al. (2017), this indicates a good discriminant validity. Furthermore, the exogenous constructs have a correlation of less than 0.85 (Awang, 2014). Therefore, all constructs had their discriminant validity fulfilled satisfactorily.

Table 3: Results of discriminant validity by Fornell-Larcker criterion

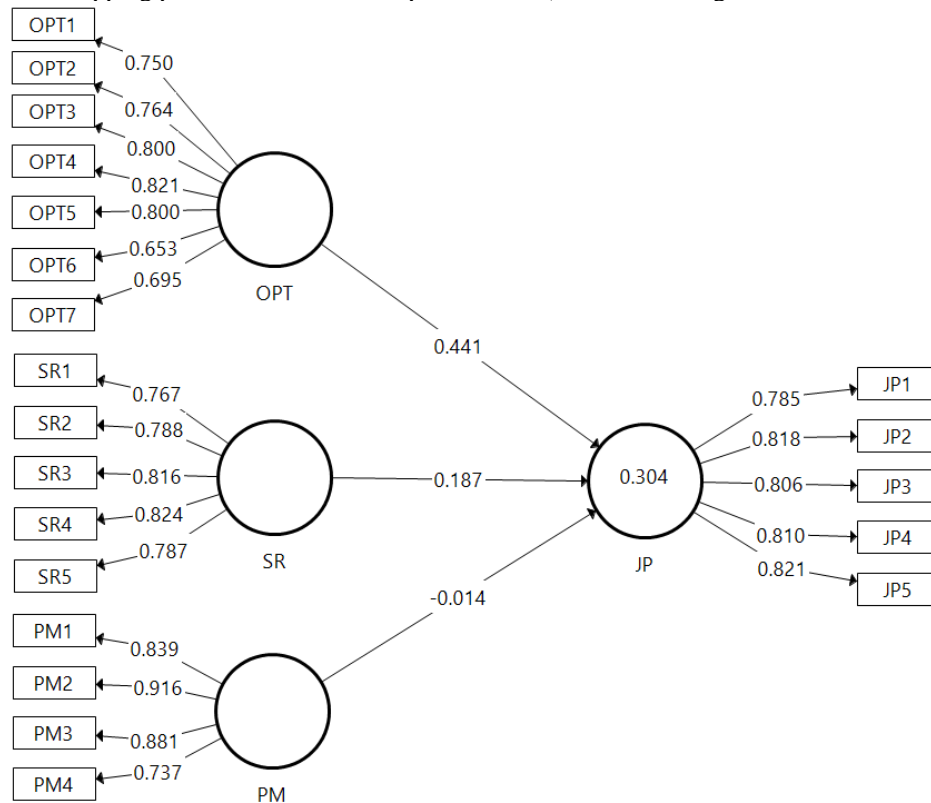
Factors		1				2				3				4			
		JP				OPT				PM				SR			
1	JP	<b>0.808</b>															
2	OPT	0.528				<b>0.757</b>											
3	PM	0.147				0.215				<b>0.846</b>							
4	SR	0.394				0.480				0.354				<b>0.797</b>			

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: OPT: optimism; SR: social relationships; PM: passive moods; JP: job performance

### 4.3 Structural Model Assessment

The structural model can be tested by computing beta ( $\beta$ ),  $R^2$ , and the corresponding t-values via a bootstrapping procedure with a resample of 5,000 (Hair, Hult, Ringle, & Sarstedt, 2017).



Key: OPT: optimism; SR: social relationships; PM: passive moods; JP: job performance

Figure 2: PLS algorithm results

Figure 2 and Table 4 depict the structural model assessment, showing the results of the hypothesis tests, with 2 out of the 3 hypotheses are supported. Optimism and social relationships significantly predict job performance. Hence, H1 and H2 are accepted with ( $\beta = 0.441$ ,  $t = 9.729$ ,  $p < 0.001$ ) and ( $\beta = 0.187$ ,  $t = 3.906$ ,  $p < 0.001$ ) respectively, while H3 is not supported.

The strength of the relationship between exogenous and endogenous constructs are measured by the standardised path coefficients, which in this case show that the direct effects of optimism on job performance is much stronger than the influence of social relationships on job performance. The values of  $R^2$  have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).

Table 4: Structural path analysis result

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	$R^2$
H1	OPT→JP	0.441	0.045	9.729	0.000	Supported	0.30
H2	SR→JP	0.187	0.048	3.906	0.000	Supported	
H3	PM→JP	-0.014	0.043	0.334	0.369	Not supported	

Key: OPT: optimism; SR: social relationships; PM: passive moods; JP: job performance

## **5. Discussion**

The objective of this research is to fill the gap in the literature and to develop a model for job happiness and its relationship to performance from employees' perspective of oil and gas industry in UAE. In particular, it introduces guidelines for evaluating employees' happiness in terms of its influence performance. The key objective was to identify key determinants relating to employees' happiness. The determinants were found to be encapsulated in two dimensions: job happiness with three factors (optimism with nine indicators, social relationship with five indicators, and passive moods with four factors. This objective was accomplished through an exhaustive review of previous studies.

From previous studies, this research identified 15 indicators related to three factors. The three factors are the optimism, social relationships and passive moods. This study, therefore, found that job happiness is strongly associated with job performance. This is in line with studies that argued that the job performance is influenced by job performance (Argyle, 1989; Grant, Christianson, and Price, 2007; Ledford 1999; Oswald, Proto, & Sgroi; 2014). These results correspond to those of previous research that relates the job happiness with performance. It was noticed that employees in oil and Gas industry sector are concerned with the happiness and say it as the top priority in their job performance indicators. This is quite related to the result of (Grant, Christianson, and Price, 2007; Oswald, Proto, & Sgroi; 2014).

Therefore; the high value of path from happiness to performance (.53) in this research was not surprised as it was noticed in the research of Awang, & Ibrahim, (2015). Even though the research of Awang, & Ibrahim, (2015) was related to employees of public sector, which is more general than this study, which focused on oil and Gas industry, which is also public sector; it could be said that this research confirms the result of Awang, & Ibrahim, (2015). As a matter of fact; employees spend most of their life in the offices and expected to be happy to spend all much of the time in the workplace (Oswald, Proto, & Sgroi, 2014). On other hand, job happiness in this research was adopted from the research of (Suman, Nidhi, & Yadava, 2016), which associates job happiness.

## **6. Implication**

This research highlights the contribution in terms of theory and practical. The theoretical part covers the new contribution regarding the job performance and job happiness in field of Oil and Gas, particularly in UAE. The practical contribution covers the lessons that could be learnt from the findings of this research and how it can help supervisors in the field of Oil and Gas. The identification of job happiness to evaluate performance is the major contribution of this research. Another key contribution of this research is the understanding of the significant and positive impact of job happiness on the performance regardless the financial-related satisfaction. It was found significant influence for being happy with teammates and environment on job performance. Based upon the literature available to the researcher, there is a lack of empirical research that examined job happiness and job performance.

However, in this research is more related to social factors as the findings of this research showed that employees are more concern toward optimism, social relationships, and passive moods. The high factor loadings of the indicators within those three factors imply that the result is strongly supported. The contribution here is that, within the working environment with high payment such as Oil and Gas sector, the happiness exceeds the financial aspect and go to social aspects where employees seek happiness through social relationships and activities that motivate the passive moods.

In the practical contribution, this research spot light on the importance of having a happy employees, as the empirical results indicated that happy employees are more productive and less thanking of turnover. This research provide empirical evidence to the human resource managers that by make sure the company has happy employees the productivity will be assured. Therefore, the findings here could inspire human resources managers to develop programs that increase social bonds among employees to make them happy. This model contributes empirically to the research on job performance within Oil and Gas industry by suggesting several features that influence job performance of employees. It assists us to understand the impact of job happiness on the job performance. The model also produced important results similar to other related research/models.

## **7 Limitations**

This study, as all empirical studies, has its limitations. These shortcomings may serve as the basis for future work to extend knowledge of those items influencing the job performance within the context of Oil and Gas. The details of these research limitations are discussed in this section:

Assessing the job performance may involve using a multidimensional approach. In this study, two dimensions were identified to capture job performance from the employees' perspective. The design of this research included well known research to identify not only the dimensions but also the factors and

features in these dimensions. Moreover, a rigorous methodological approach of theory (model) testing was adopted to confirm the adequacy of the measurement. Therefore, it is possible that extra dimensions and factors may exist that need to be conceptualized in the proposed model, as none of the available techniques adequately address the issues regarding the completeness of the measurement model.

### 8. Conclusion and Future

With high income jobs such as the ones in oil and Gas sector, global standard working environment, and high qualified staff who can find another job easily might have totally different reasons to not be high job performance with their jobs. Therefore, it is recommended here to investigate the job performance within those circumstances, as it is expected to have different reasons for turnover intentions such as the culture, weather, and political situation. It is recommended to consider working environment circumstances that are more related to the culture differences, weather, international background of the staff when developing a model explaining the job performance and job happiness, in particular, in fields where financial aspect is probably less concern due to high salary and bonus obtained.

### Appendix A

#### Instrument for variables

Variable	Measure	Source
Optimism (OPT)	OPT1: I can fit in everything I want to OPT2: I always have a cheerful effect on others OPT3: I feel I have a great deal of energy OPT4: I am well satisfied with everything in my life OPT5: I usually have a good influence on events OPT6: I find beauty in some things OPT7: I laugh a lot OPT8: I feel able to take anything on	(Hills & Argyle, 2002)(Rand, Martin, & Shea, 2011)
Social Relationships (SR)	SR1: I find most things amusing SR2: I am intensely interested in other people SR3: I have very warm feelings towards almost everyone SR4: I am always committed and involved SR5: I feel that life is very rewarding	(Hagedorn, 2012)(Hills & Argyle, 2002)
Passive Moods (PM)	PM1: I rarely wake up feeling rested PM2: I don't feel particularly pleased with the way I am PM3: I am not particularly optimistic about the future PM4: I feel that I am not especially in control of my life	(Hagedorn, 2012)(Hills & Argyle, 2002)
Job Performance (JP)	JP1: I have the chance to do the work that suits my abilities. JP2: I am punctual at work. JP3: I always reach my targets at work. JP4: I perform well because I receive the recognition for my efforts. JP5: I attend work regularly because I like my job. JP6: I perform well as I stand a fair chance of being promoted. JP7: I can work on my own. JP8: I can motivate my co-workers.	(Johnson, Messe, & Crano, 1984; MUNISAMY, 2013)

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