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ORGANIZATIONAL CLIMATE AND PERFORMANCE: MEDIATING ROLE OF AFFECTIVE COMMITMENT, KNOWLEDGE SHARING PRACTICES AND PERCEIVED COST OF KNOWLEDGE SHARING

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ABSTRACT

This research work examines the impact of organizational climate on performance and considering affective commitment, knowledge sharing practices (KSPS) and perceived cost of knowledge sharing (KScost) as potential mediators by recognizing the need and importance of knowledge sharing among pharmaceutics to enhance their ability to perform best at workplace. Data collection is carried through convenient sampling from pharmaceutics through survey questionnaire from (Lahore and Karachi) two big cities of Pakistan. Confirmatory factor analysis is applied to test the reliability and validity of the constructs and the outcomes confirm the establishment of both internal reliability and validity. Sample size consists of 350 pharmaceutics. The outcomes of this paper reveal that organizational climate significantly and positively impact the performance. The results indicate that affective commitment, KScost and KSPS intervene the link between organizational commitment and organizational performance.

1. INTRODUCTION

Knowledge has been referred to as the most imperative resource for the business (Hafeez, Alghatas, Foroudi, Nguyen, and Gupta, 2019; Omotayo, 2015). Knowledge is critical to attain competitive edge (Hislop, Bosua, and Helms, 2018; Geisler, and Wickramasinghe, 2015) which consequently, positively impacts organizational performance (Masa'deh, Obeidat, and Tarhini, 2016), therefore this area has received the interest of most of the authors and policy makers. In this era of globalization, economies are shifting towards knowledge based where organizational climate play important role in enhancing KSPS which tends to influence the organizational performance (Argote et al., 2000; Bock et al., 2005; Chen et al., 2010), therefore, researchers and practitioners are focusing more on promoting such organizational climate which may foster knowledge sharing among employees that significantly impact performance of the organization (Wang et al., 2014). Knowledge workers are competent, highly talented and possess up to date knowledge. Though, a firm's ability to perform well is dependent on its capability to make valuable utilization of knowledge assets so that knowledge based competencies may be developed and leveraged to get best organizational performance and sustained competitive edge in today's tough competition (Hsu, 2008; Chakravarthy, 2003).

Prior researchers conclude that in this era of cut throat competition, knowledge resources provide sustainable competitive positioning to organization. Moreover, researchers believe that capacity of organization to perform well depends on the organizational climate which fosters knowledge sharing within and across the departments (Jain, Sandhu, and Goh, 2015). Organizational climate is significant in nurturing the KSPS among knowledge workers has gained attention of the practitioners and researchers (Ismail et al., 2007). The extent of literature indicates that organizational climate (Llopis, and Foss, 2016) significantly impacts knowledge sharing, and organizational performance. In recent times, organizational research identifies climate of the organization as strong enabler of knowledge sharing (Nonaka et al., 1995; Shahzad et al., 2016).The ability and capacity of organization to generate, broadcast and leverage knowledge depends on the shared beliefs and values of the firm which shapes organizational climate, and knowledge sharing behaviors of the individuals in the firm (Lau et al., 2004).

Knowledge based view (RBV) suggests that vital way of production is through intangible assets of the firm. Due to this reason, knowledge based view emphasizes the best utilization of human capital e.g. skills of the employees, their knowledge, attitudes, competences and their motivation and commitment levels while carrying assigned for the growth and betterment of the organization (Crook et al., 2011). When workers are more affiliated, encouraged and

committed towards their profession, they are more inclined to do for the advancement of the organization by sharing their useful experiences i.e. knowledge with other members and management of the organization which resultantly leads towards best utilization of the knowledge resource and superior organizational performance.

Prior researches evidence that affective commitment (AfeC) is significantly and positively linked with knowledge sharing practices within the organization (Camelo et al., 2011; Hislop, 2003; van et al., 2004), as when employees possess positive emotions towards the organization, they are more inclined to share their experiences, skills, competencies and are more motivated to share with their colleagues (Becker et al., 2003). Regardless of the emergent literature (Vrontis, Thrassou, Santoro, and Papa, 2017; Chen and Fong, 2015), somewhat little research has paying attention on the path that associates organizational climate, affective commitment (AfeC), knowledge sharing practices, KScost and performance. This causes difficulty to understand and look into the association between organizational climate and knowledge KSPS and performance as well as mediating factors. Whereas, it is hard to confine and codify the tacit knowledge found in the heads of human capital and consequently management of knowledge possessed by human capital is problematic.

Knowledge management is basically the creation, provision and support to suitable knowledge environment within an organization which enables the knowledge workers to not only utilize but also share and create novice knowledge for the betterment of the organization. This study attempts to add value not only by extending the literature on the association among organizational climate, KScost, knowledge sharing practices, AfeC and organizational performance but also provide practical implications for the organizations in gaining competitive edge in this period of tough rivalry. Vitality of pharmaceutical industry has been extensively recognized globally due to its valuable role in the economic growth, employment and health improvement (Morrow, Worku and Mathibe-Neke, 2019). Recognizing the vitality of pharmaceutical sector, the research work is carried at pharmaceutical firms in Pakistan; indicate the significance of knowledge sharing in these firms. Subsequently, the focus of current research work is to generate a model for pharmaceutical firms that will enhance the organizational performance and build up the link between the various determinants of performance. Existing body of research on pharmaceutical sector in the setting of developing country such as Pakistan is scarce. This work is carried to bridge the identified gap on this area.

2. LITERATURE REVIEW

2.1 Organizational climate, KSPS and organizational Performance

Knowledge sharing practices benefits both the individuals and organization (Davenport et al., 1998). The optimistic tie between KSPS and organizational performance leads towards the way of competitive advantage (Schulz and Jobe, 2001), therefore, it is argued that if individuals are facilitated with the positive organizational climate, they become more committed as well as perceive less costs associated with knowledge sharing and try their best in sharing their useful knowledge with others and resultantly puts the organization on the way of success by increasing levels of organizational performance. Knowledge sharing is conceptualized as the information sharing by individuals of the organization with each-other while carrying assigned organizational tasks (Mesmer-Magnus and De Church, 2009). When employees perceive higher levels of costs connected with sharing of their knowledge with other individuals, they hesitate in sharing knowledge. Due to this perception of cost of knowledge sharing, individuals keep their knowledge inside their minds and this hinders the way of organizational success as if employees hesitate in sharing their knowledge, this may result bad performance of individuals while carrying assigned jobs (Gibson and Gibbs, 2006). However, to foster this reduced flow of information among individuals, this study argues to provide favorable positive organizational climate to internal customers. Positive organizational climate makes employees more committed towards organization, reduces costs associated with KSPS, and fosters KSPS among employee and increases organizational performance (Li, Zhang, Zhang, and Zhou, 2017; Henttonen, Kianto, and Ritala, 2016; Cavaliere, Lombardi, and Giustiniano, 2015).

Knowledge sharing practices have been classified as tacit and explicit knowledge (Chugh, 2015). KBV suggests that both categories of knowledge sharing practices enable organizations to attain and uphold competitive edge (Argote and Ingram, 2000). Explicit knowledge is found in the form of documents, manuals, easily articulated and easily storable (Junnarkar et al., 1997). Tacit knowledge is submerged in the brains of the employees in the form of experiences which is hard to share Polanyi, 1966; Chiuet al., 2006). Subsequently, both forms of knowledge sharing assists in integrating the dispersed knowledge in fostering the creativity, best utilization of skills and competencies that yields best overall performance. Both forms of knowledge sharing are very crucial internal assets of the firm (Grant's., 1996). KSPS are carried by using the experiences and knowledge found in the minds of the workers (Markus, 2001).

2.2 Organization climate, KScost and organizational performance

Organization theory suggests that organizational factors affectively impacts knowledge sharing behaviors of the employees (Alavi et al., 1999). Organization factors consist on organizational culture and climate (Huyghe, and Knockaert, 2015). Organizational climate is easy to change as compared to culture because features of organizational culture are sequential (McMurray et al., 2003). Organizational climate consists on the elements; those are affiliation, fairness and innovations (DeLong et al., 2000). Only some of the research work considered the impact of affiliation, fairness and innovativeness on knowledge sharing and organizational performance where KScost, AfeC and knowledge sharing practices play mediating role among these constructs.

The reasons for reduced knowledge sharing among individuals have been discussed in social dilemma theory. Employees are more self-serving because self-preservation is found naturally among their nature, particularly when individuals perceive higher levels of cost connected with knowledge sharing and in this way this social dilemma takes place whether to share or hide knowledge from other organizational members involved in carrying assigned duties. In this way, two scenarios take place whether to put time and effort for increased knowledge sharing or avoiding sharing of experiences (Barachini, 2009). This depends on the employees, who option they avail whether to transfer or hide knowledge, expertise and skills with other ones. However, through favorable and positive organizational climate, knowledge sharing practices may be enhanced. If individuals are informed about the benefits of sharing knowledge with other individuals, they may perceive less costs of knowledge sharing. These benefits may have built good reputation of sharer and creates influence of sharer on other members of the organization. In this way knowledge workers may realize that their perception regarding costs associated with sharing of knowledge are less than the benefits connected with knowledge sharing, they share their knowledge and expertise.

2.3 Organizational climate, Affective commitment and organizational performance

Affective commitment assists in mitigating the knowledge sharing among individuals and is positively linked with the performance as well (Hashim et al., 2015). Affective commitment is useful in fostering knowledge sharing practices among employees that yields superior performance (Allen et al., 1990; Meyer et al., 1991). In this paper, AfeC is considered as an arbitrator between organizational climate and knowledge sharing practices that results increased overall performance in the attainment of organizational goals (Camelo-Ordaz et al., 2011). Affective commitment persuades the individuals to put their best potential in carrying assigned tasks as well as to do much more than the required limits during the completion of works (Choi, 2006) for a longer period of time (Steenbergen and Ellemers, 2009) for the best organizational performance. Organizational commitment is one of the most crucial predictor of organizational outcomes including organizational performance. Particularly, AfeC is referred to as an important element in fostering favorable and positive attitudes of individuals for the success and betterment of the organization (Lee, 2005). Individuals stay in an organization only if they are enthusiastic to be part of the firm (Meyer and Allen, 1997). For emerging knowledge intensive firms and knowledge economy, AfeC is vital in the generation, utilization and knowledge retention within the organization (). However, if employees leave, loss of knowledge takes place (Hislop, 2003). AfeC assists in the reduction of KScost. The attachment and involvement of individuals towards organization assists in attaining organizational success (Becker and Kernan, 2003). This study argues that if individuals are provided positive and favorable organizational climate, they are more likely to perceive less costs associated with knowledge sharing and are more committed towards organization as a whole as well as sharing their knowledge with other members for the completion of assigned duties.

2.4 Theoretical Framework

2.4.1 A social dilemma viewpoint on knowledge sharing

It is referred to as a state in which "individual rationality leads to collective irrationality" (Kollock 1998). In such condition, employees try to get the most out of their own benefits and this leads them towards refraining themselves from contributing and results collective damage. From the perspective of knowledge sharing, a social dilemma may occur when organizational interest conflict with individual interests of the workers. While individuals' personal insights are shared with other co-workers in a state like social dilemma, this may cause costs for other workers due to which two types of dilemmas may take place either good public dilemma or vice versa (Cabrera and Cabrera 2002). While keeping in view the organizational perspective, it is beneficial for the organization when individuals become ready to transfer knowledge, whereas, on the other hand, from the perspective of employees, to remain important for the organization, it is better to hoard knowledge and maintain the power over others by choosing not to share their knowledge with other members of the organization so that the risk of getting fired may be minimized (Casimir et al. 2012).

The workers who refrain themselves from sharing knowledge with others are referred to as defecting or free riders as they ride free of cost others' contribution in the achievement of organizational goals. The social dilemma perspective argues that individuals have two choices during knowledge sharing takes place i.e. co-operation strategy or defection strategy. When individuals want to transfer knowledge and willingly make contribution to public good repository. Whereas when individuals choose to be free riders and expect other workers to produce public good repository (Wilkesmann et al. 2009). This study is focusing on social dilemma theory, to examine how to handle this social dilemma to foster knowledge sharing among colleagues. Many of the ways to handle knowledge sharing dilemma has been suggested by Cabrera et al., (2002) including increment in the contribution efficacy and group identity along with personal responsibility however this study suggests to provide individuals such favorable organizational climate that makes employees more committed towards their assigned tasks that consequently lowers down the costs associated with transmit of knowledge and foster KSPS among individuals for the achievement of organizational goals and resultantly best organizational performance.

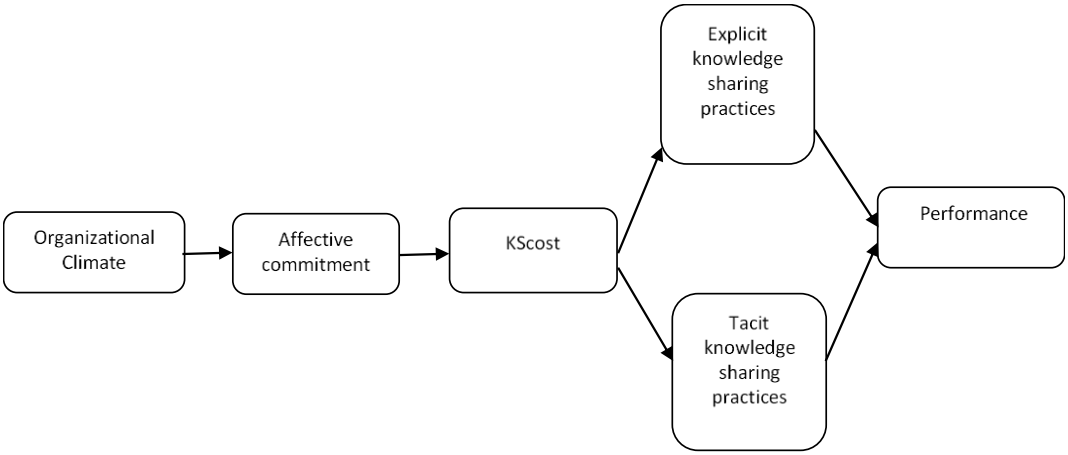

Fig. 1. Research Model of the study

Following hypotheses have been generated to test the model empirically,

H_1: *Organizational climate and organizational performance are positively associated*

H_2: *AfeC arbitrate the link between organizational climate and KScost*

H_3: *KScost mediates the link between affective commitment and ExKP*

H_4: *KScost mediates the connection between affective commitment and TaKSP*

H_5: *ExPKS arbitrates the link between KScost and organizational performance*

H_6: *TaKSP arbitrates the connection between KScost and organizational performance*

3. RESEARCH METHODOLOGY

3.1 Data Collection

Data I collected through survey questionnaire. Sampling units are pharmaceutics. Data is collected from Lahore and Karachi, Pakistan. Data collection is conducted through convenient sampling. Pharmaceutical industry is knowledge intensive industry of Pakistan. So, to be competent, innovative and maintaining competitive edge, this industry needs intensive knowledge sharing among its employee. Knowledge sharing practices also add value in human capital efficiency of knowledge workers. 500 survey instruments were distributed, out of which 395 were obtained. Due to incomplete responses, some of the questionnaires were discarded and rest of 350 was considered for analysis.

3.2 Instrumentation

The measurement items of the survey instrument were adapted from the previous research studies to make sure the internal consistency and validity of the instrument. This study adapts four items of affiliation, three items of fairness and seven items of innovativeness from the work of (Bock et al., 2005). Five items of affective commitment were gained from scale developed by Meyer and Allen (1997) The knowledge sharing practices were adapted from

the work of Wang et al. (2014), Wang and Wang (2012) using 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree.

4. FINDINGS OF THE STUDY

4.1 Measurement Model

The outcomes indicate that the data is reliable as the Cr values are more than .70. The mean values and standardized value range from 3.00 to 3.02 and 1.22 to 1.32 respectively. The values of principal component analysis are higher than .60, and significant. The items of the constructs are valid with each other as the results establish convergent validity. The outcomes of CFA confirm the fitness of the model of this study.

Table 1. Mean, Standard deviation and reliability of the constructs

Variables	statements	Mean	S.D	Loading Items	Cronbach alpha's	AVE
Fairness	Fai1	3.00	1.30	.92	.919	.928
	Fai2			.93		
	Fai3			.92		
Innovativeness	in1	3.00	1.27	.88	.954	.901
	in2			.89		
	in3			.91		
	in4			.88		
	in5			.91		
	in6			.90		
Affiliation	afi1	3.02	1.26	.89	.917	.894
	afi2			.89		
	afi3			.91		
	afi4			.87		
Explicit Knowledge sharing practices	ExKSP1	3.01	1.32	.94	.967	.939
	ExKSP2			.95		
	ExKSP3			.94		
	ExKSP4			.93		
	ExKSP5			.93		
Tacit Knowledge sharing practices	TaKSP1	3.01	1.27	.88	.942	.901
	TaKSP2			.93		
	TaKSP3			.91		
	TaKSP4			.90		
	TaKSP5			.86		
Perceived cost of knowledge sharing	item1	3.00	1.29	.90	.963	.918
	item2			.91		
	item3			.93		
	item4			.91		
	item5			.91		
	item6			.92		
Operational excellence	OPE1	3.007	1.27	.88	.884	.905
	OPE2	3		.91		
	OPE3			.91		
Customer leadership	Cle1	3.01	1.29	.89	.905	.917
	Cle2			.92		
	Cle3			.92		
Financial Achievement	Fin1	3.00	1.22	.89	.891	.868
	Fin2			.90		
	Fin3			.88		
	Fin4			.78		
Affective commitment	AfeC1	3.01	1.23	.89	.925	.877
	AfeC2			.88		
	AfeC3			.88		
	AfeC4			.87		
	AfeC5			.84		

Table 2 is presenting the outcomes of inter-correlations among the variables of this study. The diagonal values are values of square root of average variance extraction. These values are more than values of correlation so discriminant validity is confirmed.

Table 2. Correlations and Dicriminant Validity

Constructs	Affiliation	Fairness	Innovati-veness	EKSP	TKSP	Afc	Pcoks	Oe	Cl	Fa
Affiliation	0.94									
Fairness	.681**	0.96								
Innovativeness	.688**	.880**	0.94							
ExKSP	.498**	.492**	.537**	0.96						
TaKSP	.504**	.499**	.518**	.835**	0.94					
AfeC	.524**	.464**	.437**	.514**	.427**	0.93				
KScost	.083**	.211**	.238**	-.115**	-.152**	.100**	0.95			
OPE	.475**	.433**	.463**	.757**	.473**	-.103**	.778**	0.95		
Cle	.476**	.452**	.458**	.741**	.765**	.413**	-.132**	.778**	0.95	
Fin	.455**	.463**	.470**	.793**	.759**	.494**	-.101**	.673**	.715**	0.93

The model fitness of this study is examined through confirmatory factor analysis. The outcomes are shown in the table below. The outcomes show that the model is good fit. The outcomes show that values are as follows, X2/df = 3.391, GFI = .860, RMSEA = 0.056, PGFI = 0.718, PNFI = 0.811, NFI = 0.828, AGFI = 0.832, CFI= 0.848. Appendix 1 presents the diagram of CFA of current research.

Table 3. Outcomes of CFA for model fitness

Fit Indices	Values
Absolute Fit Measures	
$\chi 2$/df	3.391
GFI	0.860
RMSEA	0.056
Incremental Fit Measures	
NFI	.828
AGFI	.832
CFI	.848
Parsimonious Fit Measures	
PGFI	0.718
PNFI	0.811

4.2 Measurement Model

Sequential mediation through Amos has been used in this study. The outcomes of structural model show the link between variables of this research work. Hypothesis 2 shows, that AfeC fully mediate the link between organizational climate and KScost. The results indicate that tacit and explicit knowledge sharing practices partially arbitrate the link.

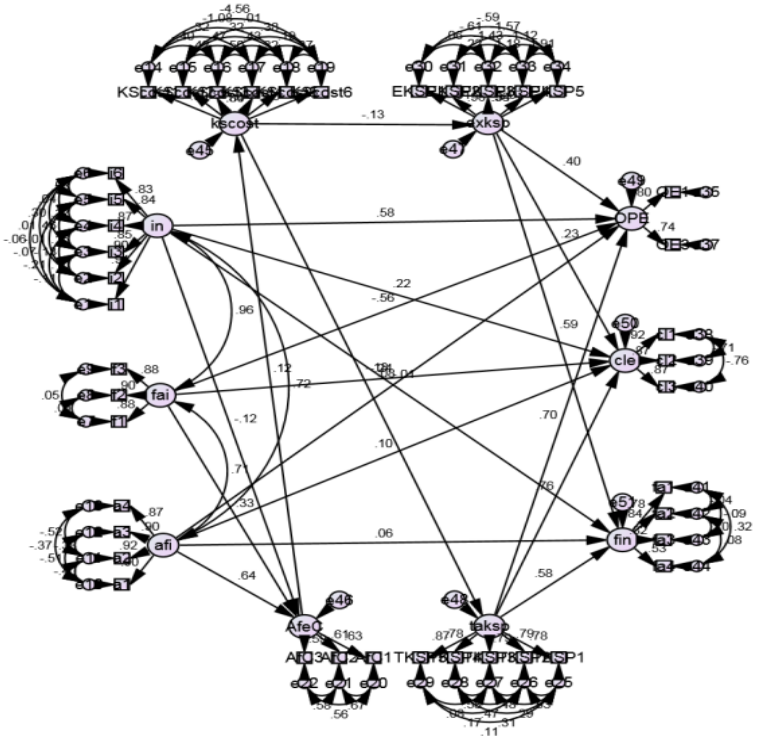

Fig. 2. Structural Equation Model

Legends
afi=Affiliation
in=Innovativeness
Fai=Fairness
AfeC=Affective Commitment
OPE=Operational excellence
Cle=customer leadership
Fin=financial achievement

4.3 Mediation Analysis

Mediation is examined by considering Baron and Kenny (1986) typology. SPSS 21.0 and Amos graphics 21.0 is used for the investigation of fitness of the model. 1st the effect of independent on dependent is examined. Secondly, effect is examined through mediators.

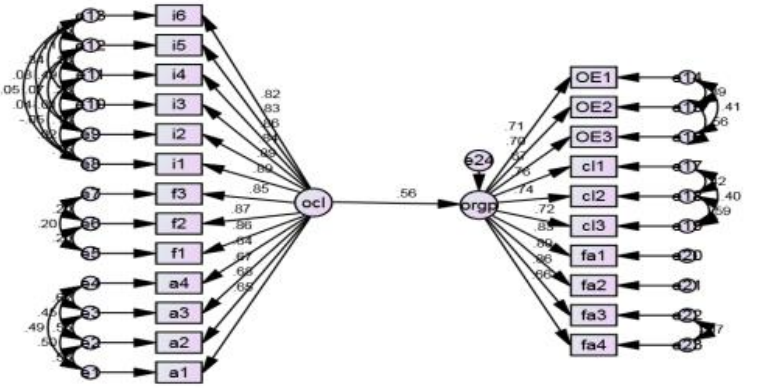

Fig. 3. Effect of Organizational Climate on Performance

Table 4 presents the association between organizational climate and performance of the organization. The outcomes indicate the link between organizational climate and performance. The link is significant at 0.001. The outcomes confirm H1. Organizational climate is positively associated with performance.

Table 4. Direct Effect

Path relationship	Estimate	S.E.	C.R.	P	Result
Orgp ← Ocl	.563	.049	12.536	0.001	Significant

Table 5 is highlighting the results of intervening variables i.e. AfeC, KScost, TaKSP AND ExKSP. Sequential mediation through Amos has been considered to examine the intervening role of constructs between organizational climate and performance. The outcomes show significant influence of AfeC, KScot on both types of knowledge sharing and performance. The outcomes also confirm partial and full mediation of the considered mediators. The result of the link between organizational climate and KScost is fully intervened by AfeC as the results are insignificant. Hence, Hypothesis 2 has been supported by the outcomes of the study that AfeC arbitrates the association between organizational climate and KScost. The fallouts of the association among KSPS (TaKSP and ExKSP) and organizational performance is significant so these mediators partially mediate the relationship.

Table 5. Values of Path Coefficients

Path link			Estimate	S.E.	C.R.	P	Outcome
AfeC	<---	In	-.080	.171	-.467	.640	Insignificant
AfeC	<---	Fai	.239	.176	1.354	.176	Insignificant
AfeC	<---	Afi	.443	.056	7.955	0.007	Insignificant
Kscost	<---	AfeC	.188	.068	2.772	0.006	Insignificant
Taksp	<---	Kscost	-.139	.032	-4.323	0.001	Significant
Exksp	<---	Kscost	-.120	.033	-3.612	0.001	Significant
OPE	<---	Exksp	.301	.024	12.350	0.001	Significant
Cle	<---	Exksp	.200	.021	9.349	0.001	Significant
Fin	<---	Exksp	.433	.024	17.729	0.001	Significant
OPE	<---	Taksp	.622	.037	16.699	0.001	Significant
Cle	<---	Taksp	.793	.040	19.884	0.001	Significant
Fin	<---	Taksp	.495	.032	15.614	0.001	Significant
OPE	<---	In	.441	.149	2.955	.007	Insignificant
Cle	<---	In	.196	.119	1.641	.101	Insignificant
Fin	<---	In	-.004	.028	-.154	.878	Insignificant
OPE	<---	Fai	-.442	.154	-2.876	.006	Insignificant
Cle	<---	Afi	.094	.032	2.915	.006	Insignificant
Fin	<---	Afi	.043	.028	1.577	.115	Insignificant
Cle	<---	Fai	-.218	.123	-1.776	.076	Insignificant
OPE	<---	Afi	.058	.036	1.625	.104	Insignificant

Further the organizational climate's impact on organizational performance turns insignificant in the existence of mediators so these mediators fully intervenes the relationship as a whole however, when this relationship is measured sequentially in Amos, then the results indicate that affective commitment and KScost fully arbitrate the association whereas knowledge sharing practices partially mediate the relationship at ($p < 0.01$).

5. DISCUSSION AND CONCLUSION

Current research work tested the structural model that organizational climate influences performance where, KScost, knowledge sharing practices and AfeC act as intervening variables. The outcomes show that organizational

climate influences performance. The outcomes of the research work hypothesize that when knowledge workers are robustly associated, there are more chances of trusting each other, become extremely dedicated and loyal with their firm, they recognize lowered costs associated with KSPS and resultantly, actively participate in the procedure of sharing knowledge and personal experiences. Along with this if they are treated fairly, they become more committed towards carrying assigned tasks and less KScost. This perception of fewer costs associated with knowledge sharing fosters knowledge sharing among members of the organization. In this way, knowledge is shared with all of the concerned individuals and they utilize this knowledge to achieve competitiveness over other organizations competing in the market. When employees are more committed, they share their expertise, knowledge and experience with colleagues, that not only benefits the employees but also increases overall organizational performance and puts the organization on the way of success and helps in the attainment and sustainability of competitive advantage.

Organizational climate and knowledge sharing strongly correlate that consequently improves the performance (Cheng et al., 2008). However, employees hesitate in knowledge sharing with colleges due to high perceived costs of KSPS (Cleveland et al., 2015). Van et al., (2004) termed this receiving and giving of knowledge as a process of knowledge donation and knowledge collection. As knowledge is found in the heads of human capital (Sveiby et al., 2002) so the key for knowledge sharing process is the interaction among individuals within the organization. Organizational climate become instrumental to promote and foster knowledge sharing practices among knowledge workers by promoting collaboration (López et al., 2011). The outcomes of the study indicate the optimistic and noteworthy effect of organizational climate on organizational performance where affective commitment, KScost and knowledge sharing practices significantly arbitrate the connection.

5.1 Conclusion

Present research work seeks to scrutinize of effect of organizational climate on performance and AfeC, KScost and KSPS as intervening constructs. The findings of current research wrap up that organizational climate and knowledge sharing practices are positively associated. Further findings of current research show that affective commitment and KScost are crucial in enhance knowledge sharing practices among the workers within the organization. Present research wraps up that pharmaceutics require better organizational climate for valuable flow of knowledge. The more connected employees, how higher levels of commitment towards organization and do not hesitate in sharing experiences and knowledge. Resultantly, they signal care for higher levels of overall organizational success, performance and development. This study concludes that if individuals are facilitated with favorable organizational climate, they become more associated with each other, more dedicated towards assigned jobs, recognize less costs connected with sharing of knowledge among other employees and whole heartedly share the knowledge that is embedded in their minds, their experiences and expertise with other individuals and in this way they may yield best performance and consequently best organizational performance that puts the organization on the way of success and sustainable competitive edge.

5.2 Implication and Future recommendations

Present research has given hypothetical and decision-making suggestions to add value in the concerned literature on the effect of organizational factors like organizational climate and commitment on knowledge sharing behavior. From realistic perspective, current research suggests that managers must be able to maintain such organizational climate that fosters dedication, loyalty, less fright of losing knowledge holding or possession while transferring from one individual to another while completing assigned tasks. Further research studies may also include other organizational factors, individual factors as well as technological factors to empirically test how knowledge sharing may be fostered by lowering down the KScost among organizational workers and in this way favorable organizational climate may be promoted in the organization. Further studies may also consider other dimensions of organizational commitment to empirically test this model.

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Appendix 1

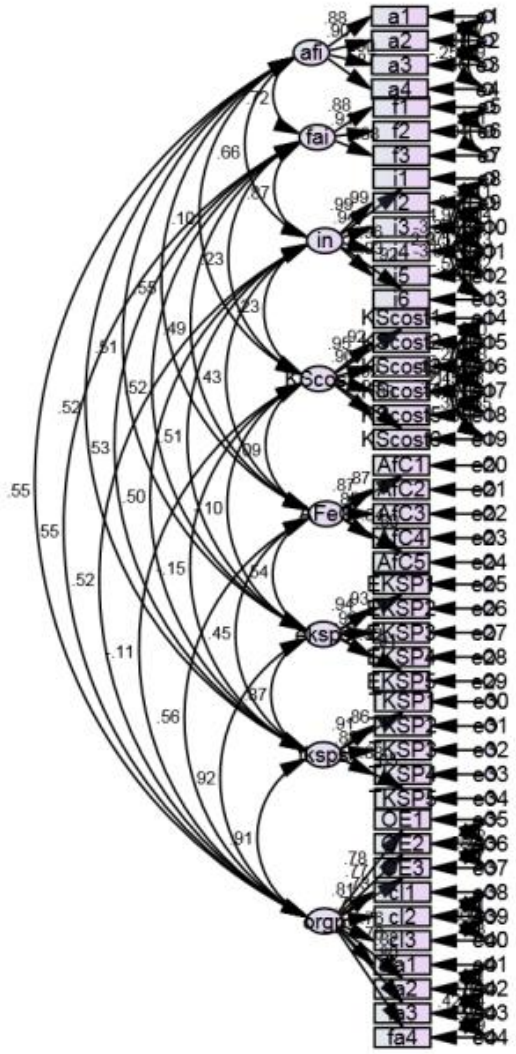

Fig. 4. CFA of the study