

The Role of ethics on Transactional Psychological contract: Non-managerial perspective

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Abstract

Purpose: The objective of this research paper is to understand the role of the employee's ethics in the transactional psychological contract in pre-joining and post joining scenario.

Methodology: For the purpose of research, multistage stratified sample technique has been used to select the participants from Delhi and NCR. This kind of sampling technique was useful because the large cluster is subdivided into smaller target group for the survey. Multistage sampling technique divides the total population under study into small composite categories into different stages. At the first stage, various social service sectors were identified in Delhi and NCR with the structure of the revenue model as the primary sampling unit. After the selection of the respective service sector, further categorization such as Education, IT, Finance/Banking and services is done in the second stage. In the third stage, from each identified categories of organization, list of employees pruned and 250 non-managerial employees were randomly selected for the study.

Findings: It can be suggested that as an employer one should develop such an environment of trust and believe with the help of ethical practice that the employee can also bound to show same kinds of professional behavior. Ethical behavior or practices by the employee or employer, which are not been rewarded, may become the reason of people showing dishonest behavior. It is suggested here that a practice of rewarding honest person and practices would be very beneficial for the organization. An employee's, commitment, honesty, and ethical practices are important. The transactional psychological contract will be successful only in the cases where both the parties concerned show their intent to give and take through commitment and ethical practices.

Keywords: Ethics, Transactional Psychological contract, Pre-joining, post-joining

Introduction

Personal expectation/s becomes the key to take the employer-employee relationship to the next level. Manager's expectation (whether fulfilled or not) from the employee before hiring generally realized only when they worked for a considerable period. This would generally decide future action/s. Similarly, the expectation of non-managerial employee before joining the organization and its realization of met expectations generally decides their stay in the organization. Generally, an employee coming on time, completing the assigned task in time, contributing for the growth and development of the organization, doesn't take any outside/additional responsibility without the knowledge of employer are treated as ethical employees having a value system. Importance of having positive personality trait on the part of the employee is good for the employer. The employer will be able to achieve organizational goals with the help of a team of the internal customer which have a positive attitude and thinking. Contrary to this if the workforce consist of a pessimist and an unethical people, then it becomes difficult for the employer to take them along. Employee raising questions and doubts, on every step taken by the employer, leads to unrest in

the organization. In this era of globalization where the workforce is diverse, managing demographic changes is a challenge for the employer. It is also difficult for an employee to get a job in their dream organization because of intense competition, therefore personal attributes of the employee become an important tool for them. To survive they have to prove their worth and adopt the work culture of the company and also fulfil the expectations of their employers. Employee's value system, ethical approach and practices, creative insights and potentials, therefore in these cases become very important.

Literature Review

Ethics:

The dictionary meaning of ethics is a system of moral principles. (Heritage, 1995), the term ethics which is also known as moral values are derived from the ancient Greek word, ethikos, derived from the word ethos meaning habit, "custom". A branch of philosophy which is known as axiology comprises the sub-branches of ethics and aesthetics, each concerned with values. (Random House Unabridged Dictionary), values are encompassing concept; it is at the core of personality. It is a very powerful source which reflects behaviour and attitude at a given time. It tells what is right or wrong, what is desirable or undesirable what one should do or what not. Employee's value and ethics have a greater role to play in the organization. Sticking to the rules and regulations of the organization is indispensable for the employee. The researchers have found that individual personality has many dimensions i.e. neuroticism, self-efficacy, self-esteem and locus of control. All the personality dimensions have their own role which reflects their, creative ability, attitude, aptitude, value, commitment and which can be observed from day to day activities. Out of six moralities (ethics) which was discussed by (York Willbern), truthfulness and compliance to law; conflicts of interest; fairness are very important in the employer-employee relationship. The quality of the employee to adjust themselves and, urge to learn new skills and keep the old one informed so that they can use those skills in an actual work situation and this quality puts them in the category of superior employees. Ethics and values are encompassing concept, it is at the core of personality. It is a very powerful source which reflects behaviour and attitude at a given time.

Display of ethics on the part of the employee is important from the point of view that it may affect their psychological contract. In case one party is showing ethical values and practices but another party is not reciprocating, leads to non-fulfilment of the psychological contract. The employer expects ethical behavior from the employee before hiring and throughout his/her stay in the organization. It is realized only after a considerable period of time, which also depends upon the type of employee they hire. In the same way employees also before joining organization expect ethical practices from their employers, and they expect that employers will also follow all the legal and value-based practices which are good for them and, for businesses as well as for their stakeholders. Sometimes after joining employee can realize whether their expectations are met or unmet. (Kenneth R. Andrews), in his research emphasized the compatibility of employee and employer ethical behaviour and, the creation of an ethical environment in the organization. In case of ethical behaviour or practices by the employee or employer not been rewarded economically (Bhide and Stevenson), may become the reason at times people show dishonest behaviour. According to (Chaloupka), in the organizational context and in case of conflict between the contracting parties, there are three possibilities, that is either one should leave the organization or they can confront with each other or they may show loyalty to the other party in the dispute.

Psychological Contract:

The psychological contract is the mutual exchange of expectation and obligation by two parties that is between employer and employee. It is not a written contract but implied contract by the parties concerned. The employer's expectations from the employees are manifold, few of the expectations are hard work of the employee, their ability to learn new skills and upgrading of old ones, follow the rule and regulation of the

organization, contribute to the healthy environment and maintain punctuality and discipline in the organization etc., similarly the employee's expectations from the employer are also manifolds to name a few fair pay and treatment by the employer, an opportunity for growth and development for them, meritorious promotion, emotional support by the employer, job security for them, fair and effective grievances redressal system in the organization for all etc. In the organization, mutual expectations of both the parties are their psychological contract. The employer before hiring the employee expects a positive attitude and good performance from them. After a considerable period of hiring, the employer realizes whether their expectations are met or not. Similarly the employee, before joining the organization, has some expectations from his prospective employer. After spending a considerable period of joining, the employee realizes as to whether his expectations are met or not. The researchers have found different types of psychological contract, which are different in their importance and features. On the basis of his research, Rousseau found four types of Psychological contract (Rousseau M. D., 2000).

Transactional Psychological Contract:

The transactional PC is a temporary arrangement, based on monetary negotiation between the employer and the employee. An employee, generally offered by the employer with an economic reward for their hard work. The employee accepts the work, offered by the employer as a challenge, in return, he/she gets a monetary reward. This arrangement is provisional and, the employee has a limited role to play. This arrangement is more transactional in nature, so the chances of conflict are very less. Economic Negotiation: An important attributes of the transactional psychological contract is an economic negotiation between employer and employee. In this arrangement, the employer offers the task to the employee and, in return, he/she are suitably paid by the employer, after completion of a given task. The employer may or may not bother about employee's training and other developmental opportunities. In the same manner, the employee also takes only that task for which they are paid suitably. Accepting Challenges: In the transactional pc, which is characterized by a professional relationship, the employee looks for a challenging job and, always try to put their worth to complete the tasks. The accepting challenge often reflects employee capacity to demonstrate his/her skills and potentials. On the other hand in the transactional psychological contract the employer's attitude is to get the work done by the employee and pay them suitable for the same, thus the worker has to demonstrate their potential fully and accept the task as a challenge. Role Limitedness: In transactional psychological contract, the contract arrangement is temporary. The employee has a limited role to carry out. The employer and the employee display professional approach, employer offer economic rewards to the employee for task completion and on the other hand, an employee works hard and with full dedication to show his professionalism. Balancing Conflict of Interest: In the transactional pc, everything is clearly spelled out; each party knows their role in the contract. There is a very bleak chance of any conflict here in this arrangement, as the nature of contact is more transactional than relational. The chances of conflict arise only in case of a breach of contract by either party. This relationship is for a shorter span of time and, it clearly displays a balancing act of conflict of interest between the parties.

Hypotheses:

Hypothesis N0: Ethics of an employee doesn't play any role in the Transactional psychological contract.

Hypothesis N1: Employee ethical behavior does play a significant role in the transactional psychological contract.

Objectives: To Study and understand the role of ethics on Transactional Psychological contract.

Study design and Methodology: In the current study, non-managerial employees were identified to understand the role of economic negotiations, challenges, role limitedness and balancing conflict of interest in the transactional psychological contract scenario.

Sampling Technique: In the current research study, a multistage stratified sampling technique was used to select the participants from Delhi and NCR. This sampling technique was particularly useful because with the help of this technique it was possible to subdivide the large cluster into smaller target group for the survey. Multistage sampling technique divides the total population under study into small composite categories into different stages. At the first stage, various social service sectors were identified in Delhi and NCR with the structure of the revenue model as the primary sampling unit. After the selection of the respective service sector, further categorization such as Education, IT, Finance/Banking and services is done

in the second stage. In the third stage, from each identified categories of organization, list of employees pruned and 250 non-managerial employees were randomly selected for the study.

Structure of the questionnaire: The questionnaire developed for the current research paper comprises information about the role of the participant's ethical behaviour in a balanced psychological contract. The measuring scales are as below.

Personal attribute measurement scale:

The tool used to measure personal attribute (ethics), was as per the likert's five-point interval scale. The respondents were requested to reply accurately and as far as possible to the point. The five-point measuring scale given to the participants were; 1= strongly disagree, 2= disagree, 3=neither agree nor disagree, 4=agree and 5= strongly agree.

Non-Managerial expectation Pre-joining and Post-joining:

In the current research, non-managers and managers were considered as employees and employers respectively in the organization. Each employee has some expectation from the employer, before they join, after spending a considerable time they realize whether their perceived expectations were met or not. Keeping this rationale in mind the questions on the psychological contract were designed in such a way that it asks questions about perceived expectations of the employees before joining the organization (Part-1) and their fulfilled/unfulfilled expectations after joining (Part-2),(Aggarwal, 2012) Likert's five-point interval scales were used to get the response of participant pre-and-post hiring. Following scales were given to the participants.

Part I- Expectations prior to Joining

Part II- Experiences of Met/Unmet expectations after Joining

1=Not at all expected,2= Expected but to least extent,3= Moderately Expected,4=Clearly Expected, 5= Expected to a great extent

1= Not at all Met, 2= Met but to least extent, 3= Moderately Met, 4=Clearly Met, 5= Met to a great extent

Table: 1, Non-Managerial expectation Pre-Joining and post-Joining

Data collecting procedure:

Data were primarily collected through questionnaire method. Initially, the Questionnaire was designed meticulously after studying various published research papers and questionnaires, (Aggarwal, 2012) keeping in mind the components of personal attributes (ethics) and a Transactional psychological contract. In the process of collecting data, the participants were requested to give their free and frank opinions. Few questionnaires were also sent through emails.

Study Location:

The research design is descriptive and to test the hypotheses of current research work the organizations were selected at randomly (general industries) with 90.46% comprising social service sector (comprises IT, Banking, education, and service sector). The data collection was carried out in Delhi and NCR region. The demographic and other details are listed in Table (1) below.

Male/Female Percent	Married/Unmarried Percent	Types of Industry	Total revenue of the firm percent
75.4/24.6	49.2/50.8	Social service sector	36% less than 100 crore 64% more than 100 crore

Table: 2, Respondents Details

Data Analysis

In the first step of the analysis, paired sample t-test was performed to see the influence (if any) of attributes (pre-and-post joining) on the relational psychological contract. This test is a statistical method to test for consistent difference of means between pairs (pre-and-post) under observations. This test determines the level of influence of independent variables on the other variables. Moreover, the test is non-parametric, which makes very few assumptions about the nature of the distribution under test. The dimension reduction of the ethics and, the relational psychological contract were conducted, with the help of factor analysis, the extraction method was principal component analysis, where the components of ethics and the transactional psychological contract were extracted as one. In the second step, the chi-square test was conducted to test

the evidence of the relationship (if any) between ethics and the components of the transactional psychological contract.

In the current research SPSS (Statistical Package for Social Science) version 21 was used for data analysis.

Step 1: In the first step of analysis paired sample t-test was performed to see the possible influence of attributes pre-and-post joining.

Correlation effect Ethics-1 with transactional psychological contract (Paired sample statistics)

Ethics-1 (I work hard and believe in promotion by merit.)and	Pre	Post	%change
Offer and maintains a competitive pay and benefits	5.068	7.092	28.5392
Provide adequate supervisory guidance and set challenging performance goals.	9.048**	10.428	13.2336
Allow me to demonstrate professionalism through technical knowledge and skill.	7.947	12.901	38.40012
Offer an environment where my job make effective use of my skills and abilities	9.394**	10.899	13.80861
Supervisor give sufficient authority to take decisions related to my job.	6.499**	10.355	37.23805

** $P \leq 0.01$ * $P \leq 0.05$

Table: 3, Ethics-1 and TPC

A significant ($P < 0.01$) change occurred, when transactional PC economic negotiations paired with ethics-1, shown an increase in compared means (pre-and-post) of analysis, suggesting an employee's hard work and belief in promotion on merit, has a stronger relationship with their expectations that employers will offer them competitive pay and other benefits in case of task completion. The transactional pc, which emphasizes more on the professional relationship between two parties, when offered the employee to show intent for challenging performance and demonstrate professionalism through technical knowledge and skills, seems to play a significant ($P < 0.01$) role, a positive change was observed when employees were allowed to exhibit technical knowledge and skills. Ethics-1, paired with role limitedness suggests a positive change in (pre-and-post joining) analysis, indicating employee understanding of job description and readiness to take on responsibilities increases with hard work and believe. The analysis further suggests, an employee's ability to work hard and the joint action taken along with supervisor for resolving issues before they escalate shows a positive change and compared means increases from pre-joining (6.499) to post joining (10.355).

Correlation effect of ethics-2 with transactional psychological contract (Paired sample statistics)

Ethics-2(The employer respect my dignity and recognizes my contributions)	Pre	Post	%change
Offer and maintains a competitive pay and benefits	8.251	10.146	18.67731
Provide adequate supervisory guidance and set challenging performance goals.	11.273	12.532	10.04628
Allow me to demonstrate professionalism through technical knowledge and skill.	10.284	14.780	30.41949
Offer an environment where my job make effective use of my skills and abilities	11.603	13.588	14.60848
Supervisor give sufficient authority to take decisions related to my job.	9.055	13.149**	31.13545

** $P \leq 0.01$ * $P \leq 0.05$

Table: 4, Ethics-2 and TPC

A significant ($P < 0.01$) change was observed, when the transactional PC, economic package paired with ethics-2, compared mean (pre-and-post) of the analysis suggests employee's respect and recognition by the employer has a stronger relationship with employee expectations that the employer will offer them a competitive pay and benefits as it is evident from increases in pre and post scenario. Transactional pc, when paired with the employees, who are respected and recognized by the employer, to show intent to for challenging performance and demonstrate professionalism through technical knowledge and skills, showed positive outcome as compared means increases post joining and seem to be significant ($P < 0.01$).Ethics-2

paired with role limitedness have shown a positive change in (pre-joining and post-joining) of analysis and suggests that the employee understands job description and they are ready to take on responsibility given to them. It was also observed that respecting the dignity and rewarding the contributions of the employee along with joint action taken with them to resolve problems before they escalate, has shown a positive change and compare mean value increased from pre-joining (9.055) to post joining (13.149), thereby suggesting a positive and significant change.

Correlation effect ethics-3 with transactional psychological contract (Paired sample statistics)

Ethics-3 (I can usually accomplish all my goals for a given week on time)	Pre	Post	%change
Offer and maintains a competitive pay and benefits	8.281	10.031	17.44592
Provide adequate supervisory guidance and set challenging performance goals.	11.336	13.504**	16.0545
Allow me to demonstrate professionalism through technical knowledge and skill.	10.719	14.481	25.97887
Offer an environment where my job make effective use of my skills and abilities	12.397**	13.131	5.589826
Supervisor give sufficient authority to take decisions related to my job.	9.250**	12.356	25.13758

** $P \leq 0.01$ * $P \leq 0.05$

Table: 5, Ethics-3 and TPC

Transactional PC, Economic negotiation, analysed with ethics-3, have shown a significant ($P < 0.01$) change in value (pre-joining and post joining scenario), which suggests that the employee's accomplishment of task on time has a strong relationship with their expectation that employers will offer them competitive pay and benefits when they perform as per the employer's expectations. Ethics-3 paired with transactional pc (role limitedness) have shown a positive change (pre-and-post joining) of analysis and suggests that the employee understands their job description and are ready to take on responsibilities given to them. Ability to finish task on timely basis when clubbed with joint action taken with supervisor to resolve problems before they escalate compared means of pre-joining (9.250) and post joining (12.356) shows a significant change suggesting employees ability to finish task on time and their perception that employer will give them sufficient authority to take decision-related with their job plays an important role.

Correlation effect of ethics with transactional psychological contract (Paired sample statistics)

Ethics-4 (Almost all the employees follow the rules and regulation of the organization.)	Pre	Post	%change
Offer and maintains a competitive pay and benefits	9.162	11.104	17.48919
Provide adequate supervisory guidance and set challenging performance goals.	11.458	13.690*	16.30387
Allow me to demonstrate professionalism through technical knowledge and skill.	11.170	15.904	29.7661
Offer an environment where my job make effective use of my skills and abilities	12.341	14.040	12.10114
Supervisor give sufficient authority to take decisions related to my job.	9.613	12.786	24.81621

** $P \leq 0.01$ * $P \leq 0.05$

Table: 6, Value and Ethics-4 and TPC

Transactional pc, when offered the employee who perceived that every employee sticks to the rules and regulation and show their intent to set challenging performance and demonstrate professionalism through technical knowledge and skills, seems to be significant ($P < 0.01$), and value of compare means increases from pre-joining to post-joining scenario, it also has shown a strong positive change. Ethics-4 paired with role limitedness have shown a positive change in (pre-and-post joining) analysis and suggests that employee understands job descriptions and are ready to take on responsibilities given by the employer on time to time basis.

Step2: Chi-square test was performed to see the evidence of the relationship between ethics and components of the transactional psychological contract.

Evidence of relationship between ethics and, transactional psychological contract through chi-square test.

Ethics	Transactional PC (Chi-square test)		
	Ethics	df	Asymp. Sig. (2-sided)
	Economic negotiation		
1686.790 ^a	1320		.000
	Accepting challenges		
5319.628 ^a	4818		.000
	Role limitedness		
1327.173 ^a	1188		.003
	Balancing conflict of interest		
5735.384 ^a	5412		.001

Table: 7, Evidence of the relationship between ethics and transactional psychological contract

The relation of ethics with components of the transactional psychological contract was tested by using chi-square method. In the case of ethics, when tested with economic negotiation, the p-value was less than 0.001 (Table: 7), the result suggests that a strong evidence of the relationship exists between ethics and economic negotiation. In case of the ethics along with accepting challenge, the test result shows p-value to be less than .001, which suggests, there is an existence of the evidence of a relationship between ethics and accepting challenges. In case of role limitedness and balancing conflict of interest, the p-value was .003 and .001 respectively, which was less than .005, suggesting that there is some evidence of a relationship between employee's ethics and its transactional psychological contract with the employer.

Discussion and Conclusion

The objective of the current research work was to understand the role of ethics, in the transactional psychological contract. The employee's ethical behaviour was clubbed with the transactional psychological contract in the pre-joining and in the post-joining scenario, to test the employee's met or unmet expectations after joining. The employee's ethical behaviour can be predicted and understood by the employer. It is possible only after sometimes of their joining. The transactional psychological contract gives more emphasis on professional relationship, depending upon the ethical approach of the parties. The paired sample statistics were conducted by the researcher, to see the possible influences of ethics on transactional psychological contract. The ethical behaviours of the employee were clubbed by the researcher, with the components of the transactional psychological contract. The statistics have shown a positive and increased mean value (in the pre-joining and post-joining scenario). It was found by the researcher, after analysis that ethical behaviour of the employee did also play a significant role in transactional pc. The analysis done by the researcher, suggests that employee must adhere to the rules (standing orders) of the employer and, show their commitment and punctuality because transactional pc is more professional than emotional or relational, in nature. The employer should give recognition to the employee for the work done by them. Employers are also expected to evaluate the work done by employee rationally and in a fair manner. In the current research paper, the chi-square test was conducted by the researcher, to get the evidence/s of the relationship between ethics and components of transactional pc. (Table: 7). It was suggested by the researcher, that the employer should develop and maintain an environment of trust and believe in the organization by using ethical practices, so that the employee may also bound himself, to show the same kind commitment and professional behaviour. The ethical practices in the organization must be appreciated and, rewarded by the employers. Non-appreciation or non-recognition of ethical behavior, may lead to dissatisfaction amongst the employee and, may become the reason for their dishonest behaviour. It can further be suggested by the researcher, that the practices of rewarding an honest person, would be very beneficial for the organization, as it enhances employee's commitment, honesty, and ethical practices. On the other hand, the transactional psychological contract will be successful when both the parties in the contract show their intent to co-operate with commitment and ethical practices.

Future scope

In the current study, the researcher tried to find out the role of ethics in the transactional psychological contract with the help of a statistical tool. A significant change was observed by the researcher regarding ethics and, there are few questions raised by him, which can be answered by other researchers in future. The study may also be conducted by researchers, with regards to employee’s ethical behavior and other types of psychological contract namely relational, balanced and transitional psychological contract. An important constituent of the transactional psychological contract is balancing the conflict of interest. The study may also be conducted by the researchers, to find out the role of ethics in business contracts.

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Annexure

Questionnaire:

Employee’s Internality and Balanced psychological contract: Non-managerial perspective
(For Non-Managerial Employees)

Personal Information:

- (1) Name of your Firm/Company/Organization: [Click here to enter text.](#)
- (2) Designation (Please Specify): [Click here to enter text.](#)
- (3) Number of years in current organization: [Select here](#)
- (4) Total Experience: [Select here](#)
- (5) Age (Years): [Click here to enter text.](#)
- (6) Gender: Male Female

Personal Attributes:

The questionnaire consists of a number of statements. Read each statement carefully and decide to what extent each statement applies to you in your current organization. Do not leave any item unanswered or skip any question.

Tick Mark the following

	Statements on ethics	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1.	I am satisfied with my involvement in decisions which affect the work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I have ability to communicate effectively and appropriately on a one to one basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I work hard and believe in promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	by merit.					
4.	The employer respect my dignity and recognizes my contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Psychological Contract:

Following statements pertain to your expectations from the current employer. Kindly indicate (tick mark) the degree of some of your expectations before joining (Part-1) and actual experiences of met/unmet expectations after joining (Part-II) on the following items. Please use the given scale

Part I- Expectations prior to Joining	Part II- Experiences of Met/Unmet expectations after Joining
1=Not at all expected 2= Expected but to least extent 3= Moderately Expected 4=Clearly Expected 5= Expected to a great extent	1= Not at all Met 2= Met but to least extent 3= Moderately Met 4=Clearly Met 5= Met to a great extent

Transactional Psychological Contract

	Statements	PART- I Expectations Before Joining	PART –II Expectations Met/Unmet After Joining
		Choose from here	Choose from here
1.	Offer and maintains a competitive pay and benefits.	Choose from here	Choose from here
2.	Provide adequate supervisory guidance and set challenging performance goals.	Choose from here	Choose from here
3.	Allow me to demonstrate professionalism through technical knowledge and skill.	Choose from here	Choose from here
4.	Offer an environment where my job make effective use of my skills and abilities	Choose from here	Choose from here
5.	I and my immediate supervisors would seek to prevent conflict by addressing work related problems before they escalate.	Choose from here	Choose from here
6.	Supervisor give sufficient authority to take decisions related to my job.	Choose from here	Choose from here