

Mediating Effect of Human Capital on Organizational Culture, Teamwork, Organizational Development and Organizational Commitment

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ABSTRACT

The main aim of this research was to empirically investigate the impact of organizational culture, teamwork, organizational development on organizational commitment through the mediating role of human capital in the sports industry of Punjab, Pakistan. The target population of the study was all the employees either management or workers. Simple random sampling has been used to select an appropriate and truly representative sample. Sample of 300 employees has been taken from Sialkot and Lahore districts of Punjab, Pakistan. Cronbach's α is the most common measure which was used to check reliability and the value of Cronbach's α for all variables was greater than the acceptable value of 0.70. The validity of survey items was assessed by using confirmatory factor analysis. The factor loading for each construct is greater than the reference value of 0.5. The fitness of the model was tested by the goodness of fit indices and path analysis. Structural equation modeling was used for testing of hypothesis by using LISREL 8.5 statistical software. The outcomes of the study revealed that human capital, organizational culture, team work, organizational development and organizational commitment have a positive and statistically significant relationship. Limitations and future recommendations are also given in the concluding part.

KEYWORDS: Organizational Culture, Teamwork, Organizational Development, Human Capital, Organizational Commitment.

1. INTRODUCTION

Steadfast and devoted personnel are the source of strength for an organization. Commitment accelerates effectiveness and diminishes profession relinquishment which results in superior proficiency and upgrading and augmented work quality by swaying staff performance (Riketta, 2002). Prior studies reveal commitment impacts performance of personnel, business productivity entailing trade relinquishment, sales, commercial success and workers nonappearance (Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gloria and Steiger, 2010). Passionate bond with the organization is called commitment (O'Reilly & Chatman, 1986) which is analogous to other job associated circumstances and outlooks like job satisfaction and firm identity. Organizational commitment is contemplated as rational and sensitive reliance to the business, on the basis of which an extremely dedicated individual postulates his identity in the firm, play a part in the business and relishes affiliation in the firm (Marique and Stinglhamber, 2011). Allen and Meyer, (2000) conducted a study on the topic of commitment and gave novel categories of commitment such as, Emotional commitment, Continuous commitment, Normative commitment which is more extensive than the conventional facets of commitment.

Emotional commitment refers to a worker's emotional affection towards the firm. Organizational commitment is contemplated as rational and sensitive reliance to the business, on the basis of which an extremely dedicated individual postulates his identity in the firm, play a part in the business and relishes affiliation in the firm (Marique and Stinglhamber, 2011). **Continuous commitment** is a form of commitment which considers expenses and welfares that is allied to lasting in or giving up the association. In reality, this commitment advocates a sort of scheming which is talked about by way of "rational commitment" and articulates that deserting institute will have inflated expenses for workers. In addition, Govindasamy and Jayasingam (2009) claimed that businesses longing for keep knowledge workforces and supposing them to advance durable firm commitment had better embolden sharing of knowledge amid workers in innumerable means, together with provided that corporation backing, forming guidelines that generate a compassionate environs for sharing of knowledge, endorsing accomplishments that share knowledge, inspiring coordination amongst workers and building nearby interactions amid associates of the organization team and the staffs. Govindasamy and jayasingam (2009) specified that the inclination of workforces regarding knowledge sharing possibly will impact the level of commitment in the business. **Normative commitment** is referred to as staying in the business by dint of ethical might. Otherwise speaking, sense of responsibility forces the individuals not to leave the organization. Alternatively speaking, this is the sense of responsibility which helps people staying in the organization. Individuals understanding beforehand (like the cultural socialization) and subsequently

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(corporation socialization) entering the business are its actual aspects (Allen and Meyer, 2000). Findings illustrate that if the corporation offers progress, apposite occupation track, reasonable remuneration, equality in the dissemination of recompenses, self-sufficiency at job, specialized identity and proper appearance for the duty and the business in the public, personnel will display lofty commitment (Conway and Briner, 2012). Little work has been done on the variables of organizational culture, teamwork, and organization development in relation to organizational commitment. Intervening role of human capital in a proposed relationship is also under-researched (Allen and Shanock, 2013). Hence the objective of this study is to inspect the mediating effect of human capital on the link between business culture, teamwork, organizational development, and personnel commitment.

2. REVIEW OF LITERATURE

2.1 Organizational Commitment and Organizational Culture

Organizational culture is defined by Koontz as conventional configuration demeanors, principles, unified and mutual view of beliefs which are thought to be the most common in majority of the members of the organization (Cameron and Quinn, 2011). Tichy (1982) has defined organizational culture as “the normative glue that holds an organization together”. Culture simply means method of dealings in the corporation for the personnel; it is a collective insight of the firm that is perceived in all departmental associates and replicates joint and perpetual features which discriminate the one business from another. Furthermore, firm social identity is postulated by the culture of the organization (Robbins, 2010). Keeping in view the organizational culture literature, (Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle, 2011) has enumerated the most common points:

- Leading conduct arrangement
- Systemic or logical features
- A cluster of principles, philosophies and outlooks
- Collective norms and sponsorship of such customs and tenets by staff of organization
- Culture discriminates one firm from another.

Literature revealed that organizational culture offers job security to all workers which in turn results in superior organizational commitment (Silverthorne, 2004). Previous studies illustrate that culture has an affirmative influence on the growth of objectives, approach, specific conduct, business performance, enthusiasm, and work gratification, novelty, judgment making and accelerates commitment of the workforces towards the organization (Lok and Crawford, 2001; Moon, 2000).

2.2 Teamwork and Organizational Commitment

The team is an operational association which has all state of affairs for a tangible team and its participants are entirely dedicated to one another's improvement and accomplishment which results in team development. Teams with lofty administrative rule precisely carry out all activities greater than other teams and encounters all reasonable anticipations of the associates. Teamwork is an intellectual and passionate concern in persons in team positions that stimulate them to assist each and everyone for realizing team objectives and contribute to the job obligation. The efficiency and effectiveness of working groups require motivation and devotion which comes from teamwork spirit (Gibbon, Watkins, Barer, Waters, Davies, Lightbody and Leathley, 2002; Hardstone, Hartswood, Procter, Slack, Voss and Rees, 2004) with the intention of facilitating the participants to perform team task and group work. The mode of collaboration and affairs of associates is imperative and decisive in triumph or fiasco of the groups, hence ethos of collaboration ought to be entrenched in the business before founding and setting up of working squads. In this era of competition, social scientists consider teamwork culture as a key to gain sustainable capabilities (Crossman and Lee-Kelley, 2004). Working team regulation is reachable by the advancement of cooperation culture. This would be acknowledged via preparing and upgrading standards of teamwork. In this manner having these standards and norms and clarifying and actualizing them for systematization in the psyches of personnel, laborers, and administrators of the associations is the principle route for accomplishing proficient and viable working team. Results demonstrate that in associations where collaboration conditions are given, their human resources have a greater responsibility to their corporations (Crossman and Lee-Kelley, 2004). What's more, discoveries in this study demonstrate that there is a certain connection amid teamwork and commitment of the personnel towards the organization (Costa, 2003).

2.3 Organizational Development, Human Capital and Organizational Commitment

Organizational development means fundamental utilization of conduct science information regarding arranged improvement, advancement along with accentuation of techniques, arrangements, and firm procedures so as to increase business performance. Organizational development approach is identified with arranging and executing ideas that are intended for "increased effectiveness of organizational performance" (Markard, Stadelmann and Truffer, 2009). This system incorporates procedures for structuring firm procedures and development of organizational policies for altering business form and administration of evolution from the existing position to

the ideal one. Organizational development is perceived as a particular as well as a far-reaching strategy for prospective variation in the organization. Organizational development implies utilizing learning with reference to social sciences in a broad sense and deliberate endeavor for enhancing business value. Organizational development is separated into the following dimensions: “individual, group and organizational” (Ladyshevsky, 2010). To begin with, they are strategies intended for accelerating personal competence. Next, they are strategies intended for promoting group success.

Human capital incorporates learning, inventiveness, capabilities, and specialized and job-related expertise of the personnel together with people of the corporation (Ladyshevsky, 2010) and it alludes to the value generated by the workers during time spent on turning information plus skill to services and products for the association. Human capital is an important resource of invention and renewal of the approach in every business, and the organization can produce and identify the value based on the knowledge in the economy using this capital. Human capital is one of the components of intellectual capital. This sort of capital is concerned with capability and aptitude of human resources for resolving business issues. People capital is a fundamental fragment of staff which can't be possessed by association, in this way it is lost after the workers quit association (Puhakainen and Siponen, 2010). People capital is connected with accumulation of expert information of workers, management aptitude, chance taking and critical thinking capacities. Human capital likewise reflects implied information of the people that is inserted in the psyche of workers. Invention and renewal of the approach in every business are brought about by human capital which in turn generates value. Puhakainen and Siponen (2010) keep up that workers make human capital through their skill, mindset and scholarly dexterity. Proficiency incorporates a person's aptitudes and instruction, while the mindset incorporates social component. Scholarly dexterity empowers one to alter the thought regarding creative answers for issues. Human capital is contemplated as intellectual capital by (Jones, Jones, Latreille and Sloane, 2004) which incorporates information, ability, and capacity in combination with the impression of the workers bringing about performance growth with the goal those clients will in general pay for it. What's more, it causes productivity for the association.

Learning and ability are implanted in the brain of personnel; it implies that their psyche is the aftereffect of information and aptitude. If the business fails to take advantage of its human capital, then the learning and aptitude in the brain of workers may neither be initiated nor be transformed into market value. It is evident from outcomes Evidence demonstrates advancement together with development of aptitudes, beliefs, organizational arrangements and procedures augment commitment in workers towards corporation (Hollins, 2012). The link between human capital and organizational commitment is also proved from previous studies (Puhakainen and Siponen, 2010).

3. CONCEPTUAL MODEL AND DEVELOPMENT OF HYPOTHESES

The literature exhibited that committed personnel are one of the supreme aspect of business over different businesses. This research contributes to existing literature by identifying little aspects which augment commitment in personnel towards the organization. In particular, the culture of an organization is one of the imperative factors that influence organizational commitment (Silverthorne, 2004). The businesses offering a teamwork environment to their workers have more committed staff as compared to others (Crossman and Lee-Kelley, 2004). What's more, organizational development is branded as a persistent mode for deliberate organizational alteration. Along these lines, we examine the connection amid organizational development and organizational commitment. Organizational development accelerates organizational commitment (Markard, Stadelmann and Truffer, 2009). Organizational commitment literature revealed that human capital incorporates learning, innovativeness, skills, and specialized and work-related expertise of workers that the corporation owned have a positive link with the commitment of staff towards organization (Puhakainen and Siponen, 2010; Hollins, 2012). Along these lines, we look at the connection between people capital and commitment towards business to perceive the circumstances indispensable for administrators to expand worker commitment towards the businesses. People capital aments from the configuration of business, gathering of expert learning of workers, management capability and critical thinking capacities. Subsequently, in this investigation, human capital interceded the connection between hierarchical culture, collaboration and authoritative advancement with hierarchical duty. Further, this study investigates the mediating impact of human capital among organizational culture, teamwork and organizational development towards organizational commitment.

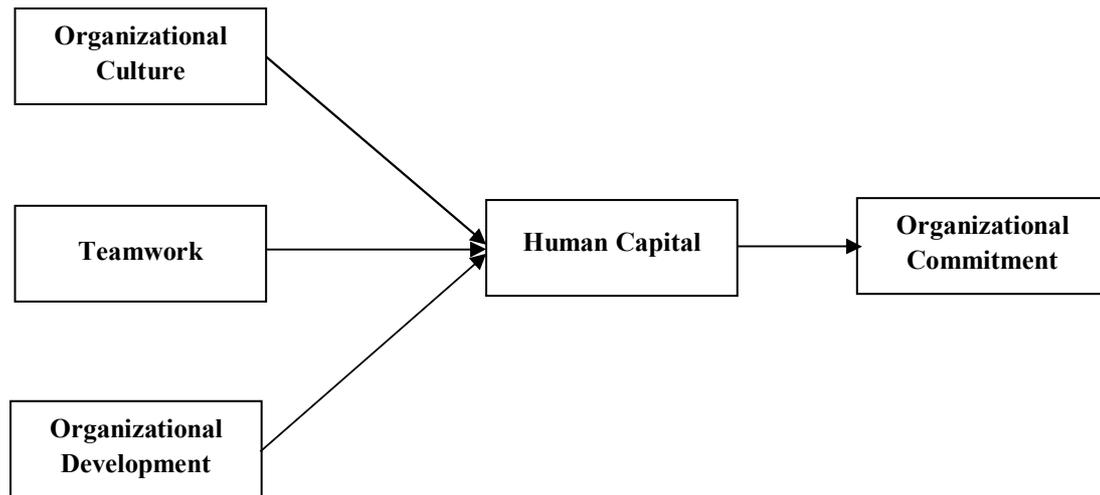


Figure 1 Research conceptual model Based on (Masoud, 2013)

H1: Organizational culture is positively linked to organizational commitment.

H2: Teamwork is positively linked to organizational commitment.

H3: Organizational development is positively linked to organizational commitment.

H4, H5 H6: Human capital acts as mediator between organizational culture, teamwork, organizational development, and organizational commitment.

H7: Human capital is positively linked to organizational commitment.

4. METHODOLOGY

The population for the study was managerial staff and workers of the sports industry. Simple random sampling was used to collect sample from 300 workers of the sports industry from Sialkot and Lahore. Data was gathered by a survey questionnaire on five points Likert scale. The instrument used to measure organizational culture, teamwork, organizational development, human capital, and organizational commitment was adopted from (Ghorbanhosseini, 2013) and contains 25 questions in all. A pilot study was also conducted with four employees of a sports company to test face validity. The instrument was also translated in the Urdu language to enhance understanding of items. The validity of constructs has been evaluated against confirmatory factor analysis (CFA) whereas the reliability of constructs has been tested against Cronbach's α . The threshold value for Cronbach's α is 0.7. Findings indicated that all items come within an acceptable range which suggests that the questionnaire was reliable and valid.

The direct and indirect link between organizational culture, teamwork organizational development and human capital with organizational commitment has been tested by using structural equation modeling (SEM). The capacities of SEM to consider direct and indirect connections among factors together with a break down connections concerning latent factors without chance blunder separate SEM from other more straightforward, social modeling methods (Raykov and Marcoulides, 2000).

Validity of items of organizational culture, teamwork, organizational development, human capital and organizational commitment was measured by performing confirmatory factor analysis (CFA) by using LISREL 8.5 programming tool. CFA incorporates the scrutiny of an estimation model where huge numbers of the components and relating pointers are listed prior to maintain arrangement of the measure (Kline, 2011). Factor loading (λ_s) is the standardized coefficients in estimation model which were inspected to recognize the proportion of fluctuation in every item that clarified the construct (Harrington, 2008). The threshold value for $\lambda_s \geq 0.50$ (Potthast, 2011). The fitness of the model was tested by the goodness of fit indices and path analysis. We utilized most regular indices to evaluate the conceptual model and path study incorporates: the root mean square error of approximation (RMSEA), goodness of fit index (GFI), the non-normative fit index (NNFI), the adjusted goodness of fit index (AGFI), the Bentler comparative fit index (CFI), and χ^2/df , (Kline, 2011). As per Kline (2011), the threshold value for χ^2/df is <5 , for RMSEA is ≤ 0.08 , for the CFI, GFI, AGFI, CFI and NNFI is ≥ 0.90 .

5. RESULTS AND DISCUSSION

Table I illustrates the demographic characteristics of respondents. 38.33% respondents were within age brackets of 20-30, 28.33% within age brackets of 31-40, 20.67% within age brackets of 41-50 and 12.67% within age brackets of 51-60. 68.67% participants were workers, 17.33% were frontline managers, 10.67% were middle managers and 3.33% were top managers. 14.00% participants have MS degree, 15.00% have master's degree, 32.00% have bachelor's degree and 39.00% have inter degree. 26% participants have 1-5 years service, 34% have 6-10 years, 30% have 11-15 and 10% have more than 15 years of service.

Table I Demographic Characteristics

| Variable | N | % | Variable | N | % |
|-------------------|-----|-------|--------------------------|-----|-------|
| Age | | | Qualification | | |
| 20-30 | 115 | 38.33 | MS | 42 | 14.00 |
| 31-40 | 85 | 28.33 | Masters | 45 | 15.00 |
| 41-50 | 62 | 20.67 | Bachelors | 96 | 32.00 |
| 51-60 | 38 | 12.67 | Inter | 117 | 39.00 |
| Position | | | Length of service | | |
| Workers | 206 | 68.67 | 1-5 | 78 | 26.00 |
| Frontline Manager | 52 | 17.33 | 6-10 | 102 | 34.00 |
| Middle Manager | 32 | 10.67 | 11-15 | 90 | 30.00 |
| Top managers | 10 | 3.33 | 15 and more | 30 | 10.00 |

Descriptive statistics like mean and standard deviation along with correlation and Cronbach's α is exhibited in Table II. Correlation between human capital and organizational commitment is ($r=0.784$), organizational culture and organizational commitment are ($r=0.821$), teamwork and organizational commitment are ($r=0.757$), organizational development and organizational commitment are ($r=0.716$) which is positively significant at ($P<0.01$). Outcomes indicated that a strong positive correlation was found among organizational culture, teamwork, organizational development, human capital, and organizational commitment. The most noteworthy correlation was found between teamwork and human capital ($r=0.852$; $P<0.01$) and organizational culture and organizational commitment ($r=0.821$; $P<0.01$), and the lowest was between teamwork and organizational culture ($r=0.640$; $P<0.01$) and organizational development and teamwork ($r=0.695$; $P<0.01$). Correlation among other variables was greater than 0.07. As per Tsai et al. (2013), the threshold value for Cronbach's α is 0.7. The values of Cronbach's α for organizational commitment, human capital, organizational culture, teamwork, and organizational development is 0.752, 0.836, 0.773, 0.721 and 0.818 respectively. The reliability of all items is verified.

Table II Descriptive Statistics, Correlation and Cronbach's α

| Sr. # | Variables | M | SD | 1 | 2 | 3 | 4 | 5 | A |
|-------|----------------------------|-------|-------|---------|---------|---------|---------|---|-------|
| 1 | Organizational Commitment | 5.636 | 3.435 | 1 | | | | | 0.752 |
| 2 | Human Capital | 4.361 | 2.860 | 0.784** | 1 | | | | 0.836 |
| 3 | Organizational Culture | 3.558 | 1.059 | 0.821** | 0.730** | 1 | | | 0.773 |
| 4 | Teamwork | 3.927 | 1.708 | 0.757** | 0.852** | 0.640** | 1 | | 0.721 |
| 5 | Organizational Development | 4.813 | 2.036 | 0.716** | 0.794** | 0.758** | 0.695** | 1 | 0.818 |

** $P<0.01$.

Path analysis was run for better comprehension of the link among organizational commitment, teamwork, and organizational development and also analyzes the mediating role of human capital with preceding variables. Direct and indirect association between independent variables and dependent variables has been explained by this model. Coefficients accompanied by path diagram have been indicated in Table III. Each path demonstrates the values. Outcomes specify that particular path coefficients have a positive and significant effect on one another. Related propositions are analyzed in the following.

Organization culture, teamwork, and organizational development have a positive significant impact on organizational commitment. Conversely, the indirect impact of organizational culture, teamwork, and organizational development on organizational commitment has been investigated through human capital and this association is also positively significant. Independent variables directly augment organizational commitment and indirectly accelerate organizational commitment via human capital. The first proposition specified that organizational culture has a positive impact on organizational commitment. Hypotheses have been verified by t-test and coefficients. T and p indices are used to assess the significance of the hypotheses. The threshold value for the t-test is 1.96 at the 0.05 significance level. If an indicator has t value more than 1.96, only that variable has a positive significant impact. On the contrary, if a variable has a p-value below than 0.05, only that is considered significant at the 0.95 confidence level (Allameh, Khazaei, Verij, and Mostafavi, 2015). Outcomes of the coefficient (β), t-value and p-value have been demonstrated in table III. Additionally, organization culture is positively linked to organizational commitment which supports hypothesis 1: (β 0.212; t 3.357; $p < 0.05$).

Hypothesis 2 is also supported by outcomes which claim that teamwork has positive effect on organizational commitment (β 0.141; t 2.364; $p < 0.05$). Findings from table III also support third hypothesis which recommended that organizational development has positive significant link with organizational commitment (β 0.346; t 4.311; $p < 0.05$). Hypotheses 4, 5 and 6 also supported and affirmed that organization culture, teamwork and organizational development positively influence human capital respectively (β 0.301; t 4.234; $p < 0.05$) (β 0.125; t 2.110; $p < 0.05$) (β 0.397; t 5.047; $p < 0.05$). Moreover, the hypothesis 7 human capital positively influences organizational commitment (β 0.187; t 2.759; $p < 0.05$). R2 for human capital is 0.67 which illustrates that 67% variation in human capital is expounded by this model. Likewise R2 for organizational commitment is 0.74 which denotes that 74% variation in organizational commitment is explained by variables of this study.

Table III Results of Conceptual Model

| Hypotheses | Path | B | T value | Significance |
|------------|--------|---------|---------|--------------|
| H1 | OCL→OC | 0.212** | 3.357 | 0.000 |
| H2 | TW→OC | 0.141* | 2.364 | 0.001 |
| H3 | OD→OC | 0.346** | 4.311 | 0.000 |
| H4 | OCL→HC | 0.301** | 4.234 | 0.000 |
| H5 | TW→HC | 0.125* | 2.110 | 0.001 |
| H6 | OD→HC | 0.397** | 5.047 | 0.000 |
| H7 | HC→OC | 0.187* | 2.759 | 0.001 |

Notes: OCL, organization culture; TW, teamwork; OD, organizational development; OD, organizational development; HC, Human Capital; HCR²=0.67; OCR²=0.74;*P<0.05;**p<0.01

Model fit indices in table IV illustrated that data fits well in the model. The value of chi-square with a degree of freedom is 2.054 and this association is statistically significant. The value of RMSEA is also statistically significant. GFI, CFI, NNFI values are also significant. AGFI value is below the reference value and it is statistically insignificant. All the indices are greater than the acceptable value with the exception of AGFI which denoted that our model is valid.

Table IV Model Fit Indices

| Indices | Source | Threshold Value | Model Results | Model Fitness |
|-------------|--------------|-----------------|---------------|---------------|
| χ^2/df | Kline (2011) | < 5.00 | 2.054 | Yes |
| RMSEA | | ≤ 0.08 | 0.065 | Yes |
| GFI | | ≤ 0.9 | 0.952 | Yes |
| CFI | | ≤ 0.9 | 0.917 | Yes |
| AGFI | | ≤ 0.9 | 0.873 | No |
| NNFI | | ≤ 0.9 | 0.961 | Yes |

6. CONCLUSION

A noteworthy contribution of this research was the empirical investigation of the survey model in the sports industry of Punjab, Pakistan. Independent variables of the study were organization culture, teamwork and organizational development and organizational commitment was the dependent variable. Human capital has been used as a mediator in the proposed link. Outcomes demonstrated that culture of organization significantly influenced HC. Cultural norms and philosophies both are used to augment the organizational commitment. Additionally, culture of an organization is a vital aspect in creating or evolving norms, demeanors, and making fitting standards of conduct besides boosting the commitment of workers towards the organization.

Teamwork has positive effect on human capital which in turn augments organizational commitment in personnel. It is suggested that deployment of activities, learning, abilities, and skill of all workers by way of team exercises is extremely critical in the associations. Teamwork also enhances human capital which results in greater organizational commitment. Similarly, findings illustrate that organizational development positively and significantly influenced human capital and onto organizational commitment. So, organizational development by assisting individuals from associations in addition to improving working arrangements and procedure may bring about the development of human capital and enhancement of organizational commitment. Endless progress in opinions and norms can upsurge organizational development which bring about motivation and affinity in personnel towards the organizational commitment. Human capital also positively impacts organizational commitment. In brief, it is concluded that organizational culture, teamwork and organizational development accelerates organizational commitment and human capital mediates in the proposed relationship. The findings of this study are in line with (Ghorbanhosseini, 2013). For developing the organizational commitment in the workers, the culture of the organization ought to be developed by cultivating convictions, standards, norms of the association and furthermore cultivating teamwork along with organizational development.

7. PRACTICAL IMPLICATIONS

This investigation offered empirical evidence to assist managers with comprehending how to expand organizational commitment in workers. To begin with, our survey showed the significance of organizational culture for increment and advancing organizational commitment. It recommends to associations to advance common example of practices, convictions, gathered and mutual insight of norms which are viewed as basic in the greater part of business associates. Since organizational culture gives work safety to all faculty and offers longstanding work which results in greater organizational commitment in personnel (Silverthorne, 2004). Teamwork is the second predictor of organizational commitment. It looks as if superiors' backing is mandatory for teamwork in business. Accordingly, leaders must make available teamwork settings with the intention of nurturing organizational commitment. Third, the outcomes of the survey also specified that organizational development is the predictor of organizational commitment. Organizational development contains approaches for crafting business methods and organizational development policies for altering the organizational form and shift from recent position to the best one. Thus, organizational development creates organization potential which engenders organizational commitment in workers. Fourth, outcomes of this survey demonstrated that organizational culture, teamwork, and organizational development positively and directly influence organizational commitment and also indirectly impact organizational commitment through human capital. Therefore, human capital mediates between organizational culture, teamwork and organizational development and organizational commitment. The results illustrated that corporations should focus on evolving human capital as a guiding principle for sustaining organizational commitment in their workers.

8. LIMITATION AND FUTURE RESEARCH DIRECTIONS

Some limitations are bar to generalize the outcomes of this study. First, this study was cross-sectional whereas future research takes into account longitudinal approach. Second, this survey was conducted on personnel of sports industry whereas further studies can be conducted in diverse cultural and business settings. Further study can also take into account new mediating variables like innovation and knowledge sharing. Future researcher can add moderators like transformational or transactional leadership.

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