

**AMERICAN NGOS WORKING IN PAKISTAN, 2005-2010:
WORK ETHICS AND IMPACT ON LOCAL STAFF**



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**AMERICAN NGOs WORKING IN PAKISTAN, 2005-2010:
WORK ETHICS AND IMPACT ON LOCAL STAFF**

**A thesis submitted in the partial fulfillment of the requirements for the
degree of Masters of Philosophy**

in

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**Area Study Center for Africa, North and South America
Quaid-i-Azam University
Islamabad
2012**



DECLARATION

I hereby solemnly declare that this thesis is the result of my individual effort and research and that it has not been submitted concurrently to any other university for any other degree.

Aila Batool

DEDICATION

TO

MY DEAREST FATHER

RAJA LAL KHAN (LATE)

LOVING MOTHER

AND

MY SUPPORTIVE HUSBAND

TAIMOOR

Area Study Center
Quaid-i-Azam University
Islamabad

SUPERVISOR'S APPROVAL

I hereby approve that the M.Phil. Dissertation entitled AMERICAN NGOS WORKING IN PAKISTAN, 2005-2010: WORK ETHICS AND IMPACT ON LOCAL STAFF prepared under my supervision by Ms. Aila Batool of M.Phil (6th Semester) be accepted in partial fulfillment of the requirement for the degree of Masters of Philosophy in American Studies.

Dated. _____

Signature _____
Dr. Muhammad Islam

ABSTRACT

Nation- building is often considered to be the process of constructing governments. Nation building requires two elements that are somewhat at odds with each other. In one element, a government with a legitimate monopoly on power must be established. The second element builds and nurtures institutions. A consolidated effort must involve government and non-government actors. Non-governmental organizations (NGOs) have the potential to be a major ally in establishing this link between society and government. NGOs improve the welfare of country by addressing issues and providing services in areas in which government participation is lacking, such as health care, education and poverty relief. In this paper, we want to explain the work ethics in the development sectors, especially after the major attack of earthquake on Khyber Pakhtunkhwa (KPK) and Azad Jammu and Kashmir (AJK) in 2005, after that series of natural disasters in Pakistan, flood in Baluchistan, Sindh and KPK, affected the whole infrastructure very badly. So in these crises America and other developed countries played a vital role to give the services in reconstruction and rehabilitation of affected areas. The study examines the role of American NGOs in the development sector of Pakistan, as the work ethics and its impact on working staff under the descriptive tools of observation through in-depth interviews. The study also provides an analysis of Pakistan and U.S. Aid relations in 2005 to 2010 by adopting a strategy to improve the Pakistanis rehabilitation, reconstruction after earthquake in 2005, reduction of poverty, rise in education level in tribal areas, shelter homes for IDPs, and their accommodation, health and socio-economic problems. This also studies the code of ethics and their impact on local working staff in a nongovernmental organization.

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We sent thee not save as a mercy for the peoples.*

(21-107)

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HOLY PROPHET MUHAMMAD

(May the peace of God be upon Him)

Who enabled us to recognize our creator and declared it to be an obligatory duty of every Muslim to acquire knowledge.

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May Allah Bless All These People (Amin)

AILA BATOOL

ABBREVIATIONS AND ACRONYMS

APWA	All Pakistan Women's Association
ARC	American Refugee Committee
AJK	Azad Jammu and Kashmir
CCE	Corporate Code of Ethic
CEOs	Chief Executive Officers
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRS	Catholic Relief Service
DFID	Department of International Development
ECHO	European Commission- Humanitarian Aid & Civil Protection
ER	Early Recovery
GRI	Global Reporting Initiative
GDP	Gross Domestic Product
IWE	Islamic Work Ethic
IRC	International Rescue Committee
IMC	International Medical Corps
IDPs	Internal Displaced People
KPK	Khyber Pakhtunkhwa
MALC	Marie Adelaide Leprosy Center
NDMA	National Disaster Management Authority

NGOs	Nongovernmental Organizations
NWFP	North West Frontier Province
OECD	Organization for Economic Cooperation and Development
OFDA	Office of U.S. Foreign Disaster Assistance
PHF	Pakistan Humanitarian Forum
SPDC	Social Policy & Development Centre
UNFPA	United Nations Population Fund
UNICEF	United Nations Funds for Children
U.S	United States

CHAPTER -1

INTRODUCTION

The Islamic Republic of Pakistan is located in the area where South Asia converges with Middle East and Central Asia. The country has a 1,046 kilometer (650 miles) coastline along the Arabian Sea and Gulf of Oman in the south, and is bordered by Iran and Afghanistan in the west, India in the east and China in the northeast. Pakistan's people and traditions reflect a mixture of many varied cultural influences. Although the modern Pakistani state was founded in 1947, it is home to one of the earliest known human civilizations, the Indus Valley civilization, dating back at least 5,000 years.

The humanitarian effects of the flooding along with its security consequences generated considerable concern in the United States and many countries around the world. The flooding in Pakistan, which started in late July 2010, reportedly affected over 20 million people. Over 1.9 million households were destroyed or damaged.¹

Widespread flooding in Pakistan affected millions of people and caused a significant humanitarian disaster with widespread economic and security consequences for the country. Approximately 2,000 people died and over 3,000 were injured.²

¹ United Nations Office for the Coordination of Humanitarian Affairs, *Pakistan—Monsoon Floods*, Situation Report #23, September 9, 2010. Hereafter referred to as *OCHA Situation Sept. 9 Report*.

² European Union, *Factsheets on Pakistan*, European Union, Memo, Brussels, October 1, 2010.

At 8:50 a.m. on October 8, 2005, a 7.6 magnitude earthquake struck northern Pakistan causing serious damage in the North West Frontier (NWFP) and Azad Jammu and Kashmir (AJK) provinces. Over 4000 villages were affected, 73,000 people killed, 79,000 injured and 3.3 million people rendered homeless. Over 470,000 houses were completely destroyed, nearly 65% of the hospitals in the area were destroyed or badly damaged and an estimated 10,000 school buildings were affected. As in many emergencies, the most vulnerable segment of the population was among the hardest hit: the elderly, women whose husbands were killed or disabled, and an estimated 1.6-2.2 million children. Compounding the destruction of the initial earthquake was a series of strong aftershocks that continued for weeks. In addition to the estimated \$5 billion in property damage, there was significant loss of livelihoods through destruction of arable land, crops and livestock, businesses, and jobs. Despite the resilience of the population, the impact of the disaster was overwhelming and devastating.

The timing and geography of the earthquake – which occurred at the onset of the harsh winter and in remote, mountainous areas – caused serious concern about the vulnerability of the affected populations and their ability to survive.

Between the end of June, July, and throughout August 2007, intense storms and a major cyclone followed by Monsoon showers engulfed Pakistan, and brought an acute disaster in Baluchistan and Sindh Provinces. Intense storms caused severe flooding in Pakistan, displacing an estimated 800,000 populations and affecting over 2.5 million people with 280 confirmed deaths and a further 188 missing.

TABLE - 1

Provinces in Pakistan Affected by Flooding

(As of September 6, 2010)

Province	Death	Injured	Houses Damaged	Population Affected
Baluchistan	48	102	75,261	672,171
Khyber Pakhtunkhwa	1,156	1,193	200,799	4,365,909
Punjab	110	350	500,000	8,200,000
Sindh	199	909	1,058,862	6,988,491
AJ&K	71	87	7,108	245,000
Gilgit Baltistan	183	60	2,830	8,160
Total	1,767	2,701	1,844,860	20,553,176

Source: United Nations Office for the Coordination of Humanitarian Affairs, September 14, 2010.

This table shows the affected areas by flooding in Baluchistan, KPK, Punjab, Sindh, Azad Jammu and Kashmir and Gilgit Baltistan. There were total deaths in all provinces were 1,767, injured were 2,701, 1,844,860 houses were damaged and 20,553,176 population were affected.

The effects of the flooding covered a large geographical area in Pakistan and affected several provinces.

The non-governmental sector, commonly taken as voluntary sector in Pakistan, has evolved during the past sixty years. During this period various issues affecting the

Pakistan society and the well-being of its people have molded the approach of the NGO sector as well. NGO themselves are immersed in a conflicting position due to their non-so-smooth relationship with the government. The Government of Pakistan has been generating, guiding, funding, controlling as well as confining the NGO activity in various phases. A number of NGOs initiated bottom-up development activities. They experimented with participatory development at the grass root level.

For a developing country like Pakistan, having a poor profile regarding human development, issues of development, especially high incidence of poverty, health issues, poor quality of education, gender issues etc.

STATEMENT OF PURPOSE

This study aims to provide more insight that determines the organizational problems of American non-governmental organizations and to evaluate the solutions in order to assist in the development of a new strategy for the non-governmental organizations (NGO). Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development. Just to find out the work ethics of Non-governmental organizations and multinational firms in the community. Purpose of this research is readability and usefulness. Nonetheless, this research is based on the best critical studies in the area and reflects a solid research consensus about the implementation of code of ethics in an organization.

The purpose of this study is to investigate the citizenship behavior of employees performing their duties in development sector organization of Pakistan. The study largely focuses on the impact of employee's perception of component of workplace condition and citizenship behavior.

REVIEW OF ARGUMENT

This research is significant because it provides a new outlook on the reason behind U.S. interest in funding human development projects for Pakistanis. Scholars, academicians and research analyst have seldom made a connection between the curtailment of terrorism and social advancement. This research paper not only covers the socio-economic factors but also examines the political motivation of the U.S. in investing in sustainable human development.

The study is beneficial for an organization as well as for future study as it highlights the issues in human resource management practices in Pakistan and strategies to cope up with the issues evolved. It also focuses on adopting such practices that creates flexible working environment for employees which motivates them to perform effectively and efficiently so reciprocating citizenship behavior for a particular organization.

THESIS STATEMENT

This study seeks to find out how the American NGOs working in Pakistan in relief work during earthquake, IDPs crises and flood, dealt with the question of representation. We intend to focus on how the American organizations work in different focused areas in

Pakistan and what are their working ethics. Thus, the study will shed light on the techniques and methodology used by the American organizations to present ways used by them both for the relief of their target communities and for the welfare of the people who work within their NGOs. This thesis will assess the impact of working ethics on local staff of US NGOs working in Pakistan during the period 2005-2010 when they have been very active. This could be a difficult task but through a focused questionnaire and in-depth interviews. American organization as worker researcher would be able to gather considerable relevant data for this thesis. This study will produce a work which will provide concrete evidence of whether there is a misperception or whether it is correct that the American community serves its own interest more or that of its target people at the global level by drawing a sketch of the internal working one of its member. The study largely focuses on the impact of employee's perception of component of workplace condition and citizenship behavior.

Employees in these international organizations have to cope with variety of difficulties each day to secure their employment. In Pakistani culture, power and reference are given prime importance. An individual having good relations with the higher management may achieve rewards and benefits more precisely than those with little or no relations thus creation a pool of unfair conditions in organizational environment. This also creates hurdles for other workers to achieve their goals. Similarly, social support plays a vital role in motivating employees. Development sector organization is considered to be the most corrupt sector in Pakistan.

RESEARCH METHODOLOGY

The study follows a methodology that consists mainly of the use of written documents and interviews. Among these, a variety of sources were used. The primary sources are in-depth interviews with officials and program officers heading U.S. funded health, education and women empowerment projects in Pakistan. Written documents comprise government documents, including state department reports, official surveys, and statistical data on human development indicators in Pakistan.

The data are based on a sample of top managers and employees in small organizations. The employees ranged from line workers, maintenance crews, transportation crew, their group leaders, and office staff. The data were collected for the purpose of stimulating discussion about corporate culture in the context of a total quality management intervention. Thus, in the analyses that follow, only general conclusions will be discussed.

The samples of development sector organizations were asked to answer up to 30 questions about the methods used by their organizations to implement and communicate their codes of ethics into the daily operations of their organization, their leadership and their employees. The aim of the questionnaires was also to obtain from the participants a copy of their code of ethics, if they had one.

Each respondent at each development sector organization was initially contacted by phone in order to confirm their appropriateness to respond to the questionnaire, and at the

same time to promote the importance of the survey. Each respondent was also briefly introduced to the research project to stimulate his or her interest and willingness to participate in the survey. Those human resource managers who initially did not answer the questionnaire were contacted again by telephone in order to stimulate their interest to fill in the required answers.

The study relies on interviews and direct observations done in Islamabad. Thirty – Two interviews were held, nine with International Rescue Committee (IRC), Four International Medical Corps (IMC), Ten with American Refugee Committee (ARC), Nine with Catholic Relief Services (CRS).

Six cluster meetings and one daily National Disaster Management Authority (NDMA) meeting were attended in Islamabad. Two camps for flood-affected people were visited in Swabi and Mardan with International Medical Corps (IMC), where informal discussions with flood-affected people took place. The context of the research was systematically explained to the interviewees. Interviews were semi-structured with a set of questions prepared specifically for each set of interviewees.

Each respondent at each development sector organization was initially contacted by phone in order to confirm their appropriateness to respond to the questionnaire, and at the same time to promote the importance of the survey. Each respondent was also briefly introduced to the research project to stimulate his or her interest and willingness to participate in the survey. Those human resource managers who initially did not answer

the questionnaire were contacted again by telephone in order to stimulate their interest to fill in the required answers.

The secondary sources consist of books, encyclopedias, articles, newspaper and internet. The Case-Study method: the case-study method, the use of intensive methods, participant observation or ethnographic research lacks a commonly agreed name but shares a number of characteristics. It usually involves the in-depth study of a particular milieu (village, association, organization, institution) rather than of a random sample of individuals drawn more widely.

Between 2005 and 2010, I examined the American NGO fully funded or American based organizations working in Pakistan with different scopes like Health, Sanitation, Education, Construction and Rehabilitation, Clothing, Sheltering and Child Health etc.

It also gave me access to the organization's mission statements, project reports, pamphlets, posters, video tapes, as well as newspaper articles on NGOs, all of which I analyzed as part of this research. Mission statements and even interviewees may have a tendency to report idealistic goals and agendas, but observing actual projects in progress. As I was able to do bring out very real and practical problems, the ground realities that NGOs face when translating their agendas into action.

I selected 4 different NGOs, from the Islamabad Region which are some American based and some are having fully American funded projects from which International Medical

Corps (IMC) didn't consider the researcher and giving the appropriate response about work ethics of their organization. So I just interviewed four of the person from concerning organization.

About the **International Rescue Committee (IRC)**, A global leader in humanitarian assistance, the International Rescue Committee works in over 40 countries offering help and hope to refugees and others uprooted by conflict and oppression. During crises, IRC teams provide health care, shelter, and clean water, sanitation, learning programs for children and special aid for women. As emergencies subside, the IRC stays to revive livelihoods and help shattered communities recover and rebuild. The IRC also helps resettle thousands of refugees admitted into the United States each year in and around 22 US cities. A tireless advocate for the most vulnerable, the IRC is committed to restoring hope, dignity and opportunity.

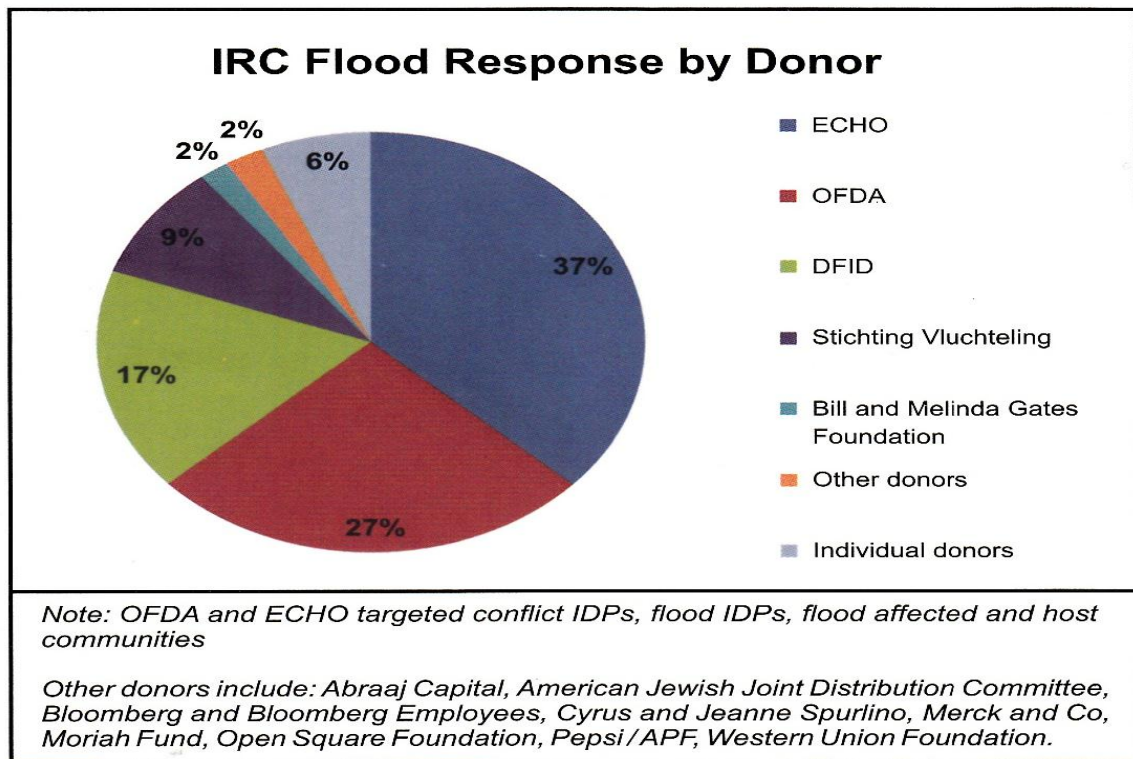
21 years old was interviewed by a team from the IRC after the flash floods and offered a micro grant to reopen his business. He says, "I used the money to re-stock my shelves. If the NGO had not helped me with the grant, I don't think I would have been able to open my store again." He says the IRC also helped him recover through cash for work program and vocational training in basic management.³

The International Rescue Committee has worked in Pakistan since 1980 and most recently has focused on emergency relief and recovery from the worst floods and earthquake in the country's history. The IRC is rebuilding homes, schools, roads and

³ <http://www.rescue.org/where/pakistan>

other infrastructure to help Pakistanis get back to normal life. In addition, the IRC is providing health care and sanitation facilities and giving Pakistanis the tools to engage in their own recovery.

The IRC has worked in Pakistan for over 30 years, providing health care, education, job training and other social services. In 2010, the IRC reacted within hours to the monsoon flooding that left the country inundated and continues to help Pakistan recover and rebuild.



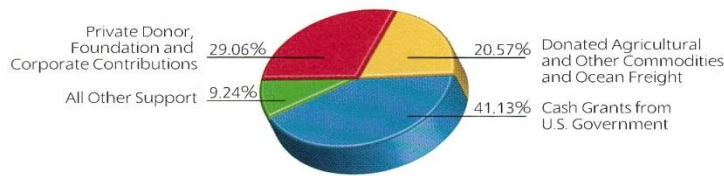
4

⁴ Rescuing and rebuilding lives: One year on from the floods in Pakistan Annual report, International Rescue Committee.

More than one year on, the humanitarian crisis brought about by the worst flooding in Pakistan’s history is far from over. The IRC is continuing to provide clean water and health care facilities, and helping hard hit communities to rebuild and recover.

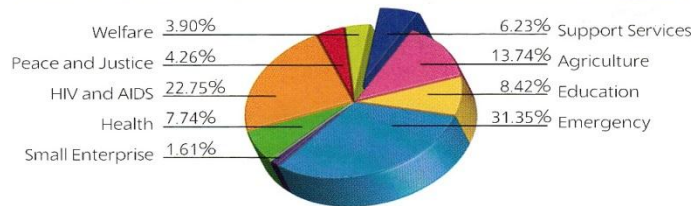
Catholic Relief Service (CRS), is an American based organization, Catholic Relief Services carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. Catholic Relief Services is the official international humanitarian agency of the Catholic Church in the United States. CRS and its board of bishops and laypersons have a careful review system to ensure fidelity to Catholic moral teaching and to ensure that all funds under CRS' direct control are used only for purposes complying with that teaching.⁵

Operating Revenue



Totals **\$ 526,042** **100.00%**
(in thousands)

Operating Expenses



Totals **\$ 597,265** **100.00%**
(in thousands)

** Welfare programs respond to urgent, unmet needs of the poorest, most vulnerable people—including orphans, the displaced, the disabled or the terminally ill.*

⁵ <http://crs.org/about/mission-statement/>

⁶ “Annual Summary of Program Activities: Teaching Up to Save Lives”, Catholic Relief Services, Islamabad.

Catholic Relief Services is the official international humanitarian agency of the Catholic community in the United States. CRS alleviate suffering and provide social assistance to people in nearly many countries of the world, without regard to race, ethnicity, religion or nationality.

American Refugee Committee (ARC) is American registered organization; works in 7 countries around the world helping victims of war and civil conflict rebuild their lives. ARC programs in Africa and Asia provided health care, clean water, shelter repair, legal aid, trauma counseling, microcredit, community development services, and repatriation assistance to 2.5 million people last year. ARC bases its relationship with uprooted peoples on mutual respect and a compassionate exchange of knowledge and values.

Since the 1970's, three million Afghan refugees have fled to Pakistan to escape drought, an oppressive Taliban government, and constant conflict and threats. ARC has been providing health care services to these refugees since establishing operations in Pakistan in 2002. While many people have returned to Afghanistan, more than one million remain in refugee camps in Pakistan.

Monsoon flooding began in July 2010 and has affected roughly 20 million people. Millions have been left homeless, and far too many wait for clean water, shelter, medical care and other basic necessities. ARC has been on the ground, providing lifesaving essentials since the emergency began.

After the massive earthquake of October, 2005, ARC began operating in the northern part of the country, providing emergency health care, supplies, and shelter and food aid. Today, ARC is helping disaster survivors in the north and south recovers from the massive 2010 monsoon flooding that affected more than 20 million people.⁷

Since flooding began wreaking havoc in July 2010, ARC have been providing essential aid to affected families and will be working to help people recover from the devastation. ARC is one of the lead agencies in the Baluchistan Province of Pakistan, providing health care to 101,000 Afghan Refugees in Mohammad Khail refugee camp and Surkhab and Saranan districts last year. And also served 156,000 people affected by flooding in Pakistan.⁸

International Medical Corps

International Medical Corps is a global, humanitarian, nonprofit organization dedicated to saving lives and relieving suffering through health care training and relief and development programs. Established in 1984 by volunteer doctors and nurses, International Medical Corps is a private, voluntary, nonpolitical, nonsectarian organization. Its mission is to improve the quality of life. By offering training and health care to local populations to people, International Medical Corps rehabilitates devastated health care systems and helps bring them back to self-reliance.

⁷ http://www.arcrelief.org/site/PageServer?pagename=programs_pakistan

⁸ http://www.arcrelief.org/site/PageServer?pagename=programs_pakistan

International Medical Crops has worked in the Pakistan since 1985. IMC was in the forefront of response to the 2005 earthquake in KPK and Kashmir, 2008 earthquake in Baluchistan, the IDP's crisis in KPK since 2008, and the devastating floods on 2010.⁹

CONCEPTUAL FRAMEWORK

The research is mainly aimed to investigate the impact of work ethics on job related variables in descriptive way. There are 5 independent variables i.e. job satisfaction, work conflict, rewards, job turnover intentions and organization commitment while work ethics is taken as dependent variable.

According to the description of the questionnaires, these variables are elaborating all the variables of this investigation in descriptive way of research. Descriptive method is used as a tool to organize data into patterns that emerge during analysis. The type of research question will determine whether descriptive research approach is appropriate to use to analyze the data.

⁹ Edited by Martin Bulmer, Donald P. Warwick, "Social Research in Developing Countries, Surveys and Censuses in the third world", Reprinted in London by Rutledge (Taylor & Francis Group) 2001, p-9.

CHAPTER- 2

REVIEW OF LITERATURE

A couple of studies focus on codes in specific types of organizations. Preble and Hoffman study the extent to which codes of ethics in franchising organizations reflect different aspects (issues), as well as the relationships between franchisors and franchisees.

A survey of 24 franchise organizations worldwide was conducted (17 responded) and the major finding is that the codes cover the relationship very well. Primarily, the codes reflect a narrow set of stakeholders in the network, i.e., the codes offer a practical approach for the members of the organizations.

Further, the content of the codes is aspirational, but focuses more on regulatory than educational aspects. But, there are also differences between codes in different countries, which the authors explain with cultural factors.¹⁰

Hodson suggests that the future prospect of flexible workplace is brittle in absence of management and worker citizenship behavior. The emergence of work place harmony and citizenship nurtures in organization whose management stands for the rights of subordinates and motivate supportive working climate. Employees that perform in those situations that enhance their capabilities and skills are more likely to develop

¹⁰ Preble, J. F. and R. C. Hoffman: 1999, "The Nature of Ethics Codes in Franchise Associations around the Globe", *Journal of Business Ethics* 18, 239–253.

organizational behavior as compared to those whose choose assignments on the basis of money though showing less organizational behavior.¹¹

According to Ruppel and Harrington, The organizational self-interest is negatively linked with the employee's communication whereas the organizational principled environment is positively linked with the employee's communication as it is emphasized by the ethical work environment. Communication is encouraged by organizational environment which have the mechanisms for incorporation and coordination across subcultures and which are often principle oriented.¹²

In order to investigate if, how and why ethical codes influence employee behavior, Valentine and Barnett conducted a survey of 3000 (12.7% response rate) sales professionals in organizations with and without ethical codes. Their theoretical point of departure was that codes of ethics contribute to ethical behavior by influencing the perceptions employees have about the ethical values of the organizations. The result of the survey found that sales professionals in organizations with a CCE (Corporate Code of Ethics) perceive their contexts as more supportive to ethical behavior than those in organizations without CCEs (Corporate Code of Ethics).

This is explained as an effect of the ethical codes in the organizations. Ethical codes, the authors argue, aim at improving the perceptions of ethical values as an important business

¹¹ Hodson, R. (1999).” Management Citizenship Behavior: A New Concept and an Empirical Test.” *Social Problems*, Vol. 46(3), pp. 460-478.

¹²Ruppel, P.C., & Harrington, J. S. (2000). “The Relationship of Communication, Ethical Work Climate, and Trust to Commitment and Innovation”, *Journal of Business Ethics*, 25, 313–328

success factor. The codes, they continue, work as tools for socializing the employees into internalizing the values of the corporation.¹³

Winning hearts and minds in the aftermath of Pakistan's 2005 earthquake

Tahir Andrabi and Jishnu Das, examine the effect of aid from foreign organizations and on-the-ground presence of foreigners following the 2005 earthquake in Northern Pakistan on local attitudes. They show that four years after the earthquake, humanitarian assistance by foreigners and foreign organizations has left a lasting imprint on population attitudes. The results provide a compelling case that trust in foreigners is malleable, responds to humanitarian actions by foreigners and is not a deep-rooted function of local preferences.¹⁴

In the journal of business ethics, Pierce and Henry survey 2551 information system professionals (response rate 14%) on how the personal, workplace and formal company codes of ethics influence ethical decisions. Noting a difference in what people say is the important code and what code they would actually use (the personal code), “the presence of a formal code does have an impact on individual ethical decisions” (p. 434).¹⁵

¹³Valentine, S. and T. Barnett: 2002, “Ethics Codes and Sales Professionals Perceptions of Their Organizations Ethical Values”, *Journal of Business Ethics* 40(3), 191–200.

¹⁴Tahir Andrabi and Andrabi, T. and J. Das, in aid we trust: hearts and minds and the Pakistan earthquake of 2005. 2010, Washington, DC: World Bank, Policy Research Working Paper #5440.

¹⁵Pierce, M. A. and J. W. Henry: 1996, “Computer Ethics: The Role of Personal, Informal, and Formal Codes”, *Journal of Business Ethics* 15(4), 425–437.

The Black Hole of Pakistan

Jishnu Das explores the implications of his research on aid in the aftermath of Pakistan's 2005 earthquake which found that "the humanitarian assistance received by households during those crucial first three months had a lasting impact on their attitude toward foreigners. We documented that households that lived close to the earthquake's fault line—and were therefore more affected by it—are far more likely to trust foreigners today." In this Foreign Policy article, Das infers that "Pakistan's 'trust deficit' is less caused by deep-rooted beliefs and preferences, nonlocal events such as drone attacks on the Afghan border, or U.S. policy toward Israel. Its human interactions that change attitudes and their effects are long term."¹⁶

DESCRIPTION OF VARIABLES

There are different variables to describe the working conditions in an organization. Basically these are the western terminologies which are using to defend the work conditions in an organization. So these variables are using to measuring element to judge the working capabilities of the workers in an organization.

Job Satisfaction

Job satisfaction is a pleasant and delightful feeling/emotion which a person gets after completing a task successfully or assessing current job and is based an employee's internal feeling about their current job, the quality of work they are doing and the expected reward for their effort. Level of job satisfaction changes with the line of

¹⁶ Das, J. (2010) "The Black Hole of Pakistan Foreign Policy", Washington, DC.

authority, as more authority means more responsibility, so job satisfaction varies with job position also.

As the data collected through the in-depth interviews, the most important variable of the work ethics in an organization is job satisfaction.

Most of the respondents are satisfied to their jobs. But the lower staff including driver, office boy, cook and office assistant is not easy with the atmosphere of an organization. They are having complains like unethical behavior of the local staff in front of other staff members and specially foreigners. Few of the members are not satisfied as they feel that salary is not sufficient for the family having extreme joint family members. It is observed that some of the members are not giving the actual response regarding their salary, promotion, and evaluation procedure specially. Using the probe technique, could easily find the real situation of the whole scenario.¹⁷

Work conflict

Any kind of conflict at workplace is called work conflict. It may arise due to long working hours, late promotion and other aspects of workplace environment. It is a source of low productivity, absenteeism and general stress among employees. These kinds of pressure result when organization is short of staff and more work burden is placed on employee, or managers assign tasks that do not match with the expertise of employees.¹⁸

There are two types of work conflict in working environment.

¹⁷ Porter, L. W., Steers, R. M., & Mowday, R. T. (1979), "The Measurement of Organizational Commitment", *Journal of Vocational Behavior*, 14(2), 224-247.

¹⁸ Saks, A.M., Mudrack, P.E. & Ashforth, B.E. (1996). "The relationship between the work ethic, job attitudes, intentions to quit, and turnover for temporary service employees". *Canadian Journal of Administrative Sciences*, 13(3), 226-41

First one is called 'role conflict' and second one is 'role ambiguity'. According to Beekun (1997), role conflict is any kind of responsibility or activity about which person is not sure or clear. It includes aspects such as vague job description and indistinct explanation of job responsibility. He described role ambiguity as having certain features such as unclear task or assignment which can be a source of uncertainty for the worker and hence lead to frustration and stress.¹⁹

As per the data collected by questionnaire with deep observation, it is noted that most of the working class is not satisfied with discriminable atmosphere of the

Rewards

Reward is the internal and external benefit received by a person or employee as a result of their job. There are two types of rewards. The first type of reward is called intrinsic reward which is also called internal reward; the second type is called extrinsic reward which is also known as external rewards.²⁰ Internal reward includes work recognition by managers, achievement, promotion, authority and responsibility at work place while external rewards covers bonus in salary, extra working hours, company policies, supervisor's support, worker's safety and suitable environment at work place.²¹

¹⁹ Beekun, R. (1997), *Islamic Business Ethics*, IIIT, Herndon, Virginia, U.

²⁰ Mulki, J., Jaramillo, J. F., & Locander W. B. (2008), "Effect of Ethical Climate on Turnover Intention: linking attitudinal and stress theory". *Journal of Business Ethics*, DOI 10.1007/s10551-007-9368-6.

²¹ Miller, G. and Sharda, B. (2000), "Organizational Structure in the Middle East: a comparative analysis", *International Journal of Comparative Sociology*, Vol. 41 No. 3, pp. 315-30.

Job turnover intentions

The link between work ethics and job satisfaction, organizational commitment and turnover intention can be explained by the Organizational Justice Theory (Koh and Boo, 2004). Studies on staff turnover intentions showed the negative relation between work ethic and turnover intention.²²

Organizational Commitment

Any emotional state of mind which keeps an employee committed with the organization and minimizes the negative intentions to quit job is called organizational commitment.²³

THE NGO SECTOR IN PAKISTAN

There were 5543 NGOs registered in four provinces of Pakistan in 1990. As per as the Survey of Social Services of Pakistan Non-Governmental Organizations are working in the all over the country, but what they measured, it's about 5543. In which some are foreign based and some are fully funded from different countries.²⁴

While in 2005, the number registered with the social welfare department in only one province of Sindh has been reported to be 6151. By the time! Numbers of Non-Governmental Organizations are growing by masses. It is reported in the Dawn News that registered NGOs are doing work successfully in Pakistan for giving all the stability, help, facilities and special care.²⁵

²² Koh H., C. & Boo. E., H. (2004), "Organizational Ethics and Employee Satisfaction and Commitment. *Management Decision*", 42 (5): 677-693.

²³ Abeng, T (1997). "Business ethics in Islamic context: perspectives of a Muslim business leader". *Business Ethics Quarterly*, 7(3): 47-54.

²⁴ Muhammad Shareef Ashraf, *Survey of NGOs in the field of Social Services*, Vol.II, Directory of NGOs, Part 2 (Lahore: HRH Associates, 1990).

²⁵ News Report, Dawn (daily), 25 November 2005.

TABLE – 2**Evaluation of the Voluntary Organization in Pakistan since 1947****(Percentage)**

Broad Category	1947-58	1959-71	1972-77	1978-87	1988-2001
Madrasah and other Religious Education	27	26	23	21	20
Social Welfare	16	13	17	20	21
Primary and Secondary Education	9	5	13	14	10
Vocational / Technical education	0	7	19	5	4
Campaigning or lobbying for civic amenities	7	11	15	12	14
Health	16	9	4	6	8
Community and Neighborhood improvement	2	1	5	4	4
Religious activities, preaching	7	3	1	2	3
Civil Rights movement	0	1	0	1	2
Others	18	24	3	15	14
Total	100	100	100	100	100
NPOs by year of establishment	1.3	3.0	9.0	27.4	54.4

Note: These estimates are based on survey of nonprofit organizations conducted as part of CNP project, Pakistan, quoted in SPDC working paper No. 4, p.31.

To evaluation of the voluntary organizations in Pakistan since 1947 were mentioned as in above table.

A Non-Governmental Organization (NGO) is a legal organization created by persons, which operates independently. These types of organizations are called “civil society organization”. NGOs have existed in Pakistan since independence in 1947. NGOs generally worked for rehabilitation and social welfare, such as the All Pakistan Women’s Association (APWA) and Red Crescent Society. Some NGOs in Pakistan have played important role in awareness on issues such as human and legal rights, women in development, and overpopulation, for instance, the Human Rights Commission of Pakistan, Aurat Foundation, Paiman and Women Development Foundation respectively Others have provided badly needed services such as basic health care, water and sanitation, and employment opportunities e.g. Care international, Plan, Save the Children, UNFPA, UNICEF and the Marie Adelaide Leprosy Centers (MALC).

Some NGOs in Pakistan have played an important role in creating awareness of issues such as human rights specially women rights and overpopulation.

In recent years NGOs have become increasingly important player in designing and delivering community based programs. Today NGOs in Pakistan range from completely voluntary organizations with small budgets contributed by volunteers to those run by well-paid full time professionals. Increasingly, NGO sector is becoming institutionalized, motivated by the ready availability of funds from external aid sources.

The Pakistani government has in general been positive about the development of NGOs, starting from the first five year plan (1955-1960), when a permanent social welfare section was created within the planning board, now called planning commission.²⁶

It is difficult to estimate the number of NGOs working in Pakistan. Because NGOs can be registered under five different laws, with registration offices in different provinces, only rough estimate are possible.

A non-governmental organization (NGO) is a legally organization created by persons, that operates independently. These types of organizations are called “civil society organization”.

TYPES OF ORGANIZATIONS

NGOs type can be understood by orientation and level of co-operation.

NGOs type by Orientation

- Charitable orientation
- Service orientation
- Participatory orientation
- Empowering orientation

²⁶ These estimates are based on survey of nonprofit organizations conducted as part of CNP project, Pakistan, quoted in SPDC working paper No. 4, p.31.

NGOs type by Co-operation

- Community-based organization
- City-wide organization
- National NGOs
- International NGOs

The nongovernmental sector is a growing worldwide phenomenon. Organizations across the globe account for growing and impressive figures in employment, revenue, services provided and sheer numbers. Whereas the past years have seen quite a few insolvencies and business collapses caused by management failures.

NGOs concerned with development face the management of a complex and diverse range of issues. NGOs face internal management issues, for example questions of strategic planning, budgeting, staffing, and the governing structure of the organization, growth and change within the organization. NGOs also face the management of external relationships; relations with government, the private sector, other NGOs and with their target communities. All of these come to bear on the possibility of NGOs managing development. The effectiveness of NGOs as actors in development and change depends on successful engagement with both internal and external management questions and also on the successful articulation between issues of internal and external management.²⁷

²⁷ NGO Watch; NGOs, <http://www.ngowatch.org/ngos.php>, (Accessed, August 11 2006)

CHAPTER -3

DEVELOPMENT SECTOR ORGANIZATIONS

This above all, - to thine own self be true;

And it must follow, as the night the day,

Thou canst not then be false to any man.

Shakespeare's Hamlet

A code of ethics is a set of guidelines which are designed to set out acceptable behaviors for members of a particular group, association. Many organizations govern themselves with a code of ethics, especially when they handle sensitive issues like investments, health care, or interactions with other cultures. In addition to setting a professional standard, a code of ethics can also increase confidence in an organization by showing outsiders that members of the organization are committed to following basic ethical guidelines in the course of doing their work.

The format of a code of ethics can vary widely. Unlike more straightforward employee guidelines and codes, a code of ethics usually starts with a section that sets out the purpose, aspirations, and goals of the parent organization. For example, the 2002 code of ethics for the American Psychological Association (APA) begins: "Psychologists are committed to increasing scientific and professional knowledge of behavior and people's

understanding of themselves and others and to the use of such knowledge to improve the condition of individuals, organizations, and society.”²⁸

Employees are one of the most important determinants and leading factors that determine the success of an organization in a competitive environment. This is especially true for service organizations that rely heavily on their good behavioral employees to provide friendly and courteous services to their customers in this competitive environment.

PURPOSES OF CODES

For the purposes of this analysis the use of ethics codes in public service can have a positive impact in several ways.

First, codes of ethics increase the probability that people will behave in certain ways. They do this partially by focusing on the character of their actions and partly by focusing on sanctions for violations. In addition, reliance on codes can reduce the sacrifice involved in an ethical act.

Second, good ethics codes can focus public servants on actions that result in doing the right things for the right reasons. Ethical behavior should become a habit and effective codes allow both bureaucrats and elected officials to test their actions against expected standards.

²⁸<http://www.wisegeek.com/what-is-a-code-of-ethics.htm> 2003 - 2012 “Conjecture Corporation”. Written By: S.E. Smith .Edited By: Bronwyn Harris. Last Modified Date: 03 April 2012. Copyright Protected: 2003-2012 Conjecture Corporation

Third, codes of ethics do not take away one's own moral autonomy or absolve the public servant from the obligation to reason.

Fourth, codes of ethics can function as a professional statement. That is it expresses the public service's commitments to a specific set of moral standards. Codes can help provide the pride of belonging to a group or a profession. Pride is a critical emotion in motivating individuals to see themselves as professional.²⁹

ETHICS-BASED AND SOCIAL STRATEGIES

Ethics-based and social strategies embrace a large number of approaches that relate the firm to its social environment. Hosmer explains that ethical problems in management "represent a conflict between an organization's economic performance (measured by revenues, costs, and profits) and its social performance (stated in terms of obligations to person both within and outside the organization)." He defines ethics in terms of social obligations or responsibilities. However, technically, ethics tends to focus on personal choice; social responsibility is about meeting generally agreed public expectations of firm behavior. From the point of view of corporate social responsibility, a socially responsible firm (and its members) would behave ethically as part of being socially responsible.

Social and ethics-based strategies provide new and exciting opportunities to conceptualize the role of the firm in society. Certainly, such strategies are not without pitfalls, but they have the potential of increasing overall social welfare. The motives behind such strategies are often mixed, but no particular set of motives can be attributed to the strategic focus other than a concern to take into account the impact of a program on

²⁹ Case of the Keating Five," *American Political Science Review*, 87 (June, 1993): 369-381.

the firm. As with any instrument, social strategy can be used in ways consonant with the demands of ethics. It is in this spirit that we urge business people to look at social strategies as a legitimate and ethical option for their firms.³⁰

The fact that almost all development sector organizations communicate their codes to employees as one would hope. The concern is that many companies may just hand out a booklet or post the code electronically and that there is then minimal follow up and discussion of the principles contained within it. Booklets and electronic communication also have a tendency to be ignored, filed, or even discarded. This phenomenon in itself can lead to employees not fully appreciating the significance of the ethics document.

The use of training and discussion is a preferred option in both studies. In addition, there is a drastic drop off for just distributing a booklet containing the code to instead emphasizing it during induction programs. Consequently, training and discussion enables the staff to engage with the ethos of the code in an interactive and proactive manner. They can discuss the code with their peers and others and subsequently develop opinions grounded on their own experiences. The impact that the development sector organization wants the code to make on the employee may be lost if the attention required is not given to it at the time of induction.³¹

³⁰ Hosmer, L. T.: 1987, "The Ethics of Management", (Irwin, Homewood, IL). P-3.

³¹ Cavanagh, G.F., Moberg, D. J. and Velansquez, M. (1981), "The Ethics of Organizational Politics", *The Academy of Management Review*. Vol.6 No.3, PP. 363-74.

Moral Behavior at Work

The distinction between moral behavior at work and other contexts may be the outcomes of the different requirements in the work place, such as specialization, division of labor and the emphasis on goal achievement.

Ethical Climate and Ethical Ideologies

The ethical climate of organizations examines employees' perception of the organizational influence on ethical judgment and also reflects behavioral expectations the organization places on them.³²

Guilt, shame, conscience, pride in profession can be every bit as important as reason in motivating ethical behavior. As will be seen in the rest of this analysis, emotive elements are an important consideration in deciding how to create codes with impact.

NON-GOVERNMENTAL ORGANIZATIONS AND DEVELOPMENT

Non-governmental Organizations (NGOs) are not normally good at the activities they claim as their merits, but they have virtues that are frequently not proclaimed. In particular, they rarely reach the poorest, they depend in many ways on government support, and they are often not participatory. On the other hand, they are adaptable and suited to promoting self-reliance. Participation has been used more as a slogan than a thought-out strategy.

³²Cullen, J.B., Victor and C. Stephens: 1989, "An Ethical Weather Report: Assessing the Organization's Ethical Climate" .*Organizational Dynamics* 18(2), 50-62.

There is no legal definition of the term “NGO” in Pakistani law, however, an NGO is normally considered to be an organization not affiliated with the government that works for the welfare, benefit, and/or development of society or certain sections of society. It is usually constituted by a body of volunteers.

Each NGO can draw up its own constitution, articles, rules, and by-laws, provided these conform to the law of the land. If the NGO is registered under any act or ordinance it is expected to observe the provision of that particular act or ordinance. An NGO in Pakistan does not have to register itself to perform charitable, welfare or developmental activities. An NGO may gain certain important advantages upon registration which it would otherwise not obtain.

Registered NGOs obtain legal status at the official and among funding agencies and other organizations for a number of reasons_ members and able to represent the organization, and the NGOs can open a bank account in the name of the organization, sign contracts in the name of the organization, and offer personal indemnity to its members against the liabilities of the organization. A registered NGO can also qualify for financial assistance from certain government agencies and local, national and international funding agencies.

GOVERNMENT POLICY TOWARDS NGOs

The government of Pakistan has long recognized the importance of NGOs, a fact that is reflected in its development plan.

The key interface between the government and NGOs is registration. Registration provides the opportunity for NGOs to clarify their role and objectives and inform the government of their activities. On the other hand, registration is sometimes viewed as an attempt by the government to regulate and control NGOs.

Historically, the government has maintained a supportive policy framework for NGOs, and provided them with financial and technical assistance.

A recent development has been the dialogue group of the Pakistan consortium, where funding agencies, the Pakistan government, and Pakistani NGOs come together to tackle the issues of legal frame work, government/NGO/funding agency collaboration and codes of ethics for NGOs and funding agencies.

NGOs /Funding Agency Relation

Funding agencies in Pakistan typically have provided funds for economic and public sector development, particularly for large-scale infrastructure development. Because of the Government's budgetary priorities, little is available for social development. In the absence of internal resources, bilateral and multilateral funding agencies have become the back bone of social development and support of NGOs.

The multilateral agencies, including various United Nation agencies, have substantive programs In Pakistan. Their focus has been on education, health, water, nutrition, safe motherhood, reproductive health, children's health education, and other issues.

Of the bilateral sources of aid, Canada, Germany, Japan, and the United Kingdom are noteworthy in their contributions to the social sectors. They also work closely with NGOs. Several embassy-based programs to NGOs also exist, notably those of Australia, the Netherlands, Norway, Sweden, and Switzerland.

REPORTING ON CEDAW

The Islamic republic of Pakistan's fourth periodic report covers the period from Jan 2005 to April 30th 2009. The period covered by the CEDAW reports has been one of the most challenging in recent years for Pakistan, in terms of improving the momentum of socio-economic development and implementing reforms.

Natural Disasters

The devastating 7.6 magnitude earthquake of October 2005 killed close to 80,000 people, injured 100,000 and dislocated close to 3 million. (Details of the Government's response are provided in section II).

In October 2008, a major earthquake struck Baluchistan, affecting more than 100,000 people, killing hundreds and dislocating more than 20,000.

In July 2007, heavy rains caused by cyclone affected over 2.5 million people in 18 districts of Sindh and Baluchistan provinces. The cyclone dislocated tens of thousands of people and severely disrupted the lives and livelihoods of the rural poor.

In August 2008 torrential rains caused massive floods in KPK, killing hundreds of people and leaving 25,000 families homeless. Floods also washed away thousands of homes in Punjab Province.

Economic Challenges

Poverty levels have risen because of increase in oil prices in 2008, and ongoing global financial crises. The value of the rupee has depreciated against the currencies of developed economies. High inflation rates have reduced purchasing power.³³ These financial crises have left millions of people.

TABLE - 3
Social Sector and Poverty Related Expenditures
(Rs. Billion)

Sectors	2004/05 Actual	2007/08 Actual	2008/09 Actual
Human Development	152.9	257.1	243.6
Education	116.9	182.6	195.6
Health	31.4	61.1	43.9
Population planning	4.6	13.3	4.1
Rural Development	59.7	112.7	117.6
Subsidies	5.4	54.9	231.1

³³*Economic Survey 2008-2009, xix.*

Social Security & welfare	2.0	18.9	37.0
Food support programs	2.7	4.4	15.3
People's work programs-I	0.08	1.4	2.6
Natural calamities & disaster	0.9	7.7	3.2
Low cost housing	0.3	0.6	1.3
Governance	50.5	10.2	52.5
Law & order	47.4	2.4	46.6
Justice administration	3.1	7.8	5.9
As % of GDP	4.81	5.46	5.86

Source: Economic Survey 2008-2009, P-200.

Assessment of the Ethical Practices of Organizations

The social responsibility of companies is expressed by multiple practices: corporate citizenship, governance, measurement of corporate performance, socially responsible investments, and ethics in the general sense. It is by this term that we will analyze the difficulty of assessing responsible practices and especially the difficulty of ensuring durability. Towards this, we will quickly present a frame of reference for ethics as well as a non-exhaustive reminder of the multitude of referents or criteria, for showing, through the cases of the rated companies which however present considerable weak points, that durability of ethics requires tools other than assessment, even if it comes from outside the organization.

CHAPTER - 4

WORK ETHICS & CODE OF CONDUCT IN ORGANIZATIONS

Ethics at work place varies from country to country. The study is designed to study the impact of Islamic Work Ethics on Job related variables in Pakistani banks which are practicing Islamic banking. Islamic Work Ethics support cooperation, consultation, equity, unity and spirituality at work place and spirituality is considered as key component among Islamic Work Ethics (IWE) components. Practicing Islamic Ethics at work place leads towards creativity, honesty and trust.

Non-governmental organizations (NGOs) have recently become the focus of much scholarly debate. Yet we know little about the pressures that NGOs face and the contexts that they focus solely on the relationship between NGOs, and the state.³⁴

The Pakistan Humanitarian Forum is made of up of forty international non-governmental organizations and thirteen observers. It was formed in 2003 to coordinate and strengthen the efforts of international NGO's who work in Pakistan. The forum collectively represents INGOs to the Government of Pakistan, United Nations and the larger humanitarian community, including the National Humanitarian Network of Pakistani NGOs and Community-Based Organizations.

³⁴Dannhauser, Z. (2007). "Can the Positive Impact of Servant Leaders be Associated with Behaviors Paralleling Followers' Success?" Virginia Beach, VA: Regent University, School of Global Leadership and Entrepreneurship

Since the floods began in the Pakistan, the members of the PHF (Pakistan Humanitarian Forum) have faced programmatic challenges on a scale not seen since the earthquake of 2005, and similar to the disaster, PHF members met the challenges with professionalism, dedication, and compassion. But a year after the first rains fell there is still much work to be done. Families are only now beginning to recover their livelihoods and re-build for the future. There are still families without a permanent house. The effort to help flood victims et back on their feet cannot be sustained without the continued support of national and international NGOs, and the ongoing support and investment of donors.

According to the Annual report of Pakistan Humanitarian Forum: THE PAKISTAN FLOODS 2010 one year on, In February 2011, the early recovery (ER) phase started, focusing on: i) preventing further deterioration and restoring basic living conditions, services and livelihoods; ii) building on relief and supporting recovery efforts to prevent the recurrence of crisis; and iii) creating conditions for future development.

Early Recovery priority needs of the most vulnerable populations are: 1) Agriculture and Livelihoods; 2) Community Infrastructure Restoration; 3) Shelter; 4) Education; 5) Health; and 6) Governance restoration.

THE FRAME OF REFERENCE FOR THE CONCEPT OF ETHICS

Ethics is a present day term. It is employed, used, associated with sustainable development that cannot survive without it. While morality answers the question “what should I do?” ethics, for its part, answers the question dealing with “how should I do”, or

better still: “how should I live within and by my company?” Ethics therefore questions not only the person, but also his environment. It questions the world insofar as relationships and exchanges are concerned. Rendered present by the intermediary of charters and obligations of sustainable development, it fully participates in the social responsibility of the company and aims at guiding its steps towards the attainment of this goal.

The fact that ethics aims at improving the world and its exchanges explains as to why it touches on the professional ethics and value systems of organizations. In this frame of mind, ethics serves above all to construct the very point of view of the company, without disconnecting it for all this from its environment, but on the contrary by enabling it to create its landmarks within this environment in relationship to the other players.³⁵

INTERNATIONAL REFERENCES ABOUT CODES OF CONDUCT

GRI or Global Reporting Initiative, created in 1987, is an international initiative wherein NGOs, companies, consultancy firms, universities, etc. participate in reflection processes. It enacts guidelines for helping organizations to generate reports having economic, social, and environmental dimensions.

OECD was witness to its guiding principles being drawn up in 1976 and revised for the first time in 2000, in the shape of government recommendations to multinationals, without any magnitude of constraints.

³⁵Strudler, A. (1997), “Managerial choice about the interests of others: psychological and normative dimensions”, *International Journal of Value-Based Management*, Vol. 10, pp. 115-26.

Global Compact is an international voluntary program, which was launched at Davos in 2000 and strives to make companies aware of their responsibilities through the observance of ten principles (uphold and observe the protection of human rights within the sphere of their influence, or make sure that their own companies are not party to human rights abuse).³⁶

The use of codes of conduct or ethics has been broadly recognized in international anticorruption agreements. Among the first documents to recognize the value of codes was the Organization of American States Inter American Convention against Corruption. In 2003 the U.N. Convention against Corruption included a public service code as an essential element in corruption prevention:

Corruption can be prosecuted after the fact, but, first and foremost, it requires prevention. An entire chapter of the Convention is dedicated to prevention, with measures directed at both the public and private sectors. These include model preventive policies, such as the establishment of anti-corruption bodies, and enhanced transparency in the financing of election campaigns and political parties. States must endeavor to ensure that their public services are subject to safeguards that promote efficiency, transparency, and recruitment based on merit once recruited, **public servants should be subject to codes of conduct** [emphasis added], requirements for financial and other disclosures, and appropriate disciplinary measures. Transparency and accountability in matters of public finance must also be promoted, and specific requirements are established for the prevention of

³⁶ Bisesi, M. (2005), "The governance of not-profit organizations: the future of philanthropy, ethics, and management", *Journal of Policy Analysis and Management*, Vol. 24 No. 1, pp. 202-7.

corruption, in the particularly critical areas of the development sector, such as the judiciary and public procurement. Those, who use public services, must expect a high standard of conduct from their public servants.³⁷

IMPACT OF CODE OF ETHICS ON EMPLOYEES AND MANAGEMENT

Development sector organizations around the world have evolved from just basically being service organizations to the public to in deregulated markets often competitors in the market place with the traditional private sector organizations. They have also had to embrace an ethos that takes greater cognizance of the implementation, communication and benefits of their codes of ethics than may have been the case in the past. One of the major considerations that one would expect to see is these development sector organizations adopting the same trappings of the implementation, communication and benefits of codes of ethics as the private sector. We contend that a code of ethics should therefore be one of the first considerations of these development sector organizations.

When the data are analyzed more specifically and some of the logical relationships are drawn, additional differences exist. For example, both management and employees felt that an ethical environment required them to guard against unfairness and fraud, but only the Employees were sensitive to lack of accountability. It was not a factor in the management vision of ethics at all. Discussion of these results yielded some fascinating insights into the belief system of the organization, including the conviction on the part of the employees that management looked the other way when employees were lax at work

³⁷ <http://www.un.org/News/Press/docs/2003/soccp270.doc.htm>

or failed to comply with procedures. This factor would probably not have surfaced in the discussion of one of the more conventional self-report climate assessments, for it requires an analysis of what is not paid attention to, and asking the question about it creates attention. It is noted that impact is more important in working

Employees play an important role in the progress of an organization. When we look at the responses of the employees, however, we see some interesting differences.

Almost all the employees don't feel conscience has a key role in organizational ethics at all, and furthermore, don't see in it action, either. Most employees feel that the emphasis is overwhelmingly on moral code, though half feel ethical actions should still characterize the ethical environment. Only half think moral code should be an emphasis, while the majority, but only a slight majority, indicates that ethics involves doing the right thing. As having in-depth interviews with the respondents are depending upon the behavior of working environment of the organization.

As observed in collecting data from international organizations, it is noted that all of the lower working staff was not satisfied as the management and office staff, because mid staff was taking more initiatives as compared to working lower staff, as they were spending much time in office with them.

Dr. Abid is a team leader in ARC American Refugee Committee, Islamabad, and discussion about the work ethics in an organization must be considerable. He has good

position in the organization. Dr Abid said that among seniors, expats are better bosses as compared to natives. He had been accused once in a job, he had an equal chance of training during job as well. He was very positive about the working, expats colleague's attitude, and employment opportunities in the organization. About the misuse of the funding by donors, he has firm belief that there is no any harm thing in his organization. As he is working with an NGO that's why he perceived that multinationals are better than Pakistani organizations so it is noted that international organizations may have extra funding that's why they are satisfying their employees very well.

To explain this case study! It is noted very positive response of expats, without any favoritism. On the other hand! A driver, he was hesitating to mentioning his name on questionnaire, he was working IMC International Medical Corps, worked in the organization from last 10 years, mush confused in his statement, as he had very extended family and having 4 school going children, he had not enough salary to overcome his all the financial problems.

I discussed about the favoritism, he mark that in his organization, managers or expats have favorite personnel's for their own interests, as he mentioned about the code and rules of organization, not followed by the working staff.

It is also noted that the staff members specially administration of IMC was not willing to give extra information about the codes of ethics and even not ready to fill the questionnaires, but some of the lower staff was very cooperative to give all the

information specially their point of view but with this promise to not mentioning their names in active data.

Organizations and society at large recognize that ethically and socially responsible behavior plays a crucial role in good business practices. Foreign managers and expatriate employees who work in Pakistan must understand the local culture and customs of people in order to build an effective long-term work relationship with them. A culture of high moral values and norms and business ethics should be inculcated in the culture of each organization. Parameters of the high moral culture should be constructed, communicated, nurtured, and evaluated. The strategies and practices should be rooted through top management's day-to-day actions and behaviors. Therefore, it is suggested that high ethical standards should be practiced and encouraged by senior executives.

CONCLUSION

Apply IWE in organizations improves staff morale, higher job satisfaction level, Improved productivity and reduction in stress levels. It is the responsibility of managers to avoid role conflict and clearly define all the responsibilities and roles for their subordinates.

This can be done by the management establishing unambiguous authority lines and clear work guidelines so that for workers can carry out the assigned tasks. Direction needs to come from those who occupy senior positions. Therefore the CEO's and Board of Governors in organizations must pay attention to IWE's for increased productivity from their staff. It is recommended that organization take into consideration IWE in their mission and vision statement to provide a platform based on Islamic principles resulting in better levels of job satisfaction among employees and excellence in function of the organization.

As these results indicate there is a positive impact of IWE on employee job satisfaction, motivation and organizational commitment, so it is necessary that governmental as well as private sector organizations adopt and follow the IWE for better productivity and employee satisfaction. The results of this study have some implications for service sector organization as well as for small businesses.

Establishing an ethics system in not a big deal, with the development of other social institutional programs, it involves the organizational behavior, input, structure building,

career advising, interaction, cooperation, decision-making, and ongoing commitment of many people. Proper planning is important, but the effectiveness of any association's approach also depends on characteristics that are unique to its culture, the leadership style of the executive director and executive team, the association's relationship with its board of directors, and so on. In addition, discussion of workplace ethics can raise sensitive issues.

Ethical values and principles in codes must have both cognitive and emotive elements. They must appeal to reason, as well as the emotional content of patriotism, sincerity or professionalism. Effective codes of conduct focus on a manageable list of inappropriate behaviors articulated in a clear and concise manner. Both of these should be written for the intended audience, not specialists in the area. They must also have penalties associated with them that are appropriate and timely. Most successful codes have both administrative and criminal penalties. In the vast majority of ethics cases administrative penalties (demotion, salary reduction, and dismissal) are the most appropriate penalties. Codes are most often associated with normative values.

Ethics codes become more effective over time. They also become integrated into the overall management structure and are seen by the public as an effective tool. Effective codes have sustainability strategies. Part of this strategy must be developing and maintaining both actual and perceived independence. It is important to also recognize that the technical skills and management of ethics programs is difficult to develop and maintain. Code interpretation must be consistent and fair.

Codes often are enforced at the most senior leadership levels. For that reason many ethics officers in both the public and private sector emphasize developing skills for managing upward. Ethics codes and codes of conduct were considered esoteric luxuries for public service only a few decades ago. Today most international anticorruption agreements include them as an essential ingredient in corruption prevention measures. Effective codes and the ethics regimes that support them are now recognized as an essential part of a modern public administration.

The study showed heterogeneous results in terms of organizational culture and employee job satisfaction of the members of development sector organizations of Pakistan. Codes and values are the glue that holds all of these systems together. Without integrity it is impossible for public programs to be effective, much less efficient and fair. If the role of multi-national organizations is to help in the development of transitional societies, then effective code development must be one essential part of a long term strategy.

This study examines the relationships between organizational ethics and organizational outcomes. In particular, it investigates if a higher level of top management support for ethical behavior, a more favorable ethical climate in the organization, and a stronger association between ethical behavior and career success can lead to a higher level of job satisfaction as well as greater organizational commitment. It is our obligation to respect different peoples, languages, cultures, customs and traditions. We must also be respectful of people whose lives we impact upon, and be sensitive to the local cultures in which we

operate. Likewise, we must voice our concerns about acts that are contrary to the obligation to protect human rights.

As NGOs are ultimately accountable to their beneficiaries, it is advisable to involve them in the code's development process and give them the power to hold the NGO accountable for its actions. Codes are often viewed as static and once written remaining unchanged as part of the organization's infrastructure for years to come. This is incorrect and it must be recognized that codes need constant revision in order to be updated and to accurately reflect the current concerns of employees, the organization and the community at large.

This research provides the concepts, tools and engines that are necessary to move this process forward. But the next step is to provide the engineering to see how all of these parts fit together. This is an opportunity to get at corruption at its roots and in the most efficient manner. Successful codes are one of the keys.

Finally, it is submitted that organizations and managers in the twenty-first century have to enhance organizational ethics, among other things, in order to enhance organizational outcomes. To conclude, to improve codes of conduct, they require relevant content, periodic revision, codes that match policy, simple terminology, the use of examples, mechanisms by which they are disseminated and supported, and sanctions clearly communicated and actioned where violations have occurred. In addition, codes need to be implemented within the context of the multi-faceted ethics program and it is important to

observe when examining codes that there is the likelihood of a maturing process that occurs over time.

Obviously, this discussion has been largely descriptive and we acknowledge and encourage every organization to develop its own ethics program according to its specific situation and to evaluate these programs.

As Victor Hugo wrote

“Mightier than the tread of great armies, is an idea whose time has come”.

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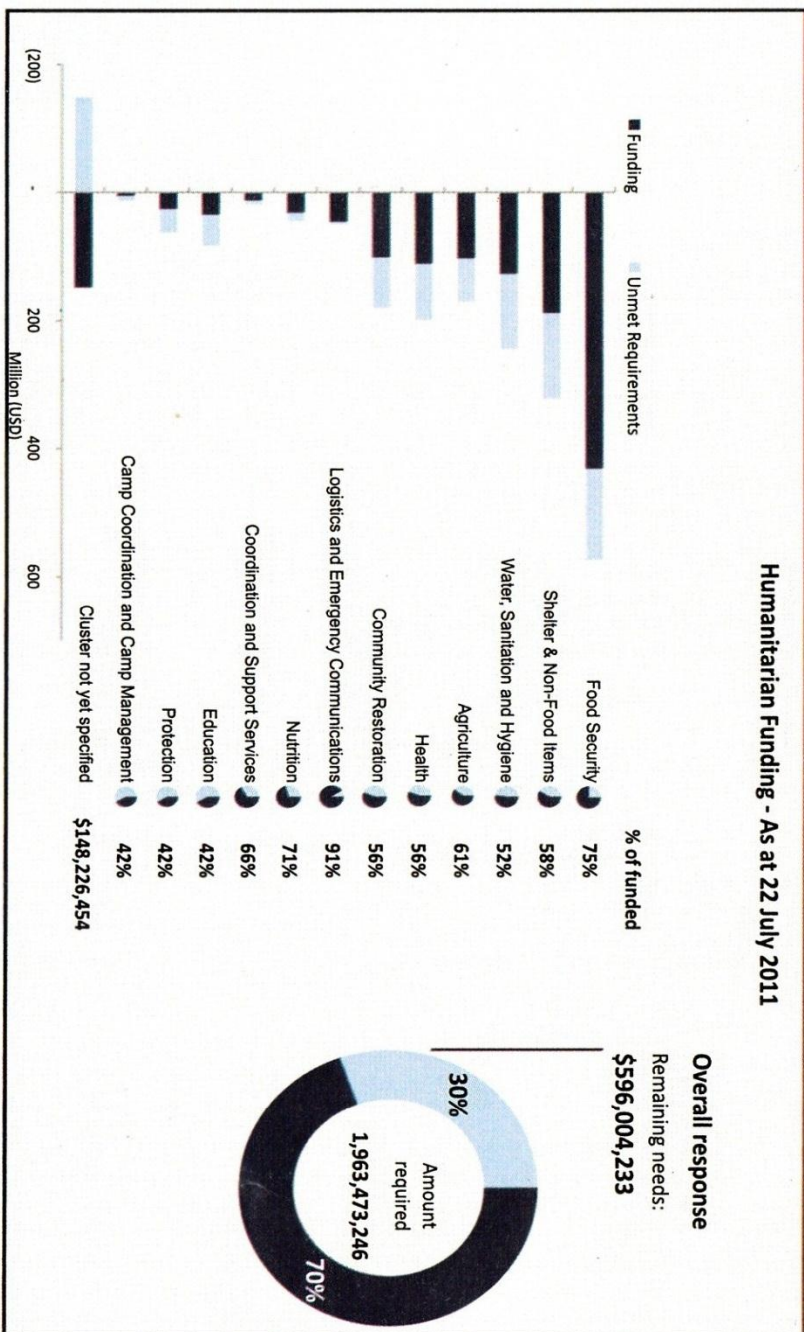
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ANNEXTURE

Funding gap for responding to these critical needs

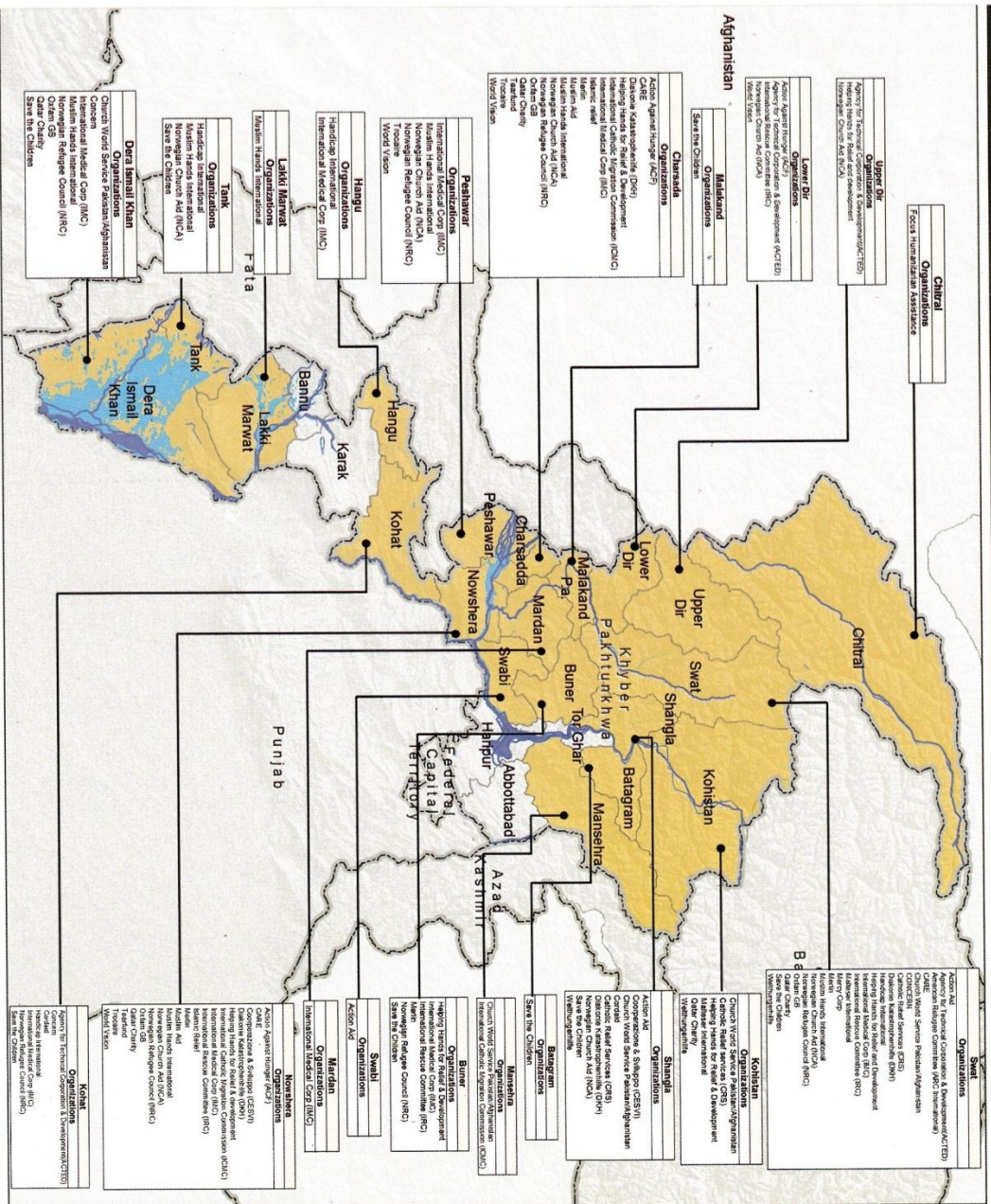
Pakistan Floods Emergency Response Plan 2010

Humanitarian Funding - As at 22 July 2011



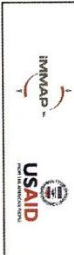
KHYBER PAKHTUNKHWA PROVINCE (KPK)

Khyber Pakhtunkhwa - Floods 2010 Who What Where - 3W Map



Legend

- Province boundary
- District boundary
- Affected Districts
- Rivers
- Inland Water
- Flood Extent (Oct-Nov 2010)



Information Management Unit
National Disaster Management
Authority of Pakistan

Map Doc Name:
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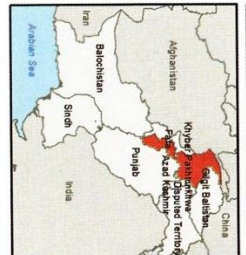
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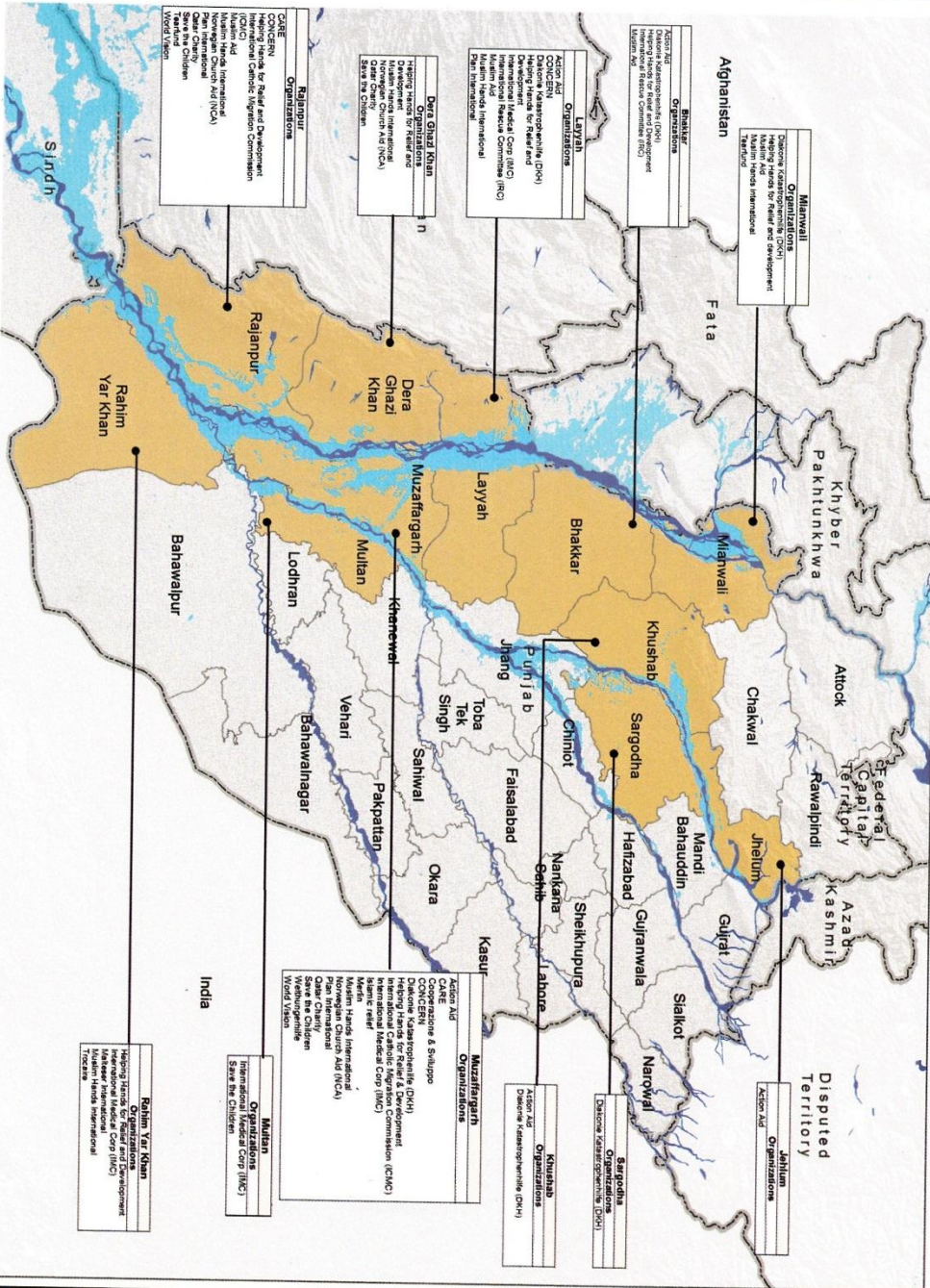
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PO: UNOSAT, PH: GISRT

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PUNJAB PROVINCE

Punjab - Floods 2010 Who What Where - 3W Map



Legend

- Province boundary
- District boundary
- Affected districts
- Inland Water
- Flood Extent (Oct - Nov 2010)

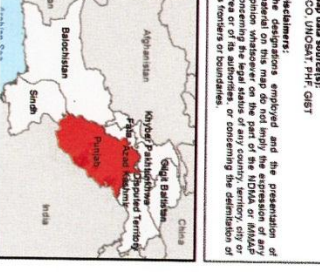
Information Management Unit
National Disaster Management
Authority of Pakistan

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Web Resources: <http://www.inmap.org>

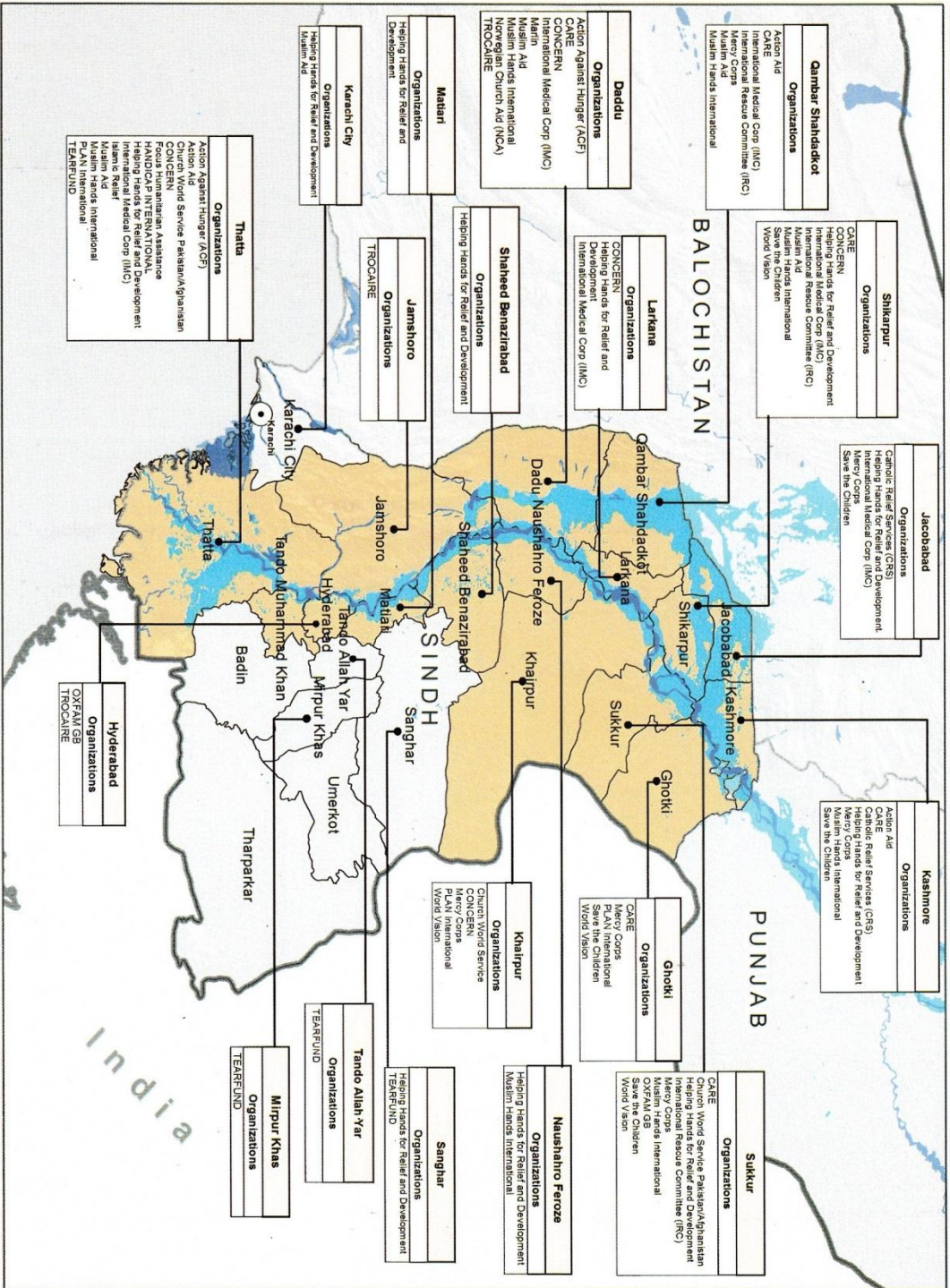
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Projection/Datum: WGS84
Web Resources: <http://www.inmap.org>

Map data source(s): PCC UNOSAT, PHF GIS7

Disclaimer: The designations employed and the presentation of material on this map do not imply the expression of any opinion on the part of the Authority concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.



SINDH - Floods 2010
Who What Where - 3W Map



Legend

- Inland Water
- Affected Districts
- Flood Extent (Oct-Nov 2010)
- Districts boundary
- Province boundary
- International boundary

Information Management Unit
National Disaster Management
Authority of Pakistan

USAID
IMMAP

Map Date: June 2010
Map Date: July 12, 2010
Map Date: July 12, 2010
Map Date: July 12, 2010

Map Data Sources:
3W data (DHF), Flood Affected Districts (NDMA),
Administrative boundaries (FCO), Maximum Flood
Extent (October 2010) (UNOSAT), Inland Water
(SIT)

Disclaimer:
Data has been employed and the presentation of
material on this map do not imply the expression of
any opinion whatsoever on the part of IMMAP/CFDA



Questionnaire

Research Thesis for M.Phil. in American Studies
Quaid-i-Azam University
Islamabad

Topic: American NGOs working in Pakistan, 2005-2010:
Work Ethics and Impact on Local staff.

QUESTIONNAIRE

Date: _____ Name of Interviewer: _____

Personal Information:

Serial: _____

1. Age: _____ 2. Sex: _____

3: Designation (With a little detail about nature of Job):

4: Time/Duration of job:

Questions

(Please tick the appropriate box for reply)

Sr #	Question	Reply			
		Yes	No	Do not know	Did not answer
5	Do you think your salary is competitive for your capacity?				
6	How many times you have been wrongly accused on job in last 1 year?				
7	Did you get any on job training?				
8	Do you think that other people have got trainings which you could benefit from but were denied?				
9	Does this job experience open other opportunities for you?				
10	Do you think that you can move up the ranks to the maximum for your qualifications and abilities?				
11	Have you bought any house hold item after joining this job which you could not afford previously?				
12	Are you living in same house or moved to some better place after joining this job?				
13	Among your seniors, who are better bosses, natives or expats?				
14	Do you consider your expat colleague's attitude friendly?				
15	Do you think that your organization is doing what it is supposed to do?				
16	In your opinion are funds misused?				
17	Are funds of your organization diverted to things other than budgeted agenda?				
18	Are people hired without any favoritism?				
19	Are other factors also considered while hiring, besides qualifications?				
20	Does your organization an equal employment opportunity provides?				

21	Are your decisions taken as seriously as your expats' counter parts?				
22	Does your salary match with expat employees' in same rank as you?				
23	Do your expatriate colleagues get any extra perks?				
24	Does your higher administrative attitude is gender discrimination based?				
25	Did you ever feel intimidated in presence of your senior colleagues?				
26	Have you ever been harassed on job?				
27	How does your job compare in salary, other benefits, career opportunities, satisfaction, with similar jobs in Pakistani companies?				
28	How do you think your job compares in salary, other benefits, career opportunities, satisfaction, with similar jobs abroad?				
29	Are you satisfied with the job evaluation procedure of your organization?				
30	Do you think money is the only factor people in your organization work for?				

Questions

(Please tick the appropriate box for reply)

Sr #	Question	Reply			
		Yes	No	Do not know	Did not answer
5	Do you think your salary is competitive for your capacity?		✓		
6	How many times you have been wrongly accused on job in last 1 year?		Not over		
7	Did you get any on job training?				
8	Do you think that other people have got trainings which you could benefit from but were denied?		✓		
9	Does this job experience open other opportunities for you?	✓			
10	Do you think that you can move up the ranks to the maximum for your qualifications and abilities?	✓			
11	Have you bought any house hold item after joining this job which you could not afford previously?		✓		
12	Are you living in same house or moved to some better place after joining this job?		✓		
13	Among your seniors, who are better bosses, natives or expats?		expats		
14	Do you consider your expat colleague's attitude friendly?	✓			
15	Do you think that your organization is doing what it is supposed to do?	✓			
16	In your opinion are funds misused?		✓		
17	Are funds of your organization diverted to things other than budgeted agenda?	✓	✓		
18	Are people hired without any favoritism?	✓			
19	Are other factors also considered while hiring, besides qualifications?	✓			
20	Does your organization an equal employment opportunity provides?	✓			
21	Are your decisions taken as seriously as your expats' counter parts?	✓			

22	Does your salary match with expat employees' in same rank as you?		✓		
23	Do your expatriate colleagues get any extra perks?	✓			
24	Does your higher administrative attitude is gender discrimination based?	✓			
25	Did you ever feel intimidated in presence of your senior colleagues?		✓		
26	Have you ever been harassed on job?		✓		
27	How does your job compare in salary, other benefits, career opportunities, satisfaction, with similar jobs in Pakistani companies?				
28	How do you think your job compares in salary, other benefits, career opportunities, satisfaction, with similar jobs abroad?				
29	Are you satisfied with the job evaluation procedure of your organization?	Yes			
30	Do you think money is the only factor people in your organization work for?		No		

Benefits, karniy oppourtunities
 were good, in terms of salary
 it's low paid as compared to
 other indus