

# Enneagram Built Citizenship in Organizations

**Ertan Gündüz**

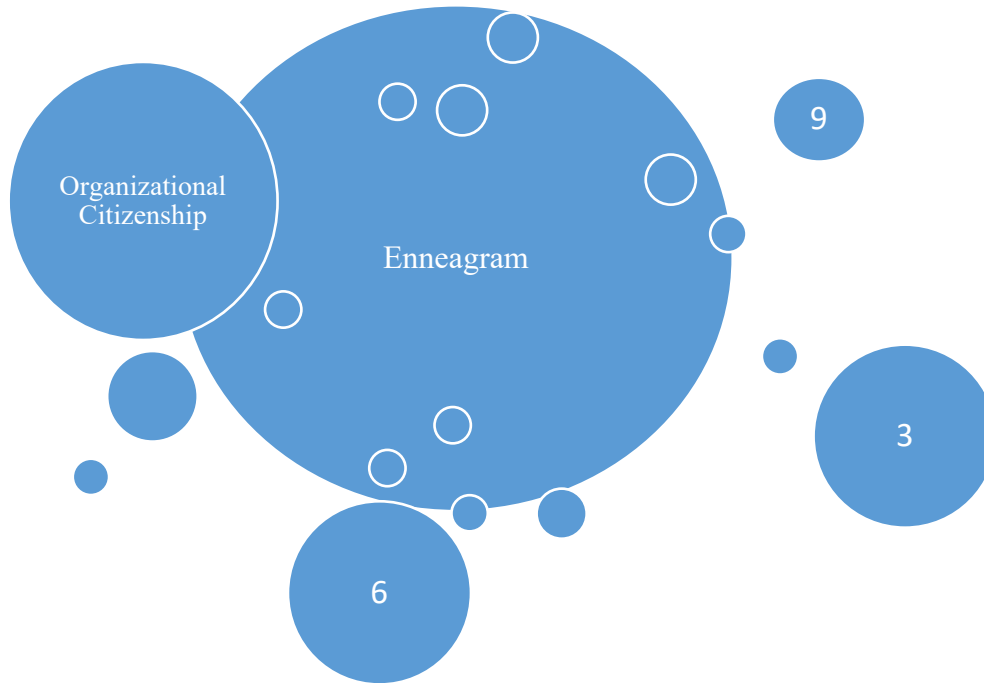
Istanbul Gelisim University

## Abstract:

The phenomenon of “citizenship” continues to attract growing attention of leaders and practitioners of organizations as well as academicians. Because they realize that citizenship not only brings a more transformational power to leader of the workplace but a more profitable business as well. Learning the value of citizenship organizations are looking for methods and means to fulfill all the expectations of their workforce including mental, spiritual, pecuniary and moral needs. This makes enneagram, an ancient system of personality development, a good choice for organizations which tend to develop elasticity and pro-activity. By exploring workforce orientation, leaders can help identify and surmount the limitations of their value systems and increase strengths to self-less citizens. While workers gain an integrated worldview, and care to others’ wellness, organizations may experience profits above the average industry level. This paper successfully attempted to use the enneagram system as a tool for enhancing citizenship in the workplace.

## INTRODUCTION

Managers pay more attention to the tendentious critics of employees’ while balancing business and life. Especially another concern for organization managers is the scarcity of self-less attitudes between employees. To make sure the long life of an enterprise more employees required thinking the organization they feel relevance instead of themselves (Lapid - Bogda, 2005). Organizational citizenship is a compulsion not written compulsory job description in contracts required neither by official promotion system nor generally by sanction system when quitted (Organ, 1984:4). Because of employees’ self-less attitudes helping themselves organizational citizenship was supposed to serve effective business outcomes. LePine et al (2008) founded positive relations between organizational citizenship and success, perception of fairness, satisfaction, and commitment. Main predictors of organizational citizenship were top management support, and personality (LePine et al, 2002). In the meta-analysis of LePine et al (2002) missing studies checking absence of being active were criticized which were crucial to revert employees’ self-less attitudes to organizational essential effective behaviour. Organizational citizenship can decrease over contribution of the employees, stress of conflict and uncertainty (Eatough et al, 2011).



**Figure 1.** Enneagram Application

Contrarily, there were some critics around self-less behaviour in organizational citizenship because of stress applied to leader and colleagues, over assignment, exhausting, unease and complaint (Çelik & Turunç, 2009). Considering the success of organizations in challenging transformational environment to provide employees an ideal business/ life balance and medium level commitment, ‘organizational citizenship’; and personality upgrade for organizational citizenship were recommended (Gündüz, 2017; Gündüz, 2017a). To improve personality for meeting changing organizational needs requires a dynamic model. The last ring of management improvement model approaches called “human resources improvement model” takes employees eager to advance, able to global share, of various beliefs and understandings (Aycaan, 2016: 23).

Enneagram (in Ancient Greek: Nine drawings), owns a privileged place being dynamic and open to adapt changes. Enneagram system would be very useful and we plan to make it happen shortly. We have chosen the stages to use Enneagram system in workplace as following:

- (1) Introducing Enneagram and letting people to choose their personality types,
- (2) Personality theorem, compensation, and explain the endeavour theory of reaching the self,
- (3) Discovering transfer of personality under stress and relief,
- (4) Implementation of healthy transformation and empathy.

Our target was a mid-result assuming towards organizational citizenship it is a big step for employees even to know themselves. Therefore, we practiced a pre-test for organizational citizenship and repeated it as an end-test after the first three steps to get that mid-result. The conclusion rewards and estimation of the decisions made within the organization had been left to following studies because the fourth stage was a time consuming procedure.

## Methodology

This is a case study executed in 2018. Enneagram basics and personality differences have been taught to whom eager to learn almost one third of all the workers of leading retail sales company in Turkey. The pre and end- training tests which measures organizational citizenship filled by both trainees and others. To increase the reliability and lucidity of the questionnaire a pilot group test executed for simplification.

## Research Objective and Sample

The purpose of our research to examine whether using Enneagram was functional to improve organizational citizenship behaviour which susceptible to teamwork and self-less attitude or not. Especially fragmented and hierarchical departments of big firms feel pressure and irrationalize via inner/ outer volatility born resource competition. Organizational citizenship mostly required by these kind of big companies with various conflict resolution needs. Main population: the national and international approximately 3000 employees working in stores subordinate to Istanbul Central Office of the retail clothing market leading Firm of Turkey.

Sample demographics: 899 valid questionnaire. Return Rate was 30%. Respondents: Male were 41%; Ages: 47% were under 30 years, 39% were between 31-39 years, and 18% were more than 40 years. Education: 18% had undergraduate degrees, 58% were student, 16% were graduated, 8% had Ph degree. Work experience generally: 42% were under 5 years, 34% between 6-10 years, 12% between 11-15 years, 12% were +16 years. Current work experience: 57% were under 5 years, 27% between 6-10 years, 12% between 11-15 years, 4% were +16 years.

## Measures

We used five scaled measure created by Podsakoff et al (1990) for organizational citizenship behaviour. The five factor named as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. Respondents answered each of the 24 item questionnaire by Likert 5 type scale ranging from 1 (never) to 5 (always). Respondents were required to decide what to say about their attitudes when looked fair minded. Answers to five negative questions were reversely coded before the assessment. Confirmatory factor analysis for the organizational citizenship behaviour scale goodness-of-fit index value was 0.941 (Tucker & Lewis1973). As Tucker Lewis Index that is a measure of how well the model accounts for the sample variances and covariance, and it is considerably above .90 generally regarded as evidence of an excellent fit. We performed additional factor analysis to a pilot group consisted of 50 respondents separate from the main body of the sample, and found similar model fit in our time, geographic and demographic environment. We founded the Alpha ( $\alpha$ ) coefficient for the measure as 0.86 (Look Appendix-1).

To support that Enneagram awareness positively affects organizational citizenship, a variance analysis is on way, the normal distribution of the sample was checked by Kolmogorov Smirnov test. Asym. significance (2 tailed) was smaller than 0.05 indicating abnormal distribution of the sample. This have been the case for Likert type ordinal scales having scattered values comparing decimals like in interval scale. So it was necessary to proceed to visual testing of normality via

Q-Q and histogram graphs. The investigation concluded that none of them seems different than normal distributed variable views. Sample size was enough for generalized outputs and in light of these views parametric tests could be safely used. To strengthen the model building proportion of skewness over skewness standard error (2.7) and kurtosis over kurtosis standard error (2.1) compared by the value “3.2”. As they were both smaller reliability of the assumption of in sample normality was accepted.

To test the equal variance between groups of Enneagram taught and others within The Firm Levene Test was used. Significance value (0.285) exceed the p limit (0.05) proving the similar variances between groups. So it was safe to proceed to variance analysis reliably with no scale problem.

### Data Analysis and Findings

Because the main benefit of Enneagram is empathy, organizational citizenship was supposed to get people to gain the belief of being a part of a great wholeness rather than just introducing with themselves and advance.

(1) First stage in which Enneagram was introduced and people had chosen their personality type we followed Kale and Shrivastava (2003) groups were formed consisted of a specialist and 12 others. Mentors that were donated with Enneagram knowledge beforehand had given information, guided, inspired, and confronted with neighbour groups to compare.

Table-1 Enneagram Personality Types

Type	Highlighted Trait in Self Exploratory Practice
One	Caring with errors preventing to be perfect, continuous criticizing inner voice, judging self and others.
Two	Paying too much attention and energy to others’ needs, feeling of indispensableness, neglecting own requirements and desires.
Three	Search to be spotted and extra attention to be pointed as a pioneer. Obsession of success, and suppression of feelings.
Four	Desire to which is less; truth distorting emotional intensity. Sympathy to unique or difference seeming special.
Five	Quick to get rid of ties with human beings, far screening after dropping out. Limiting demands and dreams.
Six	Shuffle of threats and frightening events. Creating worst-case scenarios. Questioning on, suspecting and examining.
Seven	Paying selective attention to positive possibility and manners. Forgetting about others’ needs and emotions. Disregarding pain and trouble.
Eight	Quick explosion and confronting. Acting without measuring or caring about others. Disregarding own personality weaknesses.
Nine	Acting according to others life. Neglecting own interests or point of views. Avoiding conflicts and opposition.

Personality classification of Enneagram was told to be born a kind of protection and masking obligations of self. The trilogy forming Enneagram, directions, security, stress and relax points had been dealt with. Three types of each mental, emotional, and, instinctive personality group's totals to nine and successive personality types had been told to have special effects to each other. All employees were requested to read nine paragraph (less than 5 pages of personality specialities) and choose minimum two best match defining themselves (Daniels & Price, 2000). To provide a mutual understanding a following question selected real personal type and wing genre. If an additional certainty was needed employees should have consulted by a friend who was familiar at age of 20's or Mentor provided and advised another type of Enneagram test. After assignment of personality types, it was the time for discussion original character specialities, motives, fears and desires (Chiu ve Chen, 2005). Table-1 depicts a summary of description.

(2) Personality theory, compensation and endeavour of returning to self, which is the essential objective of Enneagram, have been committed in second phase. Every individual had been considered how to act to reach the full capacity gift of genes via positive steering. When one unlooses the inhibition mask, theory would be available to conjugate to other positive traits of personality types. Meanwhile a perception about which act and positions were more suitable to that personality type; more importantly, a knowledge would maturate on others about how became they sometimes treated ambiguously. Introjection to others good properties and traits would fire employees' feeling to possess the same. The awareness related the loss of high value of self would appear in this stage. To re-experience the loss could provide the required power to transformation (Naranjo, 1990). Exercise in sereneness and silence have been most beneficial in many cases.

(3) The discovery stage of relax and stress environment was consisted of a video recording of employee attitudes under an artificial confusion not allowing the schematic standard thoughts via egos of employees to take control. As though mentor and the Enneagram specialist helped employees to reveal wrong reactions comparing the self. Every personality type has its own challenge and trial (Sutton et al, 2013). On occasion, a continuous study had been executed by tasking three weeks of exercise for every single type of employee. The exercises depicted in Table-2 continuously required from every type of employee (each mistake restarts the 21 days duration). The information derived from this study trying to reveal the hidden-self had been surprised employees especially for ego and self-defence points of view.

Table-2 Three Weeks of Taskings for Enneagram Personality Types under Stress

Type	Challenging task related the loss of high value of one acknowledged in self discovery
One	Not thinking deeply, and not caring what will happen to whom, be busy doing fun and new things far from criticizing.
Two	Care own business and hobbies only by themselves with no expectation of help.
Three	Act undecidedly, and accordingly to others and agenda of life.
Four	To set up empathy to others and participate in public aid organizations.
Five	To cooperate with others creatively participate in social responsibility project.
Six	To pay attention to own image, not to postpone anything doing lots of subsequent jobs.
Seven	To care to organize everything, not to leave anything unfinished.

Eight	Long and careful planning and executing mot a mot in calm.
Nine	Questioning about own life, having daily decisions and insisting to execute them.

The same tasking would be re-distributed to other personality types in case of relax mood: 1- seven, 2- four, 3- six, 4- one, 5- eight, 6- nine, 7- five, 8- two, 9- three. As expected the tasks in relax mood, did not create confusion. The relax environment included no requirement to confusing so as to stay long, it was adequate to try only one day. Afterwards the stress tasks of two wings of each personality type (for example eight and one for personality type nine) had been tried one day each.

(4) Healthy transformation and empathy exercises would go beyond the scope of our study. The accomplishment of this stage seems to depend one’s will to pull ego out the self. If psyche could get silence, it would be though rare but possible for employees to reach ideal rich self freely. It is hard to discriminate the persons who desire to get rid of their ego beforehand. Therefore, the jobs of mentors and specialists end up here.

To scrutinize if the work executed in one month was profitable or not pre-duty and after-duty tests had been performed. Organizational citizenship scale questionnaires were filled by employees and tested about significance using least square differences (LSD in SPSS programme package version: 22). Table-3 shows the results. The hypothesis tested was as follows:

$H_1$ : Enneagram awareness information has a significant ( $p < 0.05$ ) positive effect on at least one organizational citizenship attitude of employees.

$H_0$ : Enneagram awareness information has no significant ( $p < 0.05$ ) positive effect on any organizational citizenship attitudes of employees.

Tablo-3. Before and after Enneagram Awareness Paired Samples Test on Organizational Citizenship Attitude Level

Dependent Variable	Mean Difference(A-B)	Standard Error Mean	Significance	%95 Confidence Interval	
				Lower	Upper
Conscientiousness,	0.37624*	0.04895	0.000	0.2452	0.4562
Sportsmanship (I)	1.21517*	0.05585	0.000	1.1054	1.3249
Civic Virtue	0.08319	0.06006	0.167	-0.3481	0.2012
Courtesy	0.94566*	0.07712	0.000	0.7941	1.0972
Altruism	0.24250*	0.05839	0.000	0.1278	0.3572

\* Mean difference is significant at  $p < 0.05$  level,

N: 899, I: Inversely Coded (5↔1; 2↔4), A: After Information, B: Before Information.

The highest value in variance analysis was for sportsmanship vector, which indicated the differentiation in the cluster was higher than the other indicator vectors. Table-3 showed that 4 out of 5 cluster vector means were significantly different from the initial values. So it was safe to say  $H_0$  was refused thus  $H_1$  stating “Enneagram awareness information has a significant ( $p < 0.05$ ) positive effect on at least one organizational citizenship attitude of employees” was confirmed.

To eliminate the randomness and to support the variance between two groups by another point of view regression analysis was possible. Firstly the training profits had been checked to correlate with demographic differences which showed no significant effect. Then proceeded to regression analysis to improve the theory moving from organizational citizenship to Enneagram knowledge effects on team management success.

Table-4 Before and after Enneagram Awareness Standardized Correlations of Mean Differences

	1	2	3	4	5	6
1.Enneagram knowledge	1.000					
2.Conscientiousness,	0.180*	1.000				
3.Sportsmanship (I)	0.212**	0.097	1.000			
4.Civic Virtue	-0.041	-0.152*	-0.002	1.000		
5.Courtesy	0.149*	0.310**	0.164*	0.101	1.000	
6.Altruism	0.118*	0.089	0.116*	0.082	0.095	1.000

N=899, \*p<0,05, \*\*p<0,01

Control variables: Age, education, income, position, experience, experience in The Firm

Partial correlation analysis outputs were shown in Table-4. Though the Table shows pre-knowledge about generally positive standardized correlations of mean differences, the highest significant relationships were between Enneagram knowledge and courtesy with other factors. Factors negatively affected each other were civic virtue and courtesy with moderate significance. The power and directions of the relationship could be enlightened by regression analysis.

Dimensions of organizational citizenship were like to have strong relations. The model fit had been needed to check this by variance inflation factors (VIF) analysis. All the factors were smaller than 10 and tolerance statistics were over 0.2 which is threshold. As there were no problem to continue multiple regression analysis had been chosen with stepwise option (Table 5).

Table 5. Regression Analysis for Organizational Citizenship

Model	N	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error
1	899	0.454(a)	0.206	0.188	1.066

a Independent variable: Enneagram built self-awareness and empathy.

Table – 5 shows self-awareness and empathy attached dimensions of organizational citizenship attitude constructed model fit. The perception of the respondents were 45 % and the independent variable explained 23% of total organizational citizenship attitude.

Table 6. Regression Analysis for Organizational Citizenship Model Results

Model		Coefficients		Standardized	t	P	Correlations	
		B	Std. Hata	Beta			Inappr.	Partial
1	(Constant)	0.42	0.26		0.922	0.268		
	Enneagram knowledge	0.179	0.055	0.153	4.588	0.018	0.216	0.171
	Conscientiousness	0.092	0.088	0.098	1.549	0.070	0.109	0.098
	Sportsmanship (I)	0.140	0.211	0.129	3.901	0.022	0.106	0.089
	Civic Virtue	-0.186	0.322	-0.172	1.768	0.056	-0.212	-0.179
	Courtesy	0.278	0.188	0.254	5.227	0.015	0.284	0.206
	Altruism	0.056	0.562	0.060	0.998	0.192	0.094	0.077

N=899

Enneagram knowledge and the dimensions of Organizational Citizenship Attitude shown by Table-6 had had significance order as: Courtesy ( $\beta=0.278$ ), Enneagram knowledge ( $\beta=0.179$ ), and Sportsmanship ( $\beta=0.140$ ). Thus  $H_0$  Hypothesis was precisely rejected. The effects having no importance had come from Civic Virtue ( $\beta= -0.186$ ), Conscientiousness ( $\beta=0.092$ ), and Altruism ( $\beta=0.056$ ). The correlation of Enneagram Knowledge and Organizational Citizenship Attitude descends from 0.216 to 0.171 when controlled for other independent variables. When all the independent variables included in the model fit the mean difference of Organizational Citizenship Attitude correlations descends between Courtesy (from 0.284 to 0.206), and Sportsmanship (from 0.106 to 0.089).

### Conclusion and Management Implications

Naranjo (1973), in early studies dealt with over-feeding the main trait of the personality type might result overcoming ego and possibility to unite with the positive traits of other personality types in self. Without re-mentioning the names of main traits this study had shown a practical implementation tried to overcome shortfall and reiterating defences (compulsion) of personality



types. The roots of Enneagram is coming from traditional Islamic Sufi discipline. According to this whole doctrine, like a patient's consulting by a medical consultant, only being aware of own strong and compulsive traits would heal a student (Wagner, 1980). After introducing to west world the most fruitful applications areas of Enneagram were to increase team consultancy effectiveness, to build more harmonic and efficient workplace (Bland, 2010). Conflict resolution, avoiding conflicts and transformational leadership were amongst many extends for Enneagram. Enneagram created a perfect emotional framework helping healer support giving insights about basic motives and thoughts about feeling safe and empathy in minds.

Current study showed another side of Enneagram parallel to emotional quantity by proved ability to change significantly the attitude of improving organizational citizenship behaviour. To lead followers in every layer of management, organizational citizenship offers a perfect tool to compromise benefits. Enneagram knowledge attracted attention supporting organizational citizenship like a perfect catalyser better than all sub-dimensions except one. Thereby vaccinating time of organizational citizenship trait might be expected to shorten. The firms tending to gain Market leadership, lifelong competition, and to strike a balance by using healthy and productive workers as teams would possibly need more tools such as Enneagram day by day.

For Human Resources Development Model that aims to develop manager and employee development Enneagram implementations promise a fruitful research area. Researchers following this work might open the road to expect effective workplace time savings and innovation inflation via time series analysis on healthy transformation and empathy implementations.

The first limitation might to address a careful thought that every trait would not necessarily become a behaviour. Following works might shed light on how much of the improvement promises Enneagram carried on employees could transferred to behaviours. Second shortfall might be it is not possible to improve a thorough understanding of Enneagram via this or a few readings. Not only economic or time limits but also denial and neglects of inter-disciplinary linkages and of the older studies could be seen at first glance (Matise, 2007). Thus the studies executed apart from context should follow conscious but different way (Tart, 1986). Only the idea that the people living for value could use themselves to shape the future instead of living fear limited lives is enough to explain that this is a subject for all disciplines to work on.

## References

- A. M. Bland, The Enneagram: A review of the empirical and transformational literature. *The Journal of Humanistic Counseling, Education and Development*, 49(1), (2010), 16-31.
- A. Sutton, C. Allinson, & H. Williams, Personality type and work-related outcomes: An exploratory application of the Enneagram model. *European Management Journal*, 31(3), (2013), 234-249.
- C. T. Tart, Consciousness, altered states, and worlds of experience. *Journal of Transpersonal Psychology*, 18(2), (1986), 159-170.
- C. Naranjo, *The one quest*. New York: Ballantine Books, 1973.

- C. Naranjo, *Ennea-type Structures: Self-analysis for the Seeker*, Gateways, Nevada City, NV, 1990.
- M. Çelik & Ö. Turunç, Aile-İş Çatışması, İş Stresi ve Örgütsel Sadakatin İş Performansına Etkisi: Savunma Sektöründe Ampirik Bir Çalışma. *Savunma Bilimleri Dergisi*, 8(2), (2009), 217-245.
- D. N. Daniels & V. A. Price, *The Essential Enneagram*. San Francisco: Harper San Francisco, 2000.
- D. N. Daniels & V. A. Price, *Enneagram Kendini Bilme Sanatı, Çeviren. Seda Darcan Çiftçi, Kaknüs Yayınları 3. Basım, İstanbul, 2016.*
- D. W. Organ, *OCB: The good soldier syndrome*. Lexington, MA: Lexington Books, 1988.
- E. Gündüz, Credence to Leader Affecting Desired Level of Commitment: The Moderating Effect of Employee's Cynicism about Organizational Change. *Journal of Business Economics and Finance*, 6(3), (2017), 216-223.
- E. Gündüz, A Study to Moderate Desired Commitment Level in Organization with the Help of Cynicism about Change and Interdependence, Conference Proceedings of Mediterranean International Conference on Social Sciences by UDG, Podgorica, (2017a), 126 - 136.
- E. M. Eatough, C. H. Chang, S. A. Miloslavic & R. E. Johnson, Relationships of role stressors with organizational citizenship behavior: a meta-analysis. *Journal of Applied Psychology*, 96(3), (2011), 619.
- G. Lapid-Bogda, *Bringing Out the Best in Your OD Practice: How to Use the Enneagram System for Success*, 2005.
- J. A. LePine, A. Erez & D. E. Johnson, The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of applied psychology*, 87(1), (2002), 52.
- J. A. LePine, R. F. Piccolo C. L. Jackson, J. E. Mathieu & J. R. Saul, A meta-analysis of teamwork processes: tests of a multidimensional model and relationships with team effectiveness criteria. *Personnel Psychology*, 61(2), (2008), 273-307.
- J. P. Wagner, *A descriptive, reliability, and validity study of the Enneagram personality typology*, 1980.
- L. R. Tucker & C. Lewis, The reliability coefficient for maximum likelihood factor analysis. *Psychometrika*, 38, (1973), 1-10.
- M. Matisse, The enneagram: An innovative approach. *Journal of Professional Counseling: Practice, Theory & Research*, 35(1), 2007.
- P. M. Podsakoff, S. B. MacKenzie, R. H. Moorman & R. Fetter, Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), (1990), 107-142.
- S. H. Kale, & S. Shrivastava, The enneagram system for enhancing workplace spirituality. *Journal of Management Development*, 22(4), (2003), 308-328
- S. F. Chiu & H. L. Chen, Relationship between job characteristics and organizational citizenship behavior: The mediational role of job satisfaction. *Social Behavior and Personality: an international journal*, 33(6), (2005), 523-540.
- Z. Aycan, R. N. Kanungo & M. Mendonca, *Kültürler arası bağlamda örgütler ve yönetim*. Koç Üniversitesi, İstanbul, 2016.

Appendix – 1

Organizational Citizenship Behaviour Scale Factor Analysis

No	Assessment Question	Mean	S.D.	Conscientiousness Var. Explained: 0.69; $\alpha$ : .83	Sportsmanship Var. Explained: 0.71; $\alpha$ : .81	Civ. Virtue Explained Var.: 0.72; $\alpha$ : .82	Courtesy Explained Var.: 0.73; $\alpha$ : .88	Altruism Explained Var.: 0.75; $\alpha$ : .90
18	Work continuity is above normal	3.91	0.89	0.672				
21	Do not use extra breaks	3.88	0.74	0.684				
22	Follows instructions without control	3.59	1.02	0.731				
24	One of my most charitable employees	3.65	1.31	0.796				
3	Wants to deserve possessions	4.12	0.89	0.875				
4	Spends lots of time to daily complaints (I)	2.11	0.54		0.664			
16	Always focus negative side of the matter (I)	1.59	0.28		0.796			
7	Exaggerate little problems (I)	2.38	0.66		0.875			
19	Always finds malfunctions in daily business of firm (I)	3.01	0.99		0.602			
2	Always sounds like uncoiled wheel (I)	1.93	1.08		0.902			
9	Does not miss any important meeting of free attendance	3.89	1.01			0.706		
11	Participates activities help organizational image	4.36	0.46			0.795		
6	Quick in orientation to organizational innovations	4.11	0.73			0.869		
12	Reads new announcements etc. first and obeys.	4.68	0.34			0.821		
17	Takes any measures not to trouble with any others.	3.25	1.55				0.730	
20	Considers how behaviour affected others' business by.	4.23	0.44				0.888	
14	Does not run over others right	4.22	0.19				0.745	
4	Avoids trouble making to colleagues	3.21	1.11				0.790	
8	Considers the effects of behaviours on colleagues	3.08	1.12				0.888	
13	Always helps who was on leave	2.89	1.58					0.745
1	Always helps who is under a work burden	4.55	0.25					0.790
23	Even unnecessary helps newcomers' orientation	4.68	0.66					0.707
15	Willingly helps those who have trouble in business	4.77	0.21					0.870



10	Always ready to offer hand to someone	4.31	0.41					0.821
----	---------------------------------------	------	------	--	--	--	--	-------