



How can organizational social capital contribute to commitment profiles: evidence from Pakistani financial firms

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Abstract. *Purpose.* This study aims to extend the knowledge on the relationship between organizational social capital (OSC), characterized by information sharing, trust, and shared vision within the company and organizational commitment, by testing the impact OSC on OC constructed as a series of latent profiles. *Methodology.* The data were collected from 585 employees working for two Pakistani financial services firms regulated by the Pakistani State Central Bank and analyzed via confirmatory factor analysis, latent profile analysis and multinomial logistic regression. *Findings.* Results revealed six latent profiles of organizational commitment among staff members. Weakly committed employees were mostly those whose careers plateaued. Highly committed workers were divided into two groups, lack of job alternatives serving as a dissimilarity indicator. OSC affects the development of commitment profiles in different ways. Information sharing and shared vision in the firm positively predict membership in more desirable commitment profiles, while trust is critical only for moderately and highly committed employees. *Implications for practice.* The study provides empirical evidence concerning how managers can foster desirable commitment profiles through the development of OSC dimensions in non-Western organizational settings. *Value of the results.* This study extends social capital theory and its cross-cultural studies by demonstrating new relationships between commitment profiles and the dimensions of OSC. The findings highlight the importance of separating continuance commitment into high sacrifices and the perceived lack of job alternatives in developing countries.

Keywords: organizational commitment, organizational social capital, financial firms, Pakistan, latent profile analysis.

Introduction

The fast-changing business environment coupled with the long-lasting economic and social blow of the pandemic led leaders to explore effective and efficient ways in order to go through these

challenges and sustain their business. In such a volatile business world, it is critical to develop organizational commitment, which has been linked to different beneficial outcomes, such as low turnover intentions, reduced absenteeism, higher job satisfaction, and better in-role and extra-role performance (Meyer, Morin, 2016; Wasti et al., 2016; Woods et al., 2012). Moreover, this phenomenon is likely to be one of the most critical factors involved in employees' support for implementing innovation in the workplace or readiness for transformation (Herscovitch, Meyer, 2002). As the number of change-related initiatives that can be implemented in the next five or ten years is difficult to predict, especially considering the social crisis due to the pandemic, companies have to be apprised of how to explore commitment to the firm among staff members for further development.

Organizational commitment (OC) can be broadly defined as "a psychological state that binds the individual to the organization" (Allen, Meyer, 1990). More specifically, this concept is accompanied by different mindsets (e.g., emotional attachment, sense of being locked in, belief in and acceptance of goals) that give direction to behavior (Meyer, Herscovitch, 2001). Most research on OC applied a variable-centered approach that emphasizes relationships between these individual commitment mindsets and various drivers or job-related consequences, such as internal branding, trust, satisfaction, well-being, etc. (Allen, 2016; Binu Raj, 2021; Taing et al., 2011) using Statistical Package for Social Sciences (SPSS). Additionally, scholars and practitioners have focused on person-centered analytic techniques that group employees with homogeneous OC types into the same profile (Kam et al., 2016; Meyer et al., 2019; Stanley et al., 2013). In this case, employees with similar patterns of commitment mindsets differ qualitatively (profile shape) and quantitatively (profile level) from the composition observed in other groups (Marsh et al., 2009). Thus, creating empirically rooted typologies is valuable for managers, as much can be learned to discover more about workers' reactions to the workplace and, based on these findings, a strategy can be developed to foster and maintain desirable profiles that influence work behavior (Kam et al., 2016). Yet, there is a scarcity of literature exploring commitment profiles in non-Western organizational settings (Meyer, Morin, 2016). As such, the first objective of this study was to identify latent commitment profiles among employees of Pakistani financial firms.

Previous researchers have indicated that social context meaningfully affects employee attachments to the company (Alikhani et al., 2014; Watson, Papamarcos, 2002; Yen et al., 2014). Not surprisingly, organizational social capital (OSC), defined as societal and psychological resources that manifest themselves in a myriad of positive internal and external bonds between staff members and external stakeholders, partners, and colleagues (Ben Hador, 2017; Pochebut et al., 2018), becomes a competitive advantage in the current volatile business environment. It contributes to overcoming organizational changes, resolving conflicts, facilitating innovations, transferring knowledge, and reducing transaction costs without compromising performance (Andrews, 2010; Cao et al., 2016; Nahapiet, Ghoshal, 1998). Moreover, previous empirical studies found that the different dimensions of OSC, as characterized by communication, trust, and perceptions of normative structures, have significant direct or moderate indirect effects on OC in different sectors of both Eastern and Western countries (Alikhani et al., 2014; Nambudiri, 2012; Watson, Papamarcos, 2002). So far, no explicit testing of OSC on OC constructed as a series of profiles has been done through utilizing person-centered techniques, especially in non-Western financial settings. In other words, how OSC dimensions can predict membership in the commitment profiles. Therefore, the second objective was to examine the role of OSC dimensions in the formation of commitment profiles for a developing country.

As such, to fill both gaps, the following research questions can be formulated:

RQ1. *To what extent will commitment profiles distinguish employees of financial firms in a developing country?*

RQ2. *To what extent will OSC dimensions predict membership in the commitment profiles in financial firms of a developing country?*

In fact, OC navigates employee behavior in introducing innovations, reaching organizational resilience, and implementing change. Thus, identifying commitment profiles among employees of financial firms and linking them with OSC dimensions can give company management and human resource practitioners insight into how to secure OC among staff members by using the peculiarities of the in-house social environment. Drawing on commitment theory, we adopt the person-centered and variable-centered analyses to understand how affective, normative, and continuance (high sacrifices and perceived lack of job alternatives) dimensions of OC shape employees' mindsets under non-Western organizational settings.

Pakistani context

Despite the unique cultural values and a global geostrategic position, which is the gateway to central Asia, Russia, the Middle East, and bordering China and India, Pakistan has been mostly ignored in management research (Budhwar, Debrah, 2013). Being the sixth globally populous country with around 60% population under the age of 25, Pakistan presents a compelling case for studying OC, especially for young employees (Asrar-ul-Haq, 2015). With an amalgam of religion, Indian origins, British colonialism, and American influences (Khilji, 2002, p. 238), the Pakistani culture is characterized as distinct and unique from economically developed countries (Quratulain et al., 2018). Moreover, the Pakistani context demonstrates a short-term perspective, preference of status-based relationships, and the utmost importance of collective orientation that leads to trust and altruism as an implicit part of all social relations, including employee-employer relationships (Islam, 2004; Quratulain et al., 2018). Therefore, personal bonds frequently prevail over tasks and a power distance culture (Khilji, 2002). Pakistan also provides highly bureaucratic and hierarchical management rooted in the colonial period, which promotes strong and deferential ties between employees and employers (Aycan et al., 2000; Islam, 2004; Quratulain et al., 2018).

In this cultural profile, the employees are expected to exhibit more commitment towards organizations, as both peers and society perceive a low level of affective organizational commitment as unacceptable and disloyal behavior (Khan et al., 2013). However, an uncertain job market with a fourfold rise in the unemployment rate from 2014 to 2020 (Statista, 2021), along with temporary contracts, may weaken employee-employer relationships. For these reasons, the predictive effect of OSC generalizing reciprocity norms can be critical for this context. Thus, such a study may also extend social capital theory and provide a test for the generalizability of the relationship between OSC and OC, in new cultural and economic settings.

Conceptual framework

Organizational commitment: dimensionality and profile research

Commitments are critical for companies as they express a sense of permanence. According to commitment theory, the nature of this phenomenon is various mindsets that bind employees to a target and a course of action relevant to the target, resulting in the multidimensionality of this concept (Meyer et al., 2006; Stanley et al., 2013). More specifically, definitions of commitment are variable pertaining to specific targets (e.g., organization, occupation, supervisor, changes, workgroup) (Meyer, Herscovitch, 2001; Meyer, Morin, 2016). In the case of a company as the target, this concept indicates the extent to which employees identify themselves with the organization through the maintenance of organizational membership, acceptance of company values, and attainment of company goals

(Mowday et al., 1982). Commitment to the company is a global attitude driven by a firm's treatment of its employees (Ellinger et al., 2013, p. 1126) and workers' demographics (Volkova, Chiker, 2020).

As for dimensionality, the three-component model (TCM) developed by N. Allen and J. Meyer (1990), which reflects the multi-dimensional structure of this phenomenon, has become the dominant paradigm for this concept across various countries (Wasti et al., 2016). This model consists of three distinguishable mindsets, or psychological states — desire, obligation to remain, and perceived cost of leaving — all of which have different implications for employee commitment-relevant behavior (Allen, 2016). N. Allen and J. Meyer (1990) labelled these components as affective OC (an employee's emotional attachment to and identification with the organization or the staff), normative OC (whether an employee feels a moral obligation to stay with the firm), and continuance OC (an employee's attitudes toward the cost of leaving the employer). Staff members can have these mindsets simultaneously in different ways (Herscovitch, Meyer, 2002). Thus, the strength of each mindset is gauged and the combination of these measures mirrors the employee's commitment profile (Meyer, Morin, 2016).

As we noted at the outset, the commitment theory was only recently extended by examining the commitment profiles through a person-centered approach. These studies mostly explored the commitment mindset identified by the TCM (Allen, Meyer, 1990) and established that these profiles demonstrated substantial temporal stability, with the number of profile groups fluctuating between three and seven (Fatima, Mascio, 2020; Kam et al., 2016; Meyer, Morin, 2016). J. Meyer and A. Morin discussed the eighteen theoretical profiles of OC on the basis of TCM. These scholars used for this classification the level of elevation for either a high or low average mean across profiles and a weak level of differentiation (scatter) across mindsets (Meyer, Morin, 2016). In published research using the person-centered approach, the six most notable profiles were with the dominance of affective (AC), continuance (CC) or a combination of either affective and normative commitments (AC/NC), or affective and continuance commitments (AC/CC), as well as for high and weakly committed employees (Meyer, Morin, 2016). However, most of these findings were obtained in Western countries, while research in developing economies is limited. Moreover, in all these studies, continuance OC was considered without dividing into two separate dimensions that reflect the situation in the labor market. Thus, it is complicated to make any predictions for this type of OC in developing countries due to an unstable economy and high unemployment rate. So, we assume that the employees in financial firms, operating in the developing countries, demonstrate at least four profiles established in the Western regions that did not have any direct connections with the peculiarities of the local labor market:

H1. The following commitment profiles occur among employees in financial firms: high committed, AC-Dominant, AC/NC-Dominant, weakly committed.

Commitment forms vary depending on the extent to which individuals consider their actions are caused by internal or external factors (Stanley et al., 2013). In this vein, scholars from different countries identified the multi-dimensional nature of continuance OC, which encompasses two mostly externally regulated facets (McGee, Ford, 1987; Meyer et al., 2019; Wasti et al., 2016). The first aspect mirrors the high sacrifices that a person could experience by leaving the current employer (CC:HS), whereas the second component reflects a perceived shortage of job alternatives on the labor market (CC:LA). The latter was found to be weakly or positively associated with turnover intentions (Jaros, Culpepper, 2014; Taing et al., 2011) or absenteeism as a withdrawal behavior (Woods et al., 2012) c. Considering the fourfold rise of the unemployment rate in Pakistan from 2014 to 2020 (Statista, 2021), the lack of alternative employment opportunities can affect OC and, therefore, this facet can dominate in employee mindset in this country context. We might expect that

H2. There is a profile with the dominance of the lack of job alternatives in the labor market.

Organizational commitment under the dimensions of OSC

Social capital is a comprehensive construct that describes benefits from the establishment of various social interactions between individuals and groups. At the heart of this concept is the notion that social capital consists of several components, two elements being in common: (1) network structure and (2) interactions between and among the actors (Coleman, 1988). For enterprises, C. Leana and H. van Buren introduced a construct labeled “organizational social capital” and defined it as “a resource reflecting the character of social relationships within the organization, realized through members’ levels of collective goal orientation and shared trust” (Leana, Van Buren, 1999, p. 540). Therefore, employees with their internal and external social ties are key sources for understanding and developing of this phenomenon under organizational settings. Not surprisingly, B. Ben Hador specified that OSC is an intangible asset of an organization, facilitating interactions between stakeholders and staff members. These ties enable the organization to access various social resources of employees, partners, clients, suppliers, and other third parties (Ben Hador, 2017).

Research shows that organizations as institutional settings can cultivate a high level of internal OSC in these three clusters (also referred to as “dimensions”): *structural*, *cognitive*, and *relational* (Leana, Pil, 2006; Nahapiet, Ghoshal, 1998; Pastoriza, Ariño, 2013). So far, commitments to these dimensions of OSC have been the subject of empirical studies using variable-centered approaches in different organizational settings (Curado, Vieira, 2019; Emhan et al., 2016; Watson, Papamarcos, 2002; Yen et al., 2014).

The structural dimension of OSC (information sharing) reflects the collaboration network among staff members and includes teamwork, informal relationships, and interaction (Emhan et al., 2016). The overall pattern of social contacts between employees can be measured through density, connectivity, and hierarchy (Nahapiet, Ghoshal, 1998), in order to identify whom one can reach and how one can reach them (Burt, 1995). Different types of online and offline workplace communication networks boost organizational performance and knowledge transfer (Cao et al., 2016); hence, financial institutions try to increase the number of connections between peers to increase intra- and intergroup collaboration. However, this effect depends on organizational settings; for instance, only affective and normative commitments were predicted by the structural dimension of OSC in Malaysian and Indonesian universities. In addition, this research established that social connectivity had a negative effect on continuance OC in Malaysian university, and no significant effect was found in Indonesian higher education institutions (Yen et al., 2014).

The relational dimension of OSC (trust) describes the particular relationships — such as respect, trustworthiness, and friendship — all of which cause employees to stay with the company because of their close attachments to their fellow workers (Nahapiet, Ghoshal, 1998). It is not surprising that trust and communication had positive and meaningful effects on affective, continuous, and normative commitments exhibited by employees of an Iranian bank (Alikhani et al., 2014). Similarly, propensity to trust was correlated positively with all three OC components in mid-sized Indian pharmaceutical companies (Nambudiri, 2012). However, interpersonal trust had a positive impact only on affective and normative commitments in small and medium-sized Portuguese enterprises (Curado, Vieira, 2019).

The cognitive dimension of OSC (shared vision) refers to the shared cognition between the parties of social exchange through shared codes, language, and narratives (Nahapie, Ghoshal, 1998). Leana and Pil (2006) operationalized this dimension as a shared vision among organizational members who interact with each other as part of a collective. This cognitive facet provides a basis for building mutual understanding, which results in having collective goals and smooth cooperation (Cao et al., 2016). The shared vision of staff members enhanced OC (Chai et al., 2017). However, in the Malaysian university, collective actions and shared values contributed to higher levels of affective and normative

commitments, while this cognitive dimension of OSC did not affect continuance commitment within the settings of Malaysian and Indonesian universities (Yen et al., 2014).

Therefore, the studies using the variable-centered approach provided evidence on the association between the dimensions of OSC and three components of OC. However, together, these observations suggest that these findings linking dimensions of OSC to components of OC may be to some degree misleading as different organizational settings demonstrated a variety of connections. Thus, employees are likely to perceive the in-house social environment variously, providing more room for analyzing profiles at the individual level. Moreover, commitment profiles can be differentiated between optimal (e.g., fully committed or AC/NC-Dominant) and less desirable (e.g., weakly committed or CC-Dominant) concerning employee behavior and well-being (Meyer, Morin, 2016). Therefore, we might expect:

H3. An increase of the relational, structural, and cognitive dimensions of OSC will positively predict employee membership in a more desirable commitment profile in financial firms.

Methodology

Data collection and sample

The data were drawn from two leading financial services firms regulated by the Pakistani State Central Bank. Having hundreds of branches all over the country, both companies significantly contribute to the country's foreign exchange reserves. The financial industry plays a critical role in Pakistani economic development. However, these organizations have encountered severe challenges due to the regulatory changes introduced by central banks across the world. Nowadays, employees in financial service firms are trying to put into practice both new regulations and the recommendations of international bodies like Financial Action Task Forces (FATF), which advise companies on conducting business in a manner that allows firms to keep up with the latest requirements and standards. Hence, one of the challenges for company leaders is employee adjustment to an ongoing organizational change.

In 2020, employees anonymously and voluntarily filled in paper-based forms. The respondents were explained that there were no right or wrong answers to the questions. All the respondents were sent a reminder two weeks after the distribution of the questionnaire. By the deadline set for data collection, 585 out of 1243 distributed questionnaires had been completed. The overall response rate was 47%. Harman's single-factor test was run to mitigate concerns about common method bias (Podsakoff et al., 2003). For this sample, the total variance extracted by one factor was 45.5 %, being less than 50% of the variance of all the variables, so significant common method bias effects are not a substantial problem for these data.

The demographic characteristics and work-related details are presented in Table 1. Males accounted for 74% of the sample, and the share of females was 26%, resembling the workforce distribution in Pakistan. Regarding job levels, 25.5% of the sample reported holding counter staff (front office) positions, which share corresponds to the front-line officers dealing with customers and proceeding with their transactions. Branch managers, who are responsible for supervising counter staff members, resolving customer complaints, authorizing high-volume transactions, and reaching branch performance indicators, accounted for 56.4% of the sample. Regional managers (17.4% of the sample) usually manage operations of six to ten branches based in specific geographical locations. Top-level managers, who head a major function of the firm, accounted for 0.7% of the sample.

Table 1. Demographic distribution and work-related characteristics

Characteristics	Categories	Frequency	Percentage
Gender	Male	433	74%
	Female	152	26%
Age group	18–24	252	43.1%
	25–30	240	41%
	31–40	38	6.5%
	≥ 41	55	9.4%
Job level	Counter staff	149	25.5%
	Branch Manager	330	56.4%
	Regional Manager	102	17.4%
	Top Manager	4	0.7%
Qualification	Intermediate (A level, Diploma in Commerce/Business, etc.)	56	9.6%
	Graduate	221	37.8%
	Postgraduate	308	52.6%
Organization	1	341	58.29%
	2	244	41.71%

Tools and statistical analysis

The questionnaire, in English, was divided into three sections: demographics, assessment of OC, and internal OSC. Responses to all the assessments were anchored with a seven-point Likert scale (“1” = “strongly disagree” and “7” = “strongly agree”).

The original version of N. Allen and J. Meyer’s TCM scale was used to gauge OC (Allen, Meyer, 1990). In this questionnaire, eight items measured affective OC (e.g., “I enjoy discussing about my organization with people outside it”), exhibiting an acceptable level of reliability (Cronbach’s α coefficient = 0.834). Eight items reflected normative OC (e.g., “I think that people these days move from company to company too often”), reaching a good reliability level (Cronbach’s α coefficient = 0.881). Following S. Jaros and R. A. Culpepper’ recommendations, the scale of continuance OC was split into two sub-scales (Jaros, Culpepper, 2014). In so doing, two items reflected CC:LA (e.g., “One of the few serious consequences of leaving this organization would be the scarcity of available alternatives,” and “I feel that I have very few options to consider leaving this organization”); the six remaining items measured CC:HS (e.g., “Too much in my life would be disrupted if I decided to leave my organization now”) and exhibited the robust reliability coefficient (Cronbach’s α coefficient = 0.821). The validity of these OC dimensions was confirmed by confirmatory factor analysis (CFA) described in the next section.

The dimensions of internal OSC were measured by using a questionnaire adapted by D. Pastoriza and M. A. Ariño (2013). In this study, four-item structural (e.g., “In my organization employees engage in open and honest communication with one another”), six-item relational (e.g., “I can rely on the employees I work with in this organization”), and six-item cognitive (e.g., “Employees enthusiastically pursue collective goals and mission”) dimensions exhibited acceptable levels of reliability (Cronbach’s α coefficients = 0.878; 0.876; 0.863, respectively).

Statistical analysis was performed via Stata/MP software, version 16.1 and the tidy LPA package. *First*, an independent samples *t*-test was run to estimate the differences in the OC and OSC dimensions between the two organizations. *Second*, a latent profile analysis (LPA) was performed to capture the unique commitment profiles of the participants. Besides, previous studies established that this method is an accurate and informative way of describing OC (Meyer et al., 2019; Spurk et al., 2020). Thus, a series of latent profile models was identified by using the tidy LPA package, producing five statistical indicators, namely the Bayesian information criterion (BIC), the Akaike Information

Criterion (AIC), the Consistent AIC (CAIC), log-likelihood, and p -values of the bootstrapped likelihood ratio test (BLRT). These indices were applied to select the final fitting model in which lower values of the BIC, AIC, and CAIC, coupled with higher log-likelihood values, determine an adequate solution (Spurk et al., 2020). The p -values of BLRT show for each k -profile model, adding the k th profile, either significantly improving the model fit or not (Wardenaar, 2021). Moreover, the theoretical meaning and the interpretability of the final number of the profiles were considered (Marsh et al., 2009). We analyzed solutions with up to eight profiles, following C. Kam and others' research (Kam et al., 2016). Finally, multinomial logistic regression was employed to identify the impact of OSC dimensions on profile membership.

Results

Each OC and OSC dimension was explored by using the independent samples t -test to understand differences between the organizations. The mean differences for affective OC ($t(583) = 0.844, p = 0.4$), normative OC ($t(583) = 0.343, p = 0.73$), CC:HS ($t(583) = 0.454, p = 0.65$), CC:LA ($t(583) = 0.588, p = 0.56$), relational OSC ($t(583) = 0.288, p = 0.77$), structural OSC ($t(583) = -0.338, p = 0.74$), and cognitive OSC ($t(583) = 0.884, p = 0.38$) were statistically insignificant. These results provided justification for combining data from both firms for further analysis.

Confirmatory factor analysis

CFA with maximum likelihood estimation was run to test the fit of scales applied for the sample of employees in financial firms. According to the typical interpretation of the goodness-of-fit indices used in CFA, values greater than 0.90 for the comparative fit index (CFI) and the Tucker — Lewis index (TLI) support adequate and excellent fit to the data, while values smaller than 0.08 for the root-mean-square error of approximation (RMSEA) are considered to be indicative of acceptable model fit (Morin et al., 2017). Skewness analysis was performed to evaluate normality of distribution for the variables, which demonstrated the skewness values between -0.68 and -0.14 . The first model was built for OC scale in which latent factors for all four OC dimensions were correlated ($\chi^2(246) = 522.77 (p < 0.01)$; RMSEA = 0.044; CFI = 0.955; TLI = 0.95). In the same way, the second model was performed for the three dimensions of internal OSC ($\chi^2(101) = 331.31 (p < 0.01)$; RMSEA = 0.062; CFI = 0.961; TLI = 0.954). Both models demonstrated appropriate goodness-of-fit indices under CFA. Moreover, this variable-centered technique provided factor scores for latent profile analysis.

Latent profile analysis

LPA was applied to extract profiles based on four OC dimensions. According to A. Morin with colleagues, factor scores retained from confirmatory factor analysis in standardized units ($M = 0, SD = 1$) were utilized as profile indicators (Morin et al., 2017). The fit statistics for the LPA models are displayed in Table 2. In this analysis, both the indicator-variable variances and covariances are estimated. The (co)variances of the indicators are allowed to vary within profiles but are restricted to be equal between profiles. These results suggested using a six-profile solution as the best modelling of the current data. First, the values of AIC, BIC, and CAIC are lower for the six-profile model in comparison with the seven-profile solution. Moreover, the BLRT of 0.009 for the six-profile solution indicates that adding a seventh profile does not improve this index ($p = 1.00$).

Second, substantive interpretability and utility, coupled with classification diagnostics, are also critical for exploring and deciding on the number of profiles to be used. In this case, the six-profile solution is consistent with the previous studies of organizational commitment (Stanley et al., 2013). Taking these considerations together, the theoretical meaning and interpretability of the six-profile solution offered extra justification for discarding the seven-profile model.

Table 2. Fit indexes for LPA

Model	Log likelihood	df	AIC	BIC	CAIC	BLRT
1 profile	-937.40	14	1902.80	1964.00	1978.00	n/a
2 profiles	-853.62	19	1745.25	1828.31	1847.31	0.009
3 profiles	-801.84	24	1651.69	1756.61	1780.61	0.009
4 profiles	-766.84	29	1591.68	1718.46	1747.46	0.009
5 profiles	-743.77	34	1555.55	1704.18	1738.18	0.009
6 profiles	-687.05	39	1452.11	1622.60	1661.60	0.009
7 profiles	-708.23	44	1504.46	1696.81	1740.81	1.00
8 profiles	-684.70	49	1467.39	1681.60	1730.60	0.009

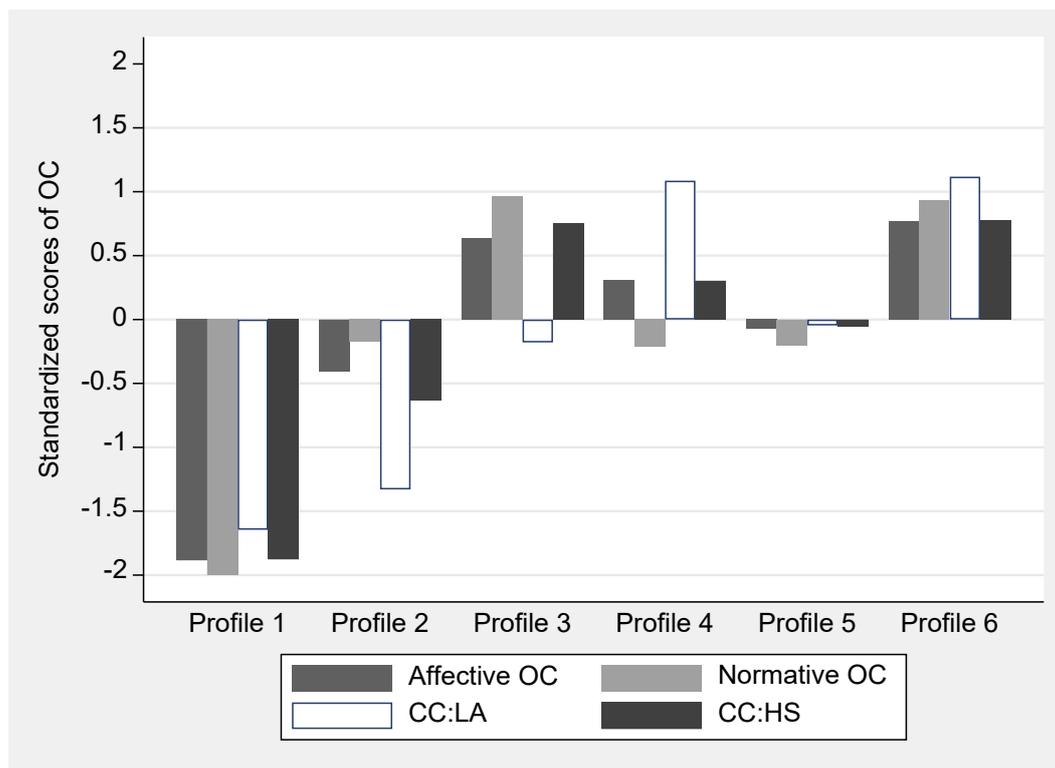
Note: *df* — Number of free parameters; AIC — Akaike's Information Criterion; BIC — Bayesian Information Criterion; CAIC — Consistent AIC; BLRT — the bootstrapped likelihood-ratio test; n/a — Not Applicable.

To enable comparison across studies, we adopted the labeling scheme suggested by J. Meyer and A. Morin (Meyer, Morin, 2016). The remaining six profiles included Profile 1, labeled Weakly committed ($n = 72$; 12.31%); Profile 2, labeled Low AC/NC-Dominant ($n = 57$; 9.74%); Profile 3, labeled High NC-Dominant ($n = 74$; 12.65%); Profile 4, labeled Moderately CC:LA-Dominant ($n = 54$; 9.23%); Profile 5, labeled Moderately committed ($n = 187$; 31.97%); Profile 6, labeled High CC:LA-Dominant ($n = 141$; 24.10%). Table 3 shows raw scores of OC and OSC dimensions for each profile obtained in the present study. Therefore, Hypothesis 1 was partially supported. Despite ample evidence that affective OC is valuable for this cultural context (Khan et al., 2013; Quratulain et al., 2018), AC-Dominant profile did not appear in this sample. However, the profile with the dominance of the lack of job alternatives emerged as much as twice, supporting Hypothesis 2.

Profile 1 included employees with low levels of all OC types and the longest average length of service in the current company ($M = 8.24$, $SD = 4.67$). Thus, this profile is the least preferable for employers. Profile 2 was characterized by the dominance of normative OC ($M = 4.25$, $SD = 0.94$) and affective OC ($M = 3.77$, $SD = 1.01$), which scores were slightly above the mean of the scale used. These workers also understood that alternative employment opportunities existed in the labor market (CC:LA: $M = 1.78$, $SD = 0.71$); they had the shortest organizational tenure ($M = 2.49$, $SD = 1.54$). Profile 3 included staff members with strong normative OC ($M = 6.08$, $SD = 0.53$) and CC:HS ($M = 5.88$, $SD = 0.86$). They also recognized that other workplaces were available in the labor market, as the mean CC:LA value in the group was 4.07 ($SD = 0.41$), which is much lower than the other scores of commitment dimensions in this profile. However, these employees experienced moral obligations towards the employer and did not want to lose the benefits provided by the company. Moreover, affective OC value ($M = 5.45$, $SD = 0.99$) was also well above those of the previous profiles; this result suggested that these workers experienced a reasonably high level of commitment to the firm. Profile 4 was characterized by a high score of CC:LA ($M = 6.58$, $SD = 0.52$), which result indicated that a lack of job alternatives tied these workers to the company. One might conclude that these employees may leave the company if other job opportunities arise. Profile 5, made up of a relatively large subgroup of employees (31.97%), was characterized by small differences in mindset scores. Affective OC ($M = 4.31$, $SD = 0.97$), normative OC ($M = 4.20$, $SD = 0.73$), CC:LA ($M = 4.33$, $SD = 0.67$), and CC:HS ($M = 4.48$, $SD = 1.06$) were well above the average scores of the scale and relatively similar to one another within this profile, which finding suggested that these employees expressed moderate commitment to the firm. In contrast, Profile 6, which accounts for almost a quarter of the employees (24.1%), includes staff members with high mindset scores for all OC dimensions, the highest value for CC:LA ($M = 6.65$, $SD = 0.48$) indicated here. Overall, employees of this subgroup did not appear to see many opportunities for new employment and believed that it would be costly for them to leave their current organization.

Characteristics of commitment profiles

The characteristics of the six commitment profiles are shown in Figure 1. Table 3 illustrates mean values for organizational tenure, four OC dimensions, and three components of OSC, as well as the breakdown by job level and age across these six subgroups. All these characteristics were compared across profiles by using ANOVA or Kruskal-Wallis H-tests for categorical variables. A variable-by-variable comparison analysis was performed by applying Tukey tests for ANOVA results and the Bonferroni adjustment, summarized in Table 3.



Note. The figure is standard score plot. OC — organizational commitment, CC:LA — continuance OC (perceived lack of job alternatives), CC:HS — continuance OC (high sacrifices); Profile 1 — Weakly committed; Profile 2 — Low AC/NC-Dominant; Profile 3 — High NC-Dominant; Profile 4 — Moderately CC:LA-Dominant; Profile 5 — Moderately committed; Profile 6 — High CC:LA-Dominant.

Figure 1. Characteristics of the commitment profiles

As for demographic characteristics, significant differences between the profiles were observed for organizational tenure ($F = 37.51, p < .001$), job level ($\chi^2 = 57.37, p < .001$), and age ($\chi^2 = 69.92, p < .001$). This result suggests that the highest length of service, age, and status in the firm hierarchy characterized Profile 1 employees (weakly committed). Gender did not show any significant differences across the profiles obtained, i.e., the proportion of males and females was comparable in all of the profiles. Overall, despite some significant dissimilarities between Profile 1 and the others, the demographic characteristics in the other five profiles were generally similar to one another.

Regarding OC dimensions, affective ($F = 222.17, p < .001$), normative ($F = 611.16, p < .001$), CC:HS ($F = 268.14, p < .001$), and CC:LA ($F = 1364.17, p < .001$) components were different across the profiles. However, employees corresponding to Profile 3 (High NC-Dominant) and Profile 6 (High CC:LA-Dominant) showed statistical differences only with respect to the CC:LA dimension. Simultaneously, the remaining components of OC were almost at the same high levels for these two subgroups. Thus, Profile 6, comprising 24.1% of the sample, appeared to reflect a perceived shortage of alternative employment on the local labor market. Employees corresponding to Profile 4 (Moderately CC:LA-Dominant), Profile 5 (Moderately committed) and Profile 2 (Low AC/NC-Dominant) demonstrated

similarity with respect to normative OC. Thus, these three subgroups, accounting for 50.94% of the sample, appeared to reflect the importance of a moral obligation to stay with the firm in this organizational context.

As for OSC, relational ($F = 258.7, p < .001$), structural ($F = 207.3, p < .001$), and cognitive ($F = 205.68, p < .001$) components demonstrated statistical differences for employees across all the profiles. However, after running a variable-by-variable comparison analysis, we discovered that the similarity between Profile 6 (High CC:LA-Dominant) and Profile 3 (High NC-Dominant) remained — these employees expressed similar feelings about their shared vision ($-0.06 \pm 0.11, p = 0.99$), information sharing ($-0.07 \pm 0.11, p = 0.98$), and trust ($0.027 \pm 0.1, p = 1$) in the company. Relatedly, employees corresponding to Profile 5 (Moderately committed) and Profile 2 (Low AC/NC-Dominant) showed almost the same level of relational OSC ($0.15 \pm 0.11, p = 0.72$) and cognitive OSC ($0.15 \pm 0.12, p = 0.78$). The resemblance of Profile 2 to either Profile 5 ($-0.001 \pm 0.12, p = 1$) or Profile 4 ($-0.19 \pm 0.15, p = 0.79$) and the similarity of Profile 4 with Profile 5 ($0.19 \pm 0.12, p = 0.61$) was also observed for structural OSC. Thus, the components of OSC may explain the membership in commitment profiles.

Table 3 Characteristics by the commitment profiles

Variable	Profile 1	Profile 2	Profile 3	Profile 4	Profile 5	Profile 6	Variable-by-variable comparison analysis	F / χ^2
	($n = 72$; 12.31%) $M (SD)/\%$	($n = 57$; 9.74%) $M (SD)/\%$	($n = 74$; 12.65%) $M (SD)/\%$	($n = 54$; 9.23%) $M (SD)/\%$	($n = 187$; 31.97%) $M (SD)/\%$	($n = 141$; 24.10%) $M (SD)/\%$		
Organizational tenure	8.24 (4.67)	2.49 (1.54)	3.26 (2.75)	3.57 (3.18)	3.25 (2.64)	3.49 (2.53)	1 > 2=3=4=5=6	37.51
Affective OC	1.37 (.61)	3.77 (1.01)	5.45 (.99)	4.92 (1.04)	4.31 (.97)	5.66 (.98)	1 < 2 < 5 < 4 < 3 = 6	222.17
Normative OC	1.30 (.42)	4.25 (.94)	6.08 (.53)	4.18 (.58)	4.20 (.73)	6.04 (.57)	1 < 4 < = 5 = 2 < 6 = 3	611.94
CC:HS	1.28 (.48)	3.46 (1.41)	5.88 (.86)	5.10 (1.01)	4.48 (1.06)	5.92 (.82)	1 < 2 < 5 < 4 < 3 = 6	268.14
CC:LA	1.15 (.39)	1.78 (.71)	4.07 (.41)	6.58 (.52)	4.33 (.67)	6.65 (.48)	1 < 2 < 3 < 5 < 4 = 6	1364.17
Cognitive OSC	1.57 (.80)	4.01 (.86)	4.88 (.74)	4.64 (.75)	4.16 (.71)	4.82 (.77)	1 < 2 = 5 < 4 = 3 = 6	205.68
Relational OSC	1.55 (.89)	4.11 (.77)	4.95 (.62)	4.71 (.67)	4.26 (.71)	4.98 (.64)	1 < 2 = 5 < 4 = 3 = 6	258.7
Structural OSC	1.50 (.78)	4.32 (1.00)	4.94 (.71)	4.51 (.78)	4.32 (.75)	4.87 (.76)	1 < 2 = 5 = 4 < 6 = 3	207.3
Job level							1 > 2 = 3 = 4 = 5 = 6; 3 > 2	57.37
Counter staff (front office)	12.50%	45.61%	16.22%	27.78%	25.13%	28.37%		
Branch Manager (supervisor)	31.94%	47.37%	66.22%	57.41%	63.64%	57.45%		
Regional Manager	55.56%	7.02%	16.22%	12.96%	1.70%	13.48%		
Top Manager	.00%	.00%	1.35%	1.85%	.53%	.71%		
Age							1 > 2 = 3 = 4 = 5 = 6	69.92
18–24	13.89%	52.63%	43.24%	42.59%	46.52%	49.65%		
25–30	33.33%	42.11%	4.54%	48.15%	44.39%	37.59%		
31–40	4.17%	5.26%	12.16%	3.70%	5.88%	7.09%		
≥ 41	48.61%	.00%	4.05%	5.56%	3.21%	5.67%		

Note. OC — organizational commitment; CC:LA — continuance organizational commitment (lack of job alternatives), CC:HS — continuance organizational commitment (high sacrifices); OSC — organizational social capital. Profile 1 — Weakly committed; Profile 2 — Low AC/NC-Dominant; Profile 3 — High NC-Dominant; Profile 4 — Moderately CC:LA-Dominant; Profile 5 — Moderately committed; Profile 6 — High CC:LA-Dominant. In the variable-by-variable comparison analysis column, figures of 1-6 correspond to commitment profiles; “>” and “<” — greater or smaller significant difference between profiles; the sign of “=” — no significant difference between profiles.

Predicting organizational commitment profile membership by organizational social capital

Multinomial logistic regression analysis was performed to explore how OSC relates to commitment, which was constructed as a series of latent profiles. Table 4 shows the results of these analyses, in which the levels of perceived OSC dimensions were included as predictors of profile membership. The weakly committed profile was selected as the reference profile as this study found it to be the least preferable for employers. To alleviate the interpretation of the odds ratio generated by the multinomial logistic regression, the component of OSC were converted to standardized units before the analysis.

Inspection of Table 4 reveals that trust among coworkers, which reflects relational dimension of OSC, positively predicted the likelihood of being a member of the four profiles relative to the reference (weakly committed) profile, except for low AC/NC-dominant employees. Thus, the relational dimension of OSC is unlikely vital for low-committed workers. Investigation of the odds ratios disclosed that this OSC dimension predicted the likelihood of membership in Profile 6 (15.16) more strongly than in other subgroups, suggesting that a trustworthy atmosphere was critical for those who experienced the perceived lack of job alternatives. Specifically, the odds ratios for membership in moderately committed profile was relatively small (2.73). Still, the odds ratio was twice as high for predicting the moderately CC:LA-dominant profile (7.16) and almost four times as high for predicting high NC-dominant profile (9.44). Thus, the development of trust among coworkers resulted in employees' corresponding to a more desirable profile for moderately and highly committed employees.

Structural and cognitive dimensions of OSC demonstrated similar patterns, significantly predicted the relative likelihood of membership in all five profiles. However, the odds ratio of cognitive dimension was smaller varying from 4.11 to 10.47 in comparison with the 5.05 to 12.33 range of the structural dimension. Thus, the perceived shared vision is less important than information sharing in predicting OC. Relatedly, these dimensions demonstrated the highest odds ratio for Profile 3 (High NC-Dominant), suggesting that an increase in information sharing and perceived shared vision develops a moral obligation among employees. Together, these findings partially support Hypothesis 3 and demonstrate the implications of OSC dimensions for commitment profiles, driving employee behavior and specifying the peculiarities of financial firm context in a developing country.

Table 4. Predicting organizational commitment profile membership by organizational social capital

Predictors	Profile 2 (Low AC/ NC-Dominant)		Profile 3 (High NC-Dominant)		Profile 4 (Moderately CC:LA- Dominant)		Profile 5 (Moderately committed)		Profile 6 (High CC:LA-Dominant)	
	Coefficient	OR	Coefficient	OR	Coefficient	OR	Coefficient	OR	Coefficient	OR
Relational	0.65	1.92	2.25***	9.44***	1.97**	7.16**	1.01*	2.73*	2.72***	15.16***
OSC	(0.55)	(1.05)	(0.61)	(5.79)	(0.60)	(4.30)	(0.49)	(1.33)	(0.56)	(8.45)
Structural	2.18**	8.86**	2.51***	12.33***	1.62*	5.05*	1.91**	6.77**	2.25**	9.51**
OSC	(0.74)	(6.59)	(0.76)	(9.39)	(0.75)	(3.81)	(0.71)	(4.82)	(0.74)	(7.00)
Cognitive	1.41*	4.11*	2.35**	10.47**	2.24**	9.39**	1.61*	4.99*	2.05**	7.78**
OSC	(0.70)	(2.87)	(0.73)	(7.63)	(0.73)	(6.88)	(0.67)	(3.33)	(0.70)	(5.42)

Note. $N = 585$. OSC — organizational social capital; Profile 1 (weakly committed) was the reference profile. OR — odds ratio. Standard errors in parentheses. * — $p < 0.05$, ** — $p < 0.01$, *** — $p < 0.001$.

Discussion and conclusions

While there have been some advancements in understanding how employee attachments that manifest in OC reconcile with OSC, understanding the effect of an individual profile on this

phenomenon has not yet been studied properly. In the current study, we try to shed light on the relationships between OSC and OC by adopting person-centered approaches.

The results suggest that an important extent of heterogeneity can be observed in OC among employees of financial firms, and six commitment profiles can be composed as a result. Consistent with previous commitment profiles studies conducted in Western countries (Kam et al., 2016; Meyer, Morin, 2016), we also found that there were two subgroups with high values in three out of four OC dimensions, but there was one significant difference between them — the attitudes towards CC:LA (perceived shortage of job alternatives). Nearly one in four workers were categorized into the high CC:LA-dominant profile (24.1%), which result suggested that only a lack of job alternatives caused the strong affective, normative, and continuance (namely CC:HS) OCs. Thus, the commitment of these employees is purely externally driven. In fact, the previous research showed no significant impact of internal branding on continuance OC (Binu Raj, 2021). Therefore, an uncertain job market with a high unemployment rate, along with temporary and performance-based contracts, can explain these behavior patterns. However, such a profile is not a general case for developed economies (Stanley et al., 2013). Therefore, the separation of CC:HS and CC:LA within continuance OC is critical for the analysis of commitment profiles in countries with the unstable labor market.

In this organizational context, the weakly committed employees were older than 41 years and comprised 48.61% of this profile. Interestingly, regional managers accounted for 55.56% of this subgroup, which share suggested that the career plateau could be an explanation for such weak attachment to the company. Hence, particular attention should be paid to employees without clear career prospects within the company, and the importance of introducing appropriate impetuses for each component of OC ought to be highlighted. Although it is common in the industry to link the salary to the organizational tenure, which in fact leads to financial security for long-serving staff members, social involvement of these workers must also be included in managerial practices.

Relatedly, information sharing, which reflects the collaboration network among staff members, is a more influential predictor of membership in a more desirable profile than shared vision — unless a lack of job alternatives dominates the moderately committed employee's mindset (Profile 4). Considering the modification of the working conditions due to the pandemic, such interventions as training how to collaborate in virtual teams and to use the information and communication technologies, especially in a hybrid workplace format, can be supportive for employees. Furthermore, virtual and hybrid socialization activities (e.g., informal meetings such as coffee breaks or lunches, corporate events) are also essential to boost collaboration among staff members, particularly those working remotely (Hamouche, 2021).

Although trust was found to correlate significantly with affective and normative OCs (Curado & Vieira, 2019; Nambudiri, 2012), the low AC/NC-dominant employees did not demonstrate significant associations with the relational dimension of OSC. The experiences at work play a vital role in shaping or changing employee commitment (Kam et al., 2016). This subgroup consists of the youngest staff members with the shortest organizational tenure. Thus, trust is likely to be perceived as unstable in a newer relationship because this dimension of OSC plays a substantially greater role for moderately and highly committed employees who have remained in the organization longer. The development of trust relationships can extend, on average, two and a half years in this collectivistic context.

Theoretical implications

From the theoretical perspective, this research extends prior studies and theory in four significant ways. First, this study contributes to the existing body of OC research by revealing the effect of social workplace relationships on the commitment profiles in a non-Western context for financial firms. Scholars have examined relationships of three OC dimensions with different elements of the

in-house social environment, such as trust (Curado, Vieira, 2019), internal branding (Binu Raj, 2021), shared vision, and information sharing (Yen et al., 2014) by using variable-centered approaches. The current research focuses on understanding how OSC affects employee membership in the individual commitment profiles comprised of four OC dimensions.

Second, the findings establish OSC as a factor that facilitates the dynamics of OC within different mindset profiles. The results indicate that an increase of structural and cognitive dimensions of OSC positively predicts employee membership in a more desirable commitment profile such as High NC-Dominant. At the same time, the development of trust is critical only for moderately and highly committed employees. Therefore, this study extends social capital theory by demonstrating new relationships between commitment profiles and OSC.

Third, our findings are also relevant to the commitment theory regarding the continuance-dominant profile. This externally driven profile, emerging when employees experience being trapped in the organization, has commonly been associated with the poorest behavioral outcomes in the classification of commitment profiles (Meyer, Morin, 2016). However, our findings reveal the value of exploring continuance OC divided into CC:HS and CC:LA in unstable labor markets. In fact, CC:LA-Dominant profile emerged twice in this study and had strong associations with all dimensions of OSC.

Fourth, commitment profiles obtained and analyzed are, to our knowledge, the first of their kind in the Pakistani context and, therefore, contribute to the existing literature on OC. As for the contribution to OSC studies, this paper is the first research that tests the impact of OSC on OC constructed as a series of profiles.

Practical implications

This study emphasizes the influence of internal OSC, which causes employees to experience a greater sense of commitment to the firm. Hence, it provides financial sector leaders with an understanding of how to mitigate the adverse effect of organizational changes by using the potential power of information sharing, collaborations, trust, and shared vision, which make up OSC. Practically speaking, managers can change workplace relationships to enhance OC by investing in these aspects of corporate social life.

From the managerial standpoint, the findings are of interest because the increase in information sharing leads to employee membership in a higher-committed profile. Thus, the structural dimension of OSC is arguably the most valuable for the financial sector of collectivistic cultures, so particular attention should be paid to developing a collaborative atmosphere among coworkers. These findings inform company leaders about the downward dynamics of OC among those who have reached middle-level managerial positions with limited career prospects. Therefore, top managers, being the developers of company values, relationships and policies, should listen to their workers' voices. They can support behavior consistent with an internal atmosphere characterized by collaborative leadership, more latitude, participative decision-making, and creating an ethical climate through dialogue, taking which steps result in a higher employee commitment level. Finally, it might be time for managers to attenuate the CC:LA dimension through the practices associated with the development of the in-house social environment.

Further research and limitations

This research has several limitations that should be acknowledged. First, this study focused on financial services firms located in a developing country and was carried out at the intra-organizational level. For this reason, extending these results beyond the context in which they were obtained should be done with caution. Further research is necessary for other fields, cultures, and external levels of OSC to explore cross-level interactive effects (Ben Hador, 2017). Second, the generalizability of the results obtained can be done when males account for more than 70 percent of the sample and when

the data collected are of a cross-sectional nature. Future research with longitudinal or experimental designs and a more balanced population distribution could address these issues. Third, the data were self-reported, and all three concepts were measured simultaneously. It is desirable to gather such details at different time points.

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Каким образом организационный социальный капитал влияет на формирование приверженности персонала: результаты исследования финансовых фирм Пакистана

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Аннотация. *Цель.* В статье анализируется взаимосвязь между тремя компонентами организационного социального капитала (ОСК) (доверие, коммуникации и общее видение целей и ценностей организации) и латентными профилями организационной приверженности (ОП). *Дизайн.* В исследовании приняли участие 585 сотрудников, работающих в двух фирмах по предоставлению финансовых услуг, регулируемых Государственным Центральным банком Пакистана. Анализ проведён с применением конфирматорного факторного анализа, анализа латентных профилей и множественной (мультиномиальной) логистической регрессии. *Результаты.* В ходе анализа установлено шесть латентных профилей организационной приверженности. В наименьшей степени привержены организации те сотрудники, чья вертикальная карьера ограничена в рамках организации. Работники с высоким уровнем ОП разделились на две группы, причём такое измерение ОП, как отсутствие альтернативной работы послужило основным индикатором для различий между этими профилями. Организационный социальный капитал влияет на латентные профили ОП по-разному. Так, увеличение показателей по таким компонентам ОСК, как коммуникации и общее видение целей и ценностей положительно предсказывают приверженность с более высокими характеристиками, в то время как доверие имеет решающее значение только для умеренно и высоко приверженных организации сотрудников. *Выводы.* Результаты исследования показали, что развитие трёх компонентов ОСК ведёт к формированию профилей ОП с более высокими показателями в организационных условиях развивающихся экономик. *Ценность результатов.* Исследование вносит вклад в теорию социального капитала и его межкультурные исследования, демонстрируя новые взаимосвязи между латентными профилями ОП и измерениями ОСК. Полученные результаты подчёркивают важность разделения продолженной (текущей) ОП на два компонента: осознание затрат, связанных с уходом из организации, и нехватку альтернативных рабочих мест в развивающихся странах.

Ключевые слова: организационная приверженность, организационный социальный капитал, финансовые организации, Пакистан, анализ латентных профилей.