THE INFLUENCE OF SOCIOEMOTIONAL WEALTH ON BUSINESS SUCCESS: MEASURING WEALTH AS INFLUENCED BY SOCIOEMOTIONAL FACTORS

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ABSTRACT

The term Socioemotional Wealth has generally been used in the social sciences to describe various psychological behavioral factors, particularly in the behavior of children. However, more recently, the need to define measures of social wealth to assess the overall well-being of the family are being studied. At this time, an acceptable definition of social or, in its extended form, socioemotional wealth, along with validated measures has not been established in the business or management disciplines to describe non-traditional measures of wealth for business participants. In this research, we identify measures of Socioemotional wealth as driving factors in identifying the real needs of individuals as they actively engage in the business environment. Through a pilot survey, we promote Socioemotional wealth to include measures of financial, ethical, spiritual, and social wealth. Our preliminary results suggest that the measurement is valid.

Key Words: Socioemotional wealth, wealth measures, incentives, human capital management

INTRODUCTION

Motivation

Profitability or financial gain has always been the focus of business. As a result, organizations have traditionally used financial measures to gauge the wealth and success of the firm. However, recent literature suggests additional dimensions of wealth are needed to reduce the focus on profitability and add consideration to the overall well-being or wealth of people as they participate in a business community. Levy Economics Institute (Wolff, 2006) suggests that, traditionally, gross money income is used as a standard measure of household well-being. However, their research suggests these measures are limited and not all inclusive as a means to capture the overall well-being of people.

Since the beginning of the Women's Movement, new factors of interest in human capital management (HCM) have emerged. For example, the concept of maternity leave as sick leave to include the father has streamlined into the corporate benefit structure. As a result, large corporations as well as small to middle-sized enterprises (SMEs) have made a number of attempts to align compensation and employee incentives to benefit both company and employee.

For the past two decades, research efforts have heightened in an attempt to isolate variables that measure business success but also encourage active participation in the business community. In turn, researchers have emphasized the need to measure national and/or family wealth beyond traditional economic factors such as consumer indices and Gross Domestic Product (GDP).

The term Socioemotional Wealth has been suggested as a viable measure of well-being (Juster, Smith, & Stafford, 1999). In prior research, this term has generally been used in the

social sciences to describe various behavioral factors, particularly in children. However, an acceptable definition for socioemotional wealth along with validated measures has not been established in the business or management disciplines to describe its use as a non-traditional measure of wealth for business participants.

In this research, we develop and validate a socioemotional wealth instrument. Through a review of literature and a pilot survey, we promote Socioemotional wealth to include measures of financial, ethical, spiritual, and family wealth. The sections that follow include Background Literature, the Research Method employed, Data Collection and Analysis, Results, and a Conclusion.

BACKGROUND LITERATURE

Measures of Wealth

The term "wealth" has traditionally been defined from an economic perspective through quantitative measures of productivity, over a given time and within a specific geographic location. Adam Smith, in *An Inquiry into the Nature and Causes of the Wealth of Nations* (1776; 1985), presented the first comprehensive analysis of wealth and prosperity, suggesting that the wealth of a nation is determined by the production of goods and services, and not by quantities of gold and silver (Gwartney et al., 2009). Since the development of modern macroeconomic policy, economic measures such as Gross Domestic Product (GDP), representing the market value of goods and services produced in a country, and the consumer confidence index (CCI) , as a measure of consumer optimism toward current economic conditions in a given year, were created and have been used to measure the wealth or economic well-being of a nation of individuals.

In actuality, an abundance of possessions and resources can be regarded as material wealth, simply because they provide some level of physical stability and financial security (Parasuraman et al., 1996; Tang, 2010). However, when considering this ideal in greater detail, the intrinsic value of physical possessions cannot be completely explained without a consideration of the social benefit behind them. The economist William Stanley Jevons suggested that the value of goods is actually a subjective measure rather than a measure of the labor required to produce them (Gwartney, 2009). Gilder (1981) suggests that a nation can only become truly rich if it can "transform the transitory streams of income from (resources) into capital goods at home" (p. 65). Gilder continues by emphasizing that material goods or physical resources only become durable wealth when mixed with other sources in "profitable combinations" (p. 65).

Social measures of human well-being exist in many forms. Social factors can be considered another source of wealth, viewed as 'soft' measures compared to 'hard' or financial measures, and therefore can include personally defined variables such as measures of overall job satisfaction (Parasuraman et al., 1996). Under the social dimension, the security and confidence that is derived from employment or from holding a job or position is considered a healthy aspect of economic well-being (Cruz, Gomez-Mejia, & Becerra, 2010). Other factors such as occupational prestige or education also influence the social dimension of wealth (Gemmell, 2009).

Similar to Adam Smith, Jones (2011) explored the idea that wealth is measured in more than monetary terms and is also a statistically important piece of wealth measurement for entrepreneurial performance. Berrone, Cruz, Gomez-Mejia, and Larraza-Kintana (2010) have referenced an extension to social wealth as socioemotional wealth, defined as the stock of effect

related value or the combined effect of social and emotional investments that produce wealth or positive gain.

In the entrepreneurial realm, identity in a business and its image in the community are also key components to the socioemotional wealth dimension. Likewise, the perpetuation of the business name and identity in the family and the business as an extension of the family are both important measures of wealth to the family business (Gomez-Mejia, Haynes, Nunuz-Nickel, Jacobson & Moyano-Fuentes, 2007). Berrone, Cruz, Gomez-Mejia, and Larraza-Kintana (2010) explain that when facing a decision between an action that reduces socioemotional wealth while reducing economic risk, or an action that preserves a family's economic wealth but has doubtful economic benefits, families prefer the latter choice.

Ciarrochi and Scott (2006) studied an emotional component of wealth to quantify and better understand how emotional stability impacts overall well-being. Their longitudinal study assessed 163 students over two years to measure emotional well-being as predictors to daily anxiety and stress. Their research considered items such as problem -identification, difficulty identifying and describing emotions, and overall effective emotion management as factors that impact emotional well-being.

Financial Dimension

The abundance of resources and material possessions is what typically defines financial wealth. Within the family, employment income, home ownership and other financial assets reflect the financial wealth of the home (Socioeconomic Status, 2012). A new method for measuring socioeconomic wealth includes asking a set of questions related to the socioeconomic status (SES), using measures in a minimum of at least three of the following: education, earnings, home ownership, occupation and net worth; but, according to their work, even this

method has not reached consensus and remains ordinal in its measurement (Socioeconomic Status, 2012).

There are two major micro-data sources used in the U.S. to measure household wealth. The Panel Study of Income Dynamics (PSID) and the 1989 Survey of Consumer Finances (SCF) both maintain detailed, extensive economic data for the household. They are both inclusive of various non-housing assets (Juster, Smith, & Stafford, 1999). This is important as it recognizes the need to measure a span of assets in order to generate an accurate wealth measure.

Regarding business success, Walker, Loughton, and Brown cited Jennings & Beaver (1997) as stating, "Existing studies commonly define success in narrow accountancy terms using criteria based upon financial analyses and ratios such as sales growth, profitability, cash-flow and productivity". When considering these and other aspects of social and emotional wealth, the need for a quantitative measure that encompasses social as well as the emotional aspect, in addition to traditional monetary measures, becomes more apparent in defining both the full economic impact and socioemotional well-being of people engaged in business.

Spiritual Dimension

Linkages to the study of spirituality within other disciplines now exist beyond the original domain of psychology and theology. Measuring spirituality often mirrors measurements in the areas of psychology, epidemiology, and sociology, quantifying concepts that are difficult to express, such as attitudes or marital happiness (Moberg, 2010). Much of this research stems from the belief that the spiritual nature instilled in humanity pervades all human life. However, some research suggests that there is a distinct contrast between wealth, in monetary terms, and spirituality, such that one is at war with the other (Tang, 2010). In this research, we study

spirituality and develop a measure of its ability to capture an essence of wealth that is central to the human well-being.

The extant research makes a distinction between spirituality and religion that must be considered when defining a spiritual component of wealth. Moberg references Sinnott (2003) in clarifying the differences between religion and spirituality:

> "Spirituality is the broader concept. Out of it emerged the countless religions and pseudo-religions of the world. Their rituals, belief systems, ideologies, and institutions developed out of the original incentive to awaken, stimulate, nourish, and satisfy the desires and drives that originate in the spiritual essence of every person."

Bufford, Paloutzian, and Ellison (1991) developed the Spiritual Wellbeing Scale (SWB) as a means to measure the spiritual dimension of people. The results from this research provide valid measurements of mental health, psychological adjustment, and assertiveness. The Spiritual Well-Being Scale was administered using a Likert scale and tested across several populations. However, while high in reliability (.85) and validity, the design does not distinguish between individuals for specified roles (Bufford, Paloutzian, & Ellison, 1991). This limits the application and use of the scale when the need to distinguish between roles such as gender differences is important. However, the research design used for the SWB scale provides insight regarding the target population to develop the socioemotional wealth scale in our research.

With a spiritual nature in every person from which meaning, behaviors and feelings can emerge, and the need to better define wealth in terms of satisfying a spiritual component, it becomes important to measure the operation of this nature as manifested in the well-being or wealth of people. Although some research streams differentiate between spirituality and financial

success as polar opposites along the religious – hedonism scale (Grouzet *et al*., 2005), our research seeks to identify measures of components of spirituality as a factor into wealth.

RESEARCH METHOD

A survey was used as an exploratory instrument to create the FinancialSocioEmotionalSpirituality (FSES) scale. The survey consisted of 20 questions from three categories: financial (9), Socioemotional (5), and Spiritual (6). Item descriptions and their codes are included in Table 5 in the Appendix. The response format was a 7-point Likert Scale, ranging from 1=lowest to 7= highest, with reversed scoring for three items. The survey also consisted of seven demographic questions: gender, marital and family status, religious affiliation, employment, education and career. We distributed the survey two times via email and made it available for two three-week segments.

Participants in the first round were solicited from a group of college professors, colleagues, fellow working students or their working family members. The second round was administered to a more general population of Christians and individuals engaged or involved in business activity, with an emphasis on gathering responses from women. The survey link was emailed to key participants who agreed to respond to the survey, who were also encouraged to forward the survey to other contacts.

RESULTS

The data was largely obtained from a sample chosen because of their association with a peer group who expressed a religious affiliation and who were also actively engaged in a business relationship. Because key participants were also asked to forward the survey to possible

interested contacts, the selection process provided a random sample with possibly reduced variation in the reported responses.

Because the long term plans for this research is to inform business designs that add value or wealth for women, the sample primarily consisted of females respondents. The inclusion of male respondents will serve as a valuable asset in ongoing research to identify variances between male and female responses.

Response rate to the survey was 78%. Of the104 participants, the typical respondent was female (86%), Christian (63%), married (77%), with children (50%), degreed at the undergraduate level (60%), and employed under 15 years (70%). The career distribution was balanced, although weighted towards academics (29%). Demographics of the sample derived from this survey is provided in Table 1 as shown in the appendix.

ANALYSIS

Research conducted to identify an undetermined number of related factors is typically analyzed using Multivariate Analysis. Multivariate analysis begins with data involving a substantial number of correlated variables. To manage the broad scope of the research design, Principal Components Analysis was employed as a method of dimension reduction. Principal Component Analysis (PCA) is a dimension-reduction tool that can be used to reduce a large set of variables to a small set that still contains most of the information in the large set. Using PCA, we identified areas of wealth from the data compiled through the thirty question pilot survey. The intent of the thirty-item survey was to identify components of social, emotional, financial and spiritual wealth. The principal components analysis method was selected because of its usefulness in associating common variation within the entire data set. Principal components were

therefore computed and used to explain a large percentage of the variation among predictors. Table 2 in the appendix describes the amount of variance captured by the reported components.

In PCA, there is always the question of how many components to retain from the analysis. To make this determination, the scree plot in Figure 1 was considered. Considering the relative size of the eigenvalues reported, values reported after the fifth component become relatively small and about the same size. As a result, in this research, we will address the first five principle components.

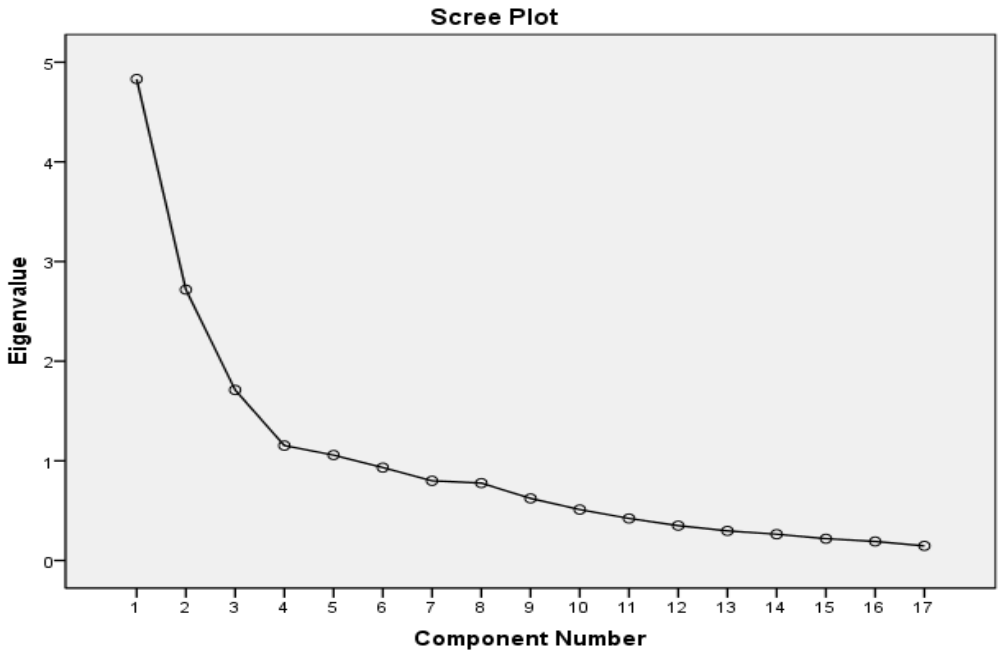

Figure 1 Scree Plot of Sample Population Responses

Table 3 in the appendix lists the items captured in each of the first five factors. The first principle component in column 1 explains 28% of the total sample variance and is composed of seven financial based questions. Based on this report, component 1 appears to represent the traditional and expected financial component of wealth. The second principal component

explains approximately 16% of the sample variance and is composed of four questions that make up a spiritual component of wealth. These questions relate to areas regarding how the participant lives their life in service, sacrifice, meditation, prayer, and guidance in decision making. The third component represents another 10 percent of the sample variance and is composed of four questions centered around a combined social and emotional component. This socioemotional category drew from participant responses to questions concerning perceived job security, beneficial activity vs. for-profit interests, and work identity outside the company. The fourth component Category 4 encompassed an ethical factor with two questions. These questions examine the pressure to use whatever means necessary to get the job done and how beneficial the work environment might be. A final factor, drawn from one question made up category 5. This category served of great interest as the only negatively scored factor. The data suggests that solitude contributes to spiritual well-being when not influenced by others in the workplace.

Correlation Analysis

Because principal component analysis transforms a number of possibly correlated variables into a smaller number of uncorrelated variables, it was important for this study to consider correlations between results from all thirty items in the survey. For example, correlations between items under the spirituality component were considered to identify interactions between factors and to reduce the number of items to include in the follow up survey. Relationships that were significant at the .05 level were identified, although none were reported at the .01 level. Results suggest the following moderate to strong correlations:

1) A significant yet moderate correlation (.448) occurred between the time an individual spends in prayer or meditation and the motivation to forsake self for the needs of others.

2) A significant yet moderately strong correlation (.697) was reported between the time an individual spends in prayer and the motivation to seek guidance from a higher power.
3) A significant yet moderately strong correlation (.640) was identified between the motivation to seek guidance from a higher power and the motivation to forsake self for the needs of others.
4) A significant yet moderately (.580) negative correlation was reported between the ability to afford to spend money on entertainment and the ability to meet a short term financial obligation.

These results suggest opportunities to streamline the next survey and reduce the number of items presented to respondents.

DISCUSSION

The results of the PCA suggest that the first 5 components represent approximately 67.5% of the variance explained by the thirty variables represented in the sample. Although the remaining 32.5% could represent a number of unidentified and possibly unrelated factors, further consideration suggests that the remaining factors possibly represent redundant measures of the first five components with a smaller contribution to the overall variance. By considering the first 10 components, 88.9% or approximately 90% of the overall variance would be accounted for in the sample. Considering that the first component in column 1 explains 28% of the total sample variance and is composed of the seven financial based questions, these results confirm the existence of other measures of wealth that occur outside the common, more traditional measures of economic well-being.

The second principal component explains approximately 16% of the sample variance and is composed of four questions that make up a spiritual component of wealth. These questions relate to areas regarding how the participant carries out their life in terms of service, sacrifice, meditation, prayer, and inspired guidance in decision making. Considering that the spiritual component captures the second largest amount of the variance in the sample population, we can conclude that, based on the range of questions presented in the survey and the composition of the sample population, the spirituality factor represents a second and relatively important component of the overall wealth measure.

The remaining components confirm the existence of extended measures and a socioemotional component to wealth. These categories were derived from participant responses to questions concerning perceived job security, beneficial activity vs. for-profit interests, and work identity outside the company. The fourth component addresses an ethical factor with two questions that examine the pressure to use whatever means necessary to get the job done and how beneficial the work environment might be. The fifth factor suggests an identity component for this sample group that values solitude in the workplace. This component may be interpreted as a sub-factor of the spiritual component, representing the spiritual well-being of an individual when not influenced by others in the workplace.

The results from the correlation matrix suggest the possibility of removing items such as the time in prayer and meditation from the survey and to instead use items that reflect related activities that occur in the business setting. With a moderately strong correlation between three spiritual items, and considering that a more spiritually diverse population will be participating in the full survey, the self-denial and inspired guidance items may be better suited and would

address the intent to associate the spiritual component of socioemotional wealth with business-related practices.

Although the Entertainment Affordability item (EA) and the ability to meet a short term Financial Emergency item (FE) are moderately yet negatively correlated, both are needed in the follow up survey to distinguish between factors that suggest a real association between the emotional well-being that can occur from the stability associated with financial wealth and simply preferences that occur through personal choice when making purchase decisions.

PCA analysis is an exploratory approach for identifying major, similarly correlated factors, and is useful in reducing the number of variables to be considered in a study. However, results are not always easily interpreted, which suggests the need to extend this study using a larger, more diverse population, and to analyze results through a confirmatory factor analysis.

Factor analysis can be used for exploratory or confirmatory purposes (Johnson and Wichern, 2002). As an exploratory approach, factor analysis can be used to search for a possible underlying structure in the recorded variables. However, in confirmatory research, the approach can be used to evaluate how similar the actual structure of the data is to an expected structure as defined through hypotheses.

CONCLUSION

This study addresses the need to better understand the various measures of wealth of concern to those who make up the business community. Such insight into the real concerns of business participants can be invaluable in constructing business practices and policies that promote mutually beneficial outcomes for business owners, employers and employees.

From this study, we found that financial interests do in fact make up the first principal component of wealth, capturing 28% of the total variance represented by all the items introduced

in the survey. However, this finding confirms that other factors do in fact define the wealth or overall well-being of an individual participating in the business community. A second key factor, a spiritual component, was clearly identified, representing another 16% of the variance in the sample population. This finding emphasizes the importance of incorporating aspects of spirituality in establishing the well-being of employees in the business environment.

Limitations and Future Research

This research is limited by the restricted population used to draw a representative sample for the study. Respondents were solicited from a somewhat randomized sample of individuals with a religious affiliation who also had some level of business experience. Although respondents from this population were not necessarily "handpicked", requests were made for respondents to identify friends who would be willing and able to participate in the study.

To confirm these results, further research is planned as a continuation of this study using factor analysis to confirm the validity of the components identified through the PCA. Prior to the follow up survey, items will be reduced or clarified as needed to conduct a more extensive survey to capture responses from a greater population of respondents.

In the future, a valuable study would distinguish between male and female measures of wealth as taken from the larger population. This research would be appropriate for future application to guide the development of work incentive measures that reward the efforts of employees in a way that is consistent with their view of wealth as participants in the business community.

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Table 1

Frequencies of Sample Demographics

		Frequency	Percent	Cumulative Percent
Valid		4	3.6	3.6
	0	1	.9	4.5
	1	85	77.3	81.8
	19 male	1	.9	82.7
	2	18	16.4	99.1
	86 female	1	.9	100.0
	Total	110	100.0	

		Frequency	Percent	Cumulative Percent
Valid		7	6.4	6.4
	25 years and under	2	1.8	8.2
	26-35 years	7	6.4	14.5
	36-45 years	25	22.7	37.3
	46-55 years	35	31.8	69.1
	56 years and up	34	30.9	100.0
	Total	110	100.0	

		Frequency	Percent	Cumulative Percent
Valid		7	6.4	6.4
	Associates degree	10	9.1	15.5
	Bachelors degree	39	35.5	51.8
	High school diploma	11	10.0	61.8
	Masters degree	24	21.8	83.6
	PhD, MD, DO, or other	18	16.4	100.0
	Total	110	100.0	

Table 1

Frequencies Continued

		Frequency	Percent	Cumulative Percent
Valid		7	6.4	6.4
	married with grown children	39	35.5	41.8
	married with no children	12	10.9	52.7
	married with young children	17	15.5	68.2
	single	30	27.3	100.0
	Total	110	100.0	

		Frequency	Percent	Cumulative Percent
Valid		7	6.4	6.4
	Catholic	13	11.8	18.2
	Christian	64	58.2	76.4
	Christian, Other	1	.9	77.3
	Other	7	6.4	83.6
	Protestant	17	15.5	99.1
	Protestant, Christian	1	.9	100.0
	Total	110	100.0	

Table 1

Frequencies Continued

		Frequency	Percent	Cumulative Percent
Valid		7	6.4	6.4
	Family owned business	20	18.2	24.5
	Family owned business, Other	1	.9	25.5
	Non-profit organization	20	18.2	43.6
	Other	7	6.4	50.0
	Retired	1	.9	50.9
	Traditional for-profit business	22	20.0	70.9
	Traditional for-profit business, Family owned business	2	1.8	72.7
	University or other academic institution	30	27.3	100.0
	Total	110	100.0	

		Frequency	Percent	Cumulative Percent
Valid		7	6.4	6.4
	10-15 years	22	20.0	26.4
	16-21 years	12	10.9	37.3
	21 years or more	21	19.1	56.4
	3 years or less	20	18.2	74.5
	4-9 years	28	25.5	100.0
	Total	110	100.0	

Table 2

Variance Explained by Extracted Components

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.831	28.418	28.418	4.831	28.418	28.418
2	2.717	15.985	44.403	2.717	15.985	44.403
3	1.711	10.065	54.469	1.711	10.065	54.469
4	1.153	6.782	61.251	1.153	6.782	61.251
5	1.058	6.221	67.472	1.058	6.221	67.472
6	.932	5.483	72.955			
7	.800	4.703	77.658			
8	.777	4.569	82.227			
9	.623	3.664	85.891			
10	.511	3.005	88.896			
11	.422	2.481	91.376			
12	.350	2.056	93.432			
13	.297	1.747	95.179			
14	.263	1.550	96.729			
15	.219	1.286	98.015			
16	.191	1.122	99.138			
17	.147	.862	100.000			

Extraction Method: Principal Component Analysis.

Table 3

Principle Components Matrix

	Component				
	1	2	3	4	5
DenialSelfInService	.171	.740	.031	-.050	-.086
WorshipAttendance	.118	.750	.045	-.039	.175
TimeInPrayerMeditation	-.029	.827	-.101	-.059	-.065
InspiredGuidance	.089	.896	.054	.124	-.034
EnjoyCoWorkers	.031	-.009	.502	.147	-.796
WorkIdentity	.069	.003	.677	.003	.007
JobSecurity	-.184	.082	.516	.314	.221
ProfitabilitySustainabililty	.033	-.073	.459	-.616	.285
EthicalGettingJobDone	.099	-.172	.007	.722	.201
FinancialStressLevel	.790	-.131	.146	-.124	.063
PresentFinancialSatisfac	-.721	.169	.092	.139	.219
EntertainAffordability	.840	-.020	-.039	.046	-.192
JustGettingByFinancial	.866	.117	.076	.024	.105
NormalExpenses	.848	-.009	-.079	.096	.258
FinancialEmergency	-.792	-.033	.061	-.203	-.074
PersonalFinanceStress	.864	-.133	.185	-.092	-.035
ActionAgainstUnethical	-.196	-.011	.654	.111	.191

Extraction Method: Principal Component Analysis

Table 4

Correlation Coefficients

		TP	DS	JS	IG	EC	WI	CI	FN	PS	EA	FE
TP	Pearson	1	.448**	.011	.697**	-.037	.006	.035	-.042	-.065	-.025	.014
	Sig. (2-tailed)		.000	.913	.000	.709	.949	.724	.674	.515	.804	.892
DS	Pearson	.448**	1	-.039	.640**	.070	-.043	-.028	-.013	.059	.151	-.134
	Sig. (2-tailed)	.000		.691	.000	.481	.666	.776	.893	.549	.128	.176
JS	Pearson	.011	-.039	1	.086	.145	.142	.216*	-.012	.060	-.156	.081
	Sig. (2-tailed)	.913	.691		.387	.142	.151	.028	.904	.548	.115	.419
IG	Pearson Correlation	.697**	.640**	.086	1	.042	.045	-.084	-.032	-.110	.052	-.057
	Sig. (2-tailed)	.000	.000	.387		.669	.649	.394	.750	.266	.600	.570
EC	Pearson Correlation	-.037	.070	.145	.042	1	.220*	-.083	-.013	.008	.126	-.005
	Sig. (2-tailed)	.709	.481	.142	.669		.025	.399	.894	.935	.203	.961
WI	Pearson Correlation	.006	-.043	.142	.045	.220*	1	.230*	.056	.212*	.050	.002
	Sig. (2-tailed)	.949	.666	.151	.649	.025		.019	.574	.031	.617	.987
CI	Pearson Correlation	.035	-.028	.216*	-.084	-.083	.230*	1	-.213*	.231*	-.205*	.178
	Sig. (2-tailed)	.724	.776	.028	.394	.399	.019		.030	.018	.038	.072
FN	Pearson Correlation	-.042	-.013	-.012	-.032	-.013	.056	-.213*	1	.058	-.012	-.021
	Sig. (2-tailed)	.674	.893	.904	.750	.894	.574	.030		.560	.904	.834
PS	Pearson Correlation	-.065	.059	.060	-.110	.008	.212*	.231*	.058	1	-.043	.047
	Sig. (2-tailed)	.515	.549	.548	.266	.935	.031	.018	.560		.665	.637
EA	Pearson Correlation	-.025	.151	-.156	.052	.126	.050	-.205*	-.012	-.043	1	-.598**
	Sig. (2-tailed)	.804	.128	.115	.600	.203	.617	.038	.904	.665		.000
FE	Pearson Correlation	.014	-.134	.081	-.057	-.005	.002	.178	-.021	.047	-.598**	1
	Sig. (2-tailed)	.892	.176	.419	.570	.961	.987	.072	.834	.637	.000	

n = 104

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 5

Coded Items

Item	Description
DenialSelfInService (DS)	I am driven to deny myself when serving others …
WorshipAttendance (WA)	How often do you attend religious services?
TimeInPrayerMeditation (TP)	How often do you spend in prayer or meditation?
InspiredGuidance (IG)	I use an Inspired Source to guide my daily decisions.
EnjoyCoWorkers (EC)	I enjoy the company of my coworkers.
WorkIdentify (WI)	My work is an integrated part of who I am outside the office.
JobSecurity (JS)	I enjoy and find security in my job or position.
ProfitabilitySustainability (PS)	When deciding between a path that leads to greater profit but impairs the environment … the company tends to choose the latter path.
EthicalGettingJobDone (EG)	You will use whatever means necessary to get the job done …
FinancialStressLevel (FS)	What do you feel is the level of your financial stress today?
PresentFinancialSatisfac (SA)	How satisfied are you with your present financial situation?
EntertainAffordability (EA)	You want to go out to eat, go to a movie…you don't go because you can't afford it
JustGettingByFinancial (JG)	How frequently do you find yourself just getting by financially …?
NormalExpenses (NE)	How often do you worry about being able to meet normal monthly living expenses?
FinancialEmergency (FE)	How confident are you that you could respond to a financial emergency…?
PersonalFinanceStress (PF)	How stressed are you about your personal finances in general?
ActionAgainstUnethical (AA)	I will take action against unethical behavior ….
CompanyImage (CI)	I make work decisions that consider the company's image in the community.
FamilyName (FN)	The perpetuation of a family name is not an underlying goal …