

VILNIUS UNIVERSITY
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

HUMAN RESOURCES MANAGEMENT

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MASTER THESIS

PASITIKĖJIMO ORGANIZACIJA MEDIJUOJANTIS EFEKTAS RYŠIUI TARP ORGANIZACINIO MIKROKLIMATO IR ORGANIZACINIO ĮSIPAREIGOJIMO MODERUOJANT EMOCINIAM INTELEKTUI	THE MEDIATING EFFECT OF ORGANIZATIONAL TRUST ON THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL MICROCLIMATE AND ORGANIZATIONAL COMMITMENT WHEN A MODERATOR IS EMOTIONAL INTELLIGENCE
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Vilnius, 2023

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INTRODUCTION

Relevance of the topic. Employee commitment is considered one of the most crucial organizational necessities in the modern world as organizations face globalization during these uncertain times. The popularity of this topic is mainly due to the fact that a high level of commitment is considered to be the foundation of organizational success (Dikko, 2017). Researchers Wang & Wong (2011) point out that workers who are highly devoted to their organization are more conceivable to be more effective, and trustworthy, and have a positive impact on their own as well as the organization's performance.

One of the factors which could enhance organizational commitment is an organizational microclimate. Organizational climate has been found to be an effective forecaster of the turnover of employees in the literature (Hopkins et al., 2010). The following element is also considered vital as it formates how employees understand the priorities and matters of the organization as well as the environment they actually work in (Moghimani & Devi Subramaniam, 2013).

A trustworthy working environment is considered to be psychologically beneficial, motivating people to work and act efficiently, according to Lu et al. (2020). In the case of a high level of organizational trust, employees are willing to act in the best interest of the company. The factor of organization trust is essential as it includes such aspects as employee protection, loyalty, devotion and collaboration with the organization (Lambert et al., 2020).

Researchers state that emotional intelligence is often considered a crucial aspect that is becoming more valuable nowadays. Researchers Jafri, Dem, & Choden (2016) discovered that the ability of emotional intelligence helps individuals to more easily overcome challenges and prioritize long-term goals. In addition, people with higher emotional intelligence are often more emotionally balanced and have a more optimistic and goal-oriented focus in life. It is confirmed that emotional intelligence also has a positive influence on an individual's job performance and is believed to create a significant effect on an employee's overall job satisfaction. (Pekkan & Bicer, 2022).

In the following study, the relationship between organizational microclimate, organizational trust, and organizational commitment will be evaluated, taking the emotional intelligence of employees into account. While analyzing the scientific literature, many studies might be found that investigate the relationship between emotional intelligence and organizational trust or organizational commitment as well as the relationship between organizational microclimate and organizational trust or organizational commitment and other. A large number of conducted research demonstrate the relevance of the topic in organizations.

The novelty of the Master thesis: While completing the literature analysis, there were no relevant studies found that would take into account the moderating effect of emotional intelligence on the relationship between organizational microclimate and organizational trust and the mediating effect of organizational trust on the relationship between organizational microclimate and organizational commitment. Furthermore, the previous studies about the relationship between organizational microclimate and organizational trust and organizational commitment are not sufficiently conclusive. Therefore some of the relationships of the variables chosen will not only be relevant but also new which confirms the novelty of this Master thesis.

The problem of the Master thesis: What is the relationship between organizational microclimate, organizational trust, and organizational commitment taking emotional intelligence into account?

The aim of the Master thesis: To evaluate the relationship between organizational microclimate, organizational trust, and organizational commitment, taking employees' emotional intelligence into account as a moderator.

The objectives of the Master thesis:

1. Based on scientific literature, examine theoretical aspects of organizational microclimate, organizational trust, organizational commitment, and emotional intelligence and analyze the relationship between variables.
2. To create a conceptual framework of the relationship between organizational microclimate, organizational trust, and organizational commitment, taking employees' emotional intelligence into account.
3. Based on the conceptual model created by the author, conduct an empirical study and present the summarized results.
4. Based on the literature analysis and the conducted research, present conclusions and recommendations.

The methods deployed by the Master thesis:

1. The analysis of scientific literature and empirical research was used to explain the theoretical aspects of organizational microclimate, organizational trust, organizational commitment, and emotional intelligence as well as the relationship between mentioned variables.

2. A structured quantitative questionnaire was used to evaluate the relationship between organizational microclimate, organizational trust, and organizational commitment, taking employees' emotional intelligence into account as a moderator among IT sector employees.

3. Data collected from 307 respondents during the quantitative research was analyzed using statistical analysis methods. Data was processed by the SPSS program. The reliability indicators of the questionnaires were checked by calculating Cronbach's alpha coefficients, in order to assess whether the data are parametric and meet the conditions of normal distribution, the Kolmogorov-Smirnov and Shapiro-Wilk tests were performed, as well as the t-test and one-way ANOVA tests. Furthermore, the averages of the respondents' answers were compared according to the demographic data of the interviewees. A regression analysis was also performed, and after installing the A.F. Hayes "PROCESS" plugin, the moderating mediator analysis was completed using the model 5 capabilities of the plugin.

The description of the structure of the Master thesis:

1. In the first part, the literature analysis is presented. This part provides information about the theoretical concepts of organizational microclimate, organizational trust, organizational commitment, and emotional intelligence. Furthermore, a previously established relationship between these factors was analyzed.

2. The second part presents the research methodology. The goals, tasks, and hypotheses of the research are set, and the research model and process are presented.

3. The third part of the study presents the results of the quantitative research and describes the relationships found and other research insights that were assessed through the data analysis, as well as the limitations of the study.

4. The fourth part presents the conclusions obtained during the conducted research and also presents practical recommendations.

1. LITERATURE REVIEW OF EMOTIONAL INTELLIGENCE, ORGANIZATIONAL TRUST, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL MICROCLIMATE

1.1. Theoretical aspects of Emotional Intelligence

“Emotional Intelligence” was first mentioned in a 1964 study by psychologist Beldoch at Cornell University, and later used in an article called "Emotional Intelligence and Emancipation" that was written by Leuner (1966).

The most primary and popular definition of emotional intelligence is given by the authors Mayer and Salovey who demonstrated emotional intelligence as a capability to recognize and understand one's own and other's emotions and feelings and to use this awareness to guide one's thoughts and actions. As per the authors, emotional intelligence is created of interdependent competencies that are divided into four dimensions. The set includes such abilities as *perceiving emotions* which refers to the capability of recognizing, differentiating, and appropriately expressing emotions to oneself and others. *Using emotions to facilitate thought* includes such aspects as using emotions while taking thinking as a priority and aid-decision making as well as recognizing the impact of a person's mood and using specific problem-solving strategies to align with the person's emotional condition. The dimension of *understanding emotions* involves the interpretation and analysis of emotions and their meanings in order to interpret complex perceptions. *Managing emotions*, on the other hand, refers to the capability of the person to actually be open to positive and negative emotions, evaluating them rationally, keeping a distance from the emotions based on their usefulness, and regulating them (Mayer and Salovey, 1997).

Back in 1997, psychologist Reuven Bar-On published a model of emotional intelligence that consists of five interconnected pieces of skills and behaviors. The following model included such elements as *interpersonal abilities, personal abilities, stress management, adaptability, and overall mood* (Bar-On, 1997).

As there are many different theories characterizing emotional intelligence, finally, its competencies will be described in detail through four clusters based on psychologist Goleman (2001) described emotional intelligence. The following model was presented in detail as it is created based on the idea that emotional intelligence is not only the ability to recognize and

understand emotions, however, it is also considered as a capability to use them for the empowerment of cognitive processes.

The emotional self-awareness cluster. This cluster involves understanding one's own and other's emotions and feelings through recognizing other people's and one's own vitality and deficiency. The emotional self-awareness cluster includes such competencies as self-confidence, emotional self-awareness, and factual self-assessment. Individuals who have developed the competencies mentioned above are capable to evaluate their own and others' effectiveness and limitations, are more likely to learn from their own as well as others' mistakes, and are always seeking development (Goleman, 2001).

The emotional self-management cluster. This group refers to an individual's capability to control such emotions as anger, anxiety as well as emotional impulsiveness. On the other hand, it also helps a person to develop his or her ambitions, creativity, and innovativeness. The emotional self-management cluster involves such competencies as self-regulation, honesty, reliability, flexibility, determination, and resourcefulness (Issah, 2018).

The social awareness cluster. The following cluster helps to identify an individual's competence to interpret nonverbal hints. The social awareness cluster includes such elements as facial expressions, tone of voice, and body language. The following group combines such competencies as company knowledge, helpfulness, and empathy. People who have a relationship with this cluster can be described as trustworthy team players (Strugar Jelača et al., 2022).

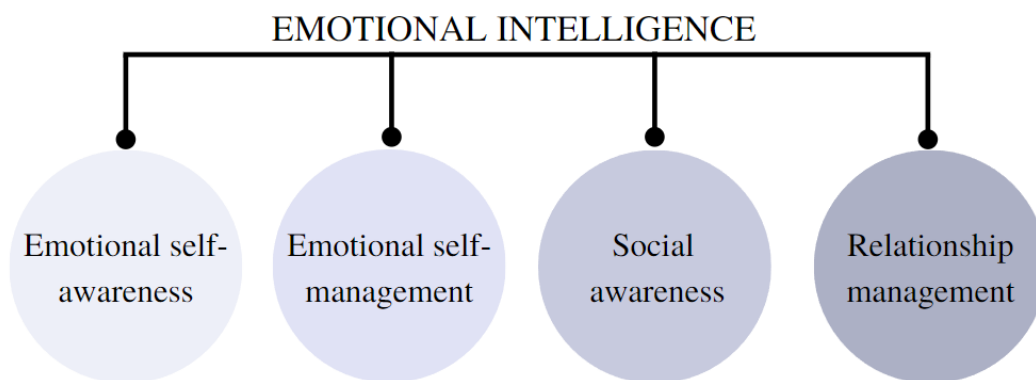
The relationship management cluster. This group refers to the ability to adjust to others and create an effective relationship with people and also influence them. The relationship management cluster is considered a specific type of social skill that is especially important for leaders in high positions who need to be role models for the workers while achieving the company's vision. The following cluster includes these competencies: mentoring, persuasion, effective communication, collaboration, networking, leadership, and conflict management (Fakhra Batool, 2013).

In order to fully develop emotional intelligence skills, the individual should have a strong foundation from the emotional self-awareness cluster as this knowledge is considered a basis for further improvement. Self-confidence is contemplated as the main component within this cluster. In a self-management cluster, the most important point is managing stressful situations due to environmental uncertainty. In this case, employees will have a chance to avoid the risk of demotivation and will be able to move towards the company's goals. If we look at the social

awareness cluster, the presence of empathy is crucial while working with interdisciplinary teams with a larger number of people who contrast from each other in different aspects. Mentioning the main point of the relationship management cluster, the main attention can be directed to collaboration and teamwork skills that respectively lead to more effective work performance of the employees (Strugar Jelača et al., 2022).

Image 1.

Emotional intelligence dimensions



Reference: Created by an author based on Goleman (2001).

Furthermore, there were three more clusters developed by the author Boyatzis in 2006. The model includes the following clusters: *the self-motivation cluster*, which includes qualities such as planning, initiative, and self-confidence, and focuses on achievement; *the self-regulation cluster*, which consists of traits such as self-control, risk-taking, adaptability, honesty, and the ability to learn from values; *the people-management cluster*, which combines skills such as public speaking, leadership, networking, facilitating learning, empathy, influence, and understanding the reputation and resources of the company (Boyatzis, 2006).

Later on, Emotional Intelligence was defined as a set of cognitive skills and capacities that are used to process information related to emotions. The authors state that Emotional Intelligence as an ability that is created of four main components: *the ability to recognize emotions*, *emotion utilization in decision-making and thinking*, *regulation of emotions* as well as an *understanding of emotions* (Mayer et al., 2016, Hogeveen et al., 2016).

Researchers state that Emotional Intelligence is often considered a crucial aspect that is becoming more valuable in determining success in life. The following ability helps in predicting achievements in life. Different studies show that individuals who have a high level of Emotional Intelligence are more likely to be more fortunate in such areas as relationships, career, and educational achievements (Bhootrani & Junejo, 2016; Ozer, Hamarta, & Deniz, 2016; Hogeveen et al., 2016). Researchers Jafri, Dem, & Choden (2016) agree with the thought that Emotional Intelligence is a key factor in both personal development and success in various areas of life. They also add that this ability helps individuals to maintain encouragement, overcome threats, as well as to better navigate communication with others and prioritize long-term goals over short-term rewards, and overcome challenges. In addition, people with a higher Emotional Intelligence are often more open to new experiences, more emotionally balanced, and have a more optimistic and goal-oriented focus in life.

Authors Pekaar et al. (2022), Wood, P. (2022), and Trigueros et al. (2019) described Emotional Intelligence as an individual's capability not only to understand emotions but also to manage them accordingly. It includes the ability to empathize, inspire, as well as maintain self-control. In other words, it is a person's competence to adapt and respond to their surroundings with reasoning and do it logically. As per researchers, Emotional Intelligence is an important competence in order to navigate interactions with other people effectively.

Having a high Emotional Intelligence can effectively improve a person's capability to be better at problem-solving, and make it easier to handle unforeseen challenges and circumstances that may appear in personal as well as professional contexts. People with the following ability are considered to be effective problem solvers that can solve issues ethically, efficiently, and timely. It is confirmed that Emotional Intelligence also has a positive influence on an individual's job performance and is believed to create a significant effect on an employee's overall job satisfaction. (Pekkan & Bicer, 2022).

In this paper, the term Emotional Intelligence has been contemplated as important as described by authors Mayer et al. (2016). This is a set of abilities such as recognizing emotions in terms of oneself and others, utilizing emotions to control thought and behavior, realizing how emotions influence behavior, and regulating the emotions of oneself and others. The following abilities undoubtedly play a significant role in formatting social and personal outcomes.

1.2. Theoretical aspects of Organizational Trust

Trust, overall, is a psychological state in which an individual is open to being accessible and has positive expectations of others (Mayer et al., 1995). According to Luhmann (2000), trust is a fundamental element in interpersonal relationships and plays a significant role in many aspects of life, such as behavior, attitudes, trade, politics, economy, etc,

Trust itself is often associated with trust in an organization, which is overall evaluated the perception of the organization's trustworthiness and reliability as perceived by employees. Trust within an organization has a considerable impact on how workers feel about the company. It can be defined as a transmitted understanding of duties, expectations, and past incidents within the working environment. (Zhang et al., 2008).

A trustworthy working environment is considered to be psychologically beneficial, motivating people to work and act efficiently, according to Lu et al. (2020), as workers are ready to be open to other parts of the organization. In the case of a high level of organizational trust from the workers' perspective, employees believe that those they trust will act in the best interest of the company, regardless of the ability to monitor or control them.

Trust is often a decision-making process that involves evaluating the potential risks and possible benefits, based on one's inclination to trust, as per Alarcon et al. (2016). Trust-worthy employees are considered to be supportive, honest, transparent, and collaborative, and they also tend to trust others (Becerra and Gupta, 2013).

Organizational trust can be divided into three parts: *trust in the manager*, *trust in colleagues*, and *trust in the organization* (Wildman et al., 2012). The relationship between managers and employees is crucial as managers guide their subordinates and ensure they comply with the company's policies and procedures. The manager's effectiveness leads the team and improves integrity. Furthermore, employees seek to create trust with each other, which can enable encouragement of sharing new ideas. Organizational trust is considered as confidence that the organization's actions will benefit the worker and will not be destructive (Saruhan, 2013).

Furthermore, different authors specify the different classifications of organizational trust. For example, Vanhala et al. (2016) present a concept of organizational trust that is divided into two categories: *interpersonal* and *impersonal* trust. Interpersonal trust contains such elements as trust in managers as well as colleagues while impersonal trust appoints an individual's trust specifically in the organization (Haynes et al. 2020).

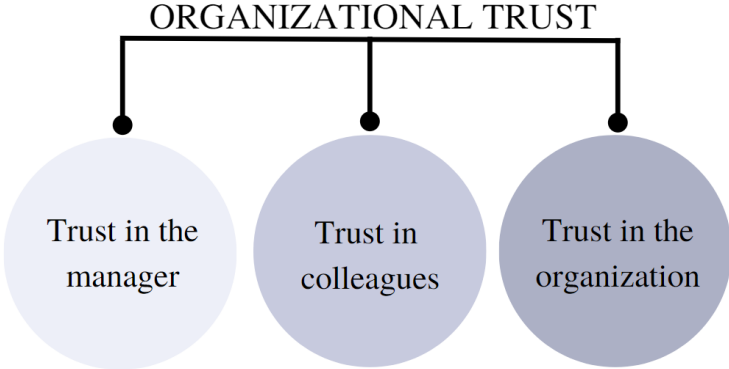
Interpersonal trust. In the context of interpersonal trust, it is important to mention that employees are the ones who actually decide whether to trust another party or not. The following cluster is created of such elements as integrity, benevolence as well as ability. The ability in the following group is defined as the personal characteristics and skills as well as competencies of an individual who is trusted. It allows him or her to conduct specific actions in a particular place. Researchers confirm that the following features help employees to be honest with other colleagues and bring a higher trust accordingly (Vanhala, 2019).

People are more likely to open up and be accessible with somebody they have an emotional connection with (Chua et al., 2008). Studies have shown that trust in both cognitive and affective aspects can have a positive impact on organizational results. For example, Newman et al. (2014) found that cognitive and affective trust can lead to positive conduct in the workplace, while Miao et al. (2014) found that both types of trust can enhance job execution.

Impersonal trust. Based on Vanhala and Ahteela's (2011) affirmation, it can be specified that impersonal trust is created based on such elements as fairness and capability. The factor of capability determines such elements as an organization's ability to handle convoluted situations, make solutions and manage resources effectively. It also includes such aspects as the organization's sustainability and technological accuracy. Fairness is specified as fair and adequate communication, proper human resource management practices as well as transparent behavior by the managers of the organization itself (Okpamen, & Ogbeide, 2020).

Image 2.

Organizational trust dimensions



Reference: Created by an author based on Wildman et al. (2012).

As per Ng (2015), the most important element of impersonal trust - trust in an organization - strongly depends on how employees feel, as well as on their beliefs, principles, morals, and also judgments. It is essential to mention that trust in the organization from the employees' perspective highly depends on the individual's rationality towards the organization's positioning in regard to their transparency, fairness as well as understanding and accepting all the risks while trusting the organization they work in (Mehta et al., 2020).

The factor of organization trust is crucial as it provides positive outcomes in the long-term perspective. From the employee's perspective, it includes such elements as employee protection, faithfulness, devotion, affiliation with the organization, etc. (Lambert et al., 2020). Organizational trust plays a significant role as it allows employees to create relationships with each other, successfully communicate with different departments within the organization, to support and promote the values of the organization in which the employees work. Nonetheless, organizational trust also positively influences employees' contentment as well as allows them to feel purpose in their work and feel satisfied in their workplace (Alfes et al., 2012).

Organizational trust is a crucial factor in configuring attitudes within an organization, such as job satisfaction and employee engagement. Previous studies have shown that trust within an organization is highly connected to an individual's intentions to quit, organizational commitment, and behaviors such as organizational citizenship (Archimi et al., 2018; Tourigny et al., 2019). Therefore, organizational trust is specifically essential during times of uncertainty and crisis (Gustafsson et al., 2020). Additionally, organizational trust is extremely important from the leaders', including managers' perspective, as they have a significant impact on creating and sustaining trust within an organization through their behaviors, actions, and strategies of communication they use (Dai et al., 2013). The researchers Fuoli et al. (2017) believe that employees' approach to trust is severely influenced by their managers' internal communication practices and leadership style and is a crucial factor for the organization's success.

In this paper, organizational trust will be considered as an interpersonal trust which will be analyzed as trust in colleagues, and further on in this thesis will be called trust in the team. The following term will be used as described by author Vanhala, (2019) as the ability of the personal characteristics and skills as well as competencies that help employees to conduct specific actions in a particular place. It helps employees to be honest with other colleagues and bring a higher trust and create loyalty accordingly as well as can enable encouragement of sharing new and creative ideas.

1.3. Theoretical aspects of Organizational Commitment

The definition of organizational commitment that was widely acknowledged in the academic world was proposed by Mowday, Porter, and Steer as the capacity to which an individual feels connected to a specific organization. This feeling is certainly reflected in their strong collaboration with the organization's values as well as goals. Organizational commitment also defines their willingness to put a considerable effort towards the organization. It also includes employees' ambition to keep their participation in the organization. This level of commitment is revealed through an employee's ability to work effectively within the organization and their purpose to preserve their connection with the organization, rather than seeking alternative options (Mowday, Steers, and Porter, 1979; Mowday, Porter, and Steers, 2013).

According to Allen and Meyer (1990), organizational commitment is an employee's sense of duty to remain with the organization. This aspect refers to a feeling from the internalization of normative forces before joining the company or after joining it. The authors also describe organizational commitment as the involvement of an employee in his or her organization which leads to a specific psychological attitude that reduces an employee's intention to quit the organization.

Back in 1990, there was a model published to measure organizational commitment that contains the following three specific components: affective, normative, and continuance commitment (Allen & Meyer, 1990). This model is widely accepted as it covers all the aspects of organizational commitment and it has been supported by numerous research (Meyer et al., 2002). The connection between employees and organizations is impacted differently by each of these three methods.

The affective commitment represents the emotional attachment, engagement, identification, and connection of employees with the organization (Meyer & Herscovitch, 2001). Veeriah et al. consent with this thought and add that when workers feel a sense of belonging to the organization, they are more likely to be emotionally linked to the organization as well as to purposefully endeavor toward the organization's objectives. The person is more likely to be related to the group and committed to the organization's goals, and significance regardless of his or her personal values and purposes (Veeriah et al., 2017).

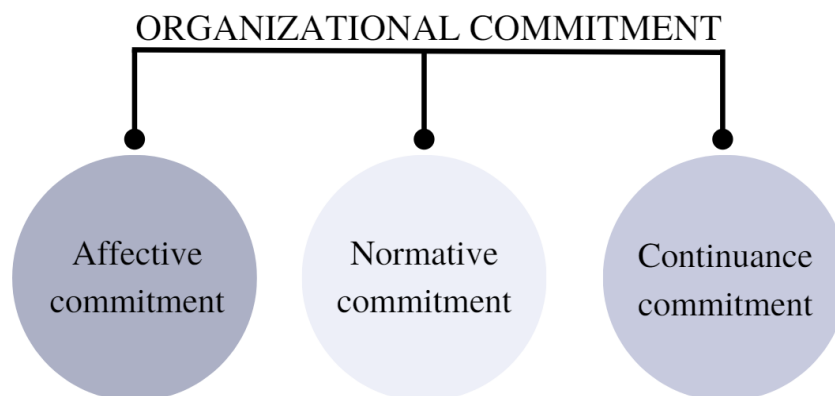
Normative commitment is considered a sense of responsibility or duty that employees feel towards the organization and direct their actions accordingly. This aspect is based on a feeling of

obligation to the organization (Meyer & Herscovitch, 2001). It refers to the behavioral perspective which makes employees act in a way that meets organizational goals and interests. This statement explains that employees who have a high normative commitment are more likely to be loyal and have the willingness to stay with the organization from a long-term perspective.

Continuance commitment is considered as the recognition of the outcomes of the employees who decide to leave the organization. It is directly linked with the worker's understanding of the costs of leaving the organization. Employees with strong continuance commitment remain with the organization because of the following reasons: because of recognition of the potential costs or loss of investments; a lack of better alternatives to work in; due to the high personal sacrifice of leaving. (Lopez-Cabarcos et al., 2015).

Image 3.

Organizational commitment dimensions



Reference: Created by an author based on Allen & Meyer (1990).

Researchers state that it is more rational to assume affective, normative and continuance commitment as separate components as employees can experience each of mentioned psychological states at different levels. For example, some employees may have a strong sense of commitment to their organization, but not have the confidence to work for the organization for a continuous period of time, while others may have a high intention to stay in the organization, but not be interested in the costs related to leaving. As follows, the prevalent level of organizational commitment is the variety of these three separate psychological conditions (Sun et al., 2013).

Recent research in the last decade has illustrated organizational commitment in several ways, such as affective organizational commitment, organizational commitment, or affective commitment (Ariani, 2012; Sani, 2013). As per researchers, these types of commitment from the workers' perspective are primarily based on their tendency to connect with the organization's plans and values and put their endless effort to work for the advancement of the organization as well as be loyal.

The topic of organizational commitment has been broadly studied, as highlighted by Veeriah et al. (2017). The popularity of this topic is mainly due to the fact that a high level of commitment from employees is closely related to organizational success. Therefore, strengthening the organizational commitment of employees is a crucial importance, so managers and leaders who are able to motivate and make employees feel appreciated is an essential component in achieving a higher organizational commitment (Al-Daibat, 2017). Many studies have investigated the factors that contribute to organizational commitment, with a focus on determining its antecedents (Celep & Yilmazturk, 2012). Research has revealed that effective leadership plays a crucial role in achieving organizational goals as well as improving employee commitment (Mohamad et al., 2012). Jackson et al. (2013) also discovered that commitment theorists view leadership as a significant element in the expansion of organizational commitment.

Organizational commitment has an important aspect which includes employees' willingness to be a part of the organization if they feel that it is consistent with their beliefs and purposes (Golabdost & Rezaei, 2017). Al-Daibat (2017) states that employees who are committed to the organization have better job performance as well as a higher level of motivation. Organizational commitment is strongly considered to be the foundation of organizational success (Dikko, 2017). Researchers Wang & Wong (2011) indicate that employees who are highly dedicated to their organization are more likely to be more effective, dependable, and have a positive impact on their own as well as the organization's performance. The study by Khan et al. (2014) found that there is a strong relationship between organizational commitment and job satisfaction. This means that employees who are more devoted to their organization are more likely to be more fulfilled with their job.

Furthermore, it is important to mention that preserving a strong sense of commitment among employees is an important element for the organization's performance to be high and successful. Thus, it is essential for companies to periodically review and manage any cases

related to employee commitment in order to guarantee that employees produce a positive work attitude which is vital for general organizational performance (Hanaysha, 2016).

In this paper, organizational commitment will be viewed as described by authors Allen and Meyer (1990), as a worker's sense of obligation to stay with the organization so that the employee feels connected to the organization. It refers to an employee's involvement in his or her organization, which leads to a specific psychological attitude that determines their willingness to put a significant effort towards the organization's goals and reduces an employee's intention to quit the organization.

1.4. Theoretical aspects of Organizational Microclimate

The concept of organizational microclimate is not widely spread in scientific literature. In this case, the idea of organizational climate will be described in this paper, assuming the fact that it will define the concept of organizational microclimate. One of the most well-known definitions of organizational climate is "a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment, and assumed to influence their motivation and behavior" (Litwin and Stringer, 1968). Organizational climate is also known as a term that describes the perceptions and perspectives of employees toward their work environment. The concept has been defined as "the situation and its links to thoughts, feelings, and behaviors of organizational members" (Denison, 1996) as well as how individuals view and experience their workplace environment (Glisson & James, 2002).

Later on, the organizational climate was defined as shared approaches and interpretations of the procedures, rules as well as actions that employees experience. It is also considered the conduct that the organization promotes and expects. This contains the policies, practices, and procedures that employees follow and the rewards they receive from the organization. (Schneider et al. 2011).

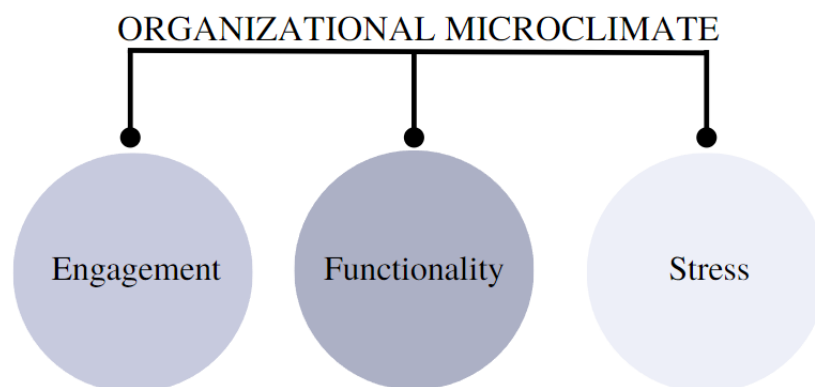
Different studies defined organizational climate in various ways. For example, James and Jones (1974) suggested five elements to define organizational climate: *job characteristics*, *role characteristics*, *leadership characteristics*, *social characteristics*, and *organizational attributes*. Parker et al. (2003) published the following dimensions: *job*, *role supervisor*, and *organization attributes*. Finally, Glisson et al. (2012) developed a particular assessment tool that included three dimensions of organizational climate as part of their measure of administrative social background. The following tool contains such elements as *engagement*,

functionality, and *stress* and measures employees' effect of their work atmosphere on their personal well-being.

Organizational climate has been found to be an effective forecaster of the turnover of employees in the literature (Hopkins et al., 2010). Factors that have been found to influence workers' change contain such factors as tangible benefits and rewards for their actual performance, role conflict as well as workload (Wilke et al., 2019). The turnover also includes such aspects as access to the company's resources and information, the importance of participation in decision-making, (Hwang & Hopkins, 2012), support that is being perceived by the supervisor or leader, and other benefits that are being provided by the organization such as praise and self-care (Griffiths & Royse, 2017). Additionally, a study reported that a more reasonable organizational climate that was measured by such elements as corporate support, organizational justice, job importance, and overload, is particularly related to a reduced level of the intention to leave the company (Fernandes, 2016).

Image 4.

Organizational microclimate dimensions



Reference: Created by an author based on Glisson et al. (2012).

Organizational climate is vital as it formates how employees understand the priorities and matters of the organization as well as the environment they actually work in (Moghimi & Devi Subramaniam, 2013). According to Ekvall (1996), it makes a huge influence on various operations and processes of the organization, such as communication, motivation, and problem-solving, among the organization's results and resources.

Research has shown that the overall atmosphere within an organization, known as organizational climate, has a significant impact on various factors such as employee burnout, job satisfaction, and productivity, it also influences workers' commitment to the company (Pangil et al., 2011). It is important to note that organizational climate is different from corporate culture, although the two are related. Organizational culture is more concentrated on the values and ideas of the organization as an entirety, while climate is more particular to employees' conduct as well as motivation (Asif, 2011).

In this study, the focus on organizational climate is considered as individuals' perceptions of the environment within the team. The concept of organizational climate will be viewed as described by the author Denison (1996) who explained this process that describes the perceptions and perspectives of employees toward their work environment. The concept has been defined as the connection between the circumstances in an organization and the attitudes, emotions, and particular actions of its employees, as well as how workers perceive and deal with their professional environment.

1.5. Relationship between Emotional Intelligence, Organizational Trust, Organizational Commitment, and Organizational Microclimate

Emotional Intelligence and Organizational Trust. As mentioned previously, organizational trust in this study is considered trust in the team. The following relationship between emotional intelligence and organizational trust appears from emotional experiences shared among team members within the organization. In modern organizations, where uncertainty, ambiguity, and autonomy are particularly common, effective control of emotions within a team can lead to higher cooperation, and more effective communication, as well as information sharing among team members (Stephens and Carmeli, 2016). Teams working on large projects together often consist of members with various ideas that often differ, contrasting goals and perspectives, which accordingly can lead to misunderstandings and conflicts. It is confirmed that teams that consist of members with a high level of emotional intelligence are more willing to successfully overcome such issues because of trust in their team (Christie et al., 2015).

Previous studies have established a positive correlation between emotional intelligence and organizational trust. Researchers have found that high emotional intelligence leads to increased trust among individuals, particularly in the educational sector among students (Barczak et al., 2010). The relationship between emotional intelligence and organizational trust was also

observed in large-scale projects (Rezvani et al., 2016), and the public health sector (Du Plessis et al., 2015). Rezvani et al. (2019) also confirm the relationship between these two variables and state that teams with high emotional intelligence are more willing to effectively manage their emotions which leads to a higher trust which influences more effective organizational outcomes. Furthermore, it was discovered that a lack of emotional intelligence could lead to the disloyalty of employees, which provokes team members to avoid conflict which particularly leads to lower organizational trust (Christie et al., 2015).

Emotional Intelligence and Organizational Microclimate. The current relationship has not been sufficiently studied yet in the scientific world, thus the results are not accurate and broad enough. As mentioned above, the focus on organizational climate is considered as individuals' perceptions of the environment within the team in this study.

Scientific research investigated the relationship between emotional intelligence and organizational microclimate and found that emotional intelligence has a positive impact on organizational microclimate (al Ghazo et al., 2019; Maamari & Majdalani, 2017). However, another conducted research specified the opposite - a significant negative correlation was found between emotional intelligence and organizational microclimate (Milhoan, 2007).

According to previous research, it was disclosed that emotionally intelligent leaders are a crucial factor in creating a great organizational microclimate as it motivates employees to feel great as well as to perform their best (Yoder, 2004). Many studies have discovered that the manager's emotional intelligence significantly impacts organizational microclimate (Hamidianpouret al., 2015). Momeni (2009) confirms the assumption that emotional intelligence has a beneficial outcome on organizational microclimate. Additionally, research by Awwad and Kada-Ali (2012) confirms that high emotional intelligence leads to a favorable work atmosphere characterized by healthy risk-taking, trust, learning, and information sharing. Moreover, a lower emotional intelligence creates an environment filled with stress or fear (Goleman et al., 2001).

Emotional Intelligence and Organizational Commitment. There were several research completed that investigated the relationship between these variables. Some of them disclosed the significant importance of emotional intelligence as the variable was positively correlated with organizational commitment (Wong & Law, 2002; Utami et al., 2014; Ahad et al., 2021).

Studies by Nikolaou and Tsaousis (2012) have found that individuals with high emotional intelligence tend to be more committed to their organizations and have better job performance. The following research also disclosed that the use of emotions in emotional intelligence was

strongly related to organizational commitment, despite weaker or average links between the control of emotions and understanding emotions with organizational commitment. Furthermore, it was found that affective commitment had a positive relationship with emotional intelligence, and employees with high emotional intelligence had higher levels of affective commitment and attachment to the organization. However, there was a negative relationship between emotional intelligence and continuance commitment.

Guleryuz et al. (2008) conducted a scientific study that explored the relationship between emotional intelligence and organizational commitment and discovered that there is no significant relationship between emotional intelligence and organizational commitment.

Organizational Microclimate and Organizational Trust. As mentioned above, organizational microclimate is not sufficiently investigated yet, thus few studies were found that can be related to the problem of the study. It's important to mention that research did not investigate a hypothesis between organizational microclimate and organizational trust, as studies exploring the direct effect were not found.

According to the data found, it was identified that organizational climate has a significant effect on organizational justice. At the same time, the researcher states that trust in the manager, team, and organization has a direct effect on organizational justice, meaning that organizational justice cannot be feasible without organizational trust (Farhad Shafiepour Motlagh, 2012). Jain et al. (2015) was investigating a relationship between organizational culture and knowledge sharing as well as the affair between knowledge sharing and organizational trust, however, no direct investigation between variables was made. The following studies show an indirect effect between variables, however, the assumption can be made that organizational climate can affect organizational trust.

Organizational Microclimate and Organizational Commitment. Researchers state that organizational climate plays a vital role in the context of organizational commitment. Some studies confirm that the organizational climate within the company greatly impacts the ability to keep employees dedicated and committed to the organization (Kumar and Giri, 2007; Lok et al. 2007).

Researcher Jyoti (2013) in his study discovered that organizational climate has a significant influence on organizational commitment, however, at the same time, organizational commitment was not actually impacting job turnover. It is important to mention, that based on the research of Ravishankar et al. (2016) it was examined that there is no significant relationship

between organizational climate and organizational commitment as the hypothesis of the following study was declined.

Organizational Commitment and Organizational Trust. In scientific literature, organizational trust is identified as a crucial factor in building organizational commitment. Some research conducted in the past confirms that the higher the employee’s trust in the organization, manager, and team, the higher their organizational commitment (Colquitt et al., 2007; Utami et al., 2014; Preet, 2017; Atalay et al., 2022).

Atalay et al. (2022) investigated the relationship between organizational trust among managers, colleagues, and organization as well as organizational commitment among three its variables. The study disclosed that trust in managers is affected by affective commitment, continuance commitment, and normative commitment. Furthermore, trust in colleagues is affected by affective commitment and normative commitment, though, trust in colleagues did not have an important influence on the continuance commitment. Moreover, trust in the organization impacted affective commitment and normative commitment, but trust in the organization had no big effect on continuance commitment of the participants.

Table 1.

Studies that are related to the problem of the thesis

Year	Author	Name	The study determined
2001	Goleman, D., Boyatzis, R. and McKee, A.	Primal leadership: the hidden driver of great performance	Strong relationship between emotional intelligence and organizational microclimate
2002	Wong, C-S., & Law, K.S.	The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study	Weak relationship between emotional intelligence and organizational commitment
2004	Yoder, D.M.	Organizational climate and emotional intelligence: an appreciative inquiry into a ‘leaderful’ community college	Strong relationship between emotional intelligence and organizational microclimate
2007	Milhoan, P. L.	Emotional intelligence competencies of department chairs in the West Virginia state Community College System and their faculty members perceptions of organizational climate	Absent relationship between emotional intelligence and organizational microclimate
2007	Kumar, B. P., & Giri, V. N.	Organizational Commitment, Climate and Job satisfaction: An Empirical	Strong relationship between organizational microclimate and

		Study.	organizational commitment
2007	Lok, P. et. al.	Antecedents of job satisfaction and organizational commitment and the mediating role of organizational subculture.	Strong relationship between organizational microclimate and organizational commitment
2007	Colquitt JA, Scott BA, LePine JA.	Trust, trustworthiness, and trust propensity: a meta-analytic test of their unique relationships with risk-taking and job performance.	Strong relationship between organizational commitment and organizational trust
2008	Guleryuz, G. et. al.	The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey.	Absent relationship between emotional intelligence and organizational commitment
2009	Momeni, N.	The relation between managers' emotional intelligence and the organizational climate they create	Strong relationship between emotional intelligence and organizational microclimate
2010	Barczak, G., Lassk, F. and Mulki, J.	Antecedents of team creativity: an examination of team emotional intelligence, team trust and collaborative culture	The level of relationship between emotional intelligence and organizational trust is not specified
2012	Awwad, M.S. and Ali, H.K.	Emotional intelligence and entrepreneurial orientation: the moderating role of organizational climate and employees	Weak relationship between emotional intelligence and organizational microclimate
2012	Nikolaou, I., & Tsaousis, I.	Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment.	Weak relationship between emotional intelligence and organizational commitment
2013	Jyoti, J.	Impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model.	Strong relationship between organizational microclimate and organizational commitment
2014	Utami, A. F., Bangun, Y. R., & Lantu, D. C.	Understanding the Role of Emotional Intelligence and Trust to the Relationship between Organizational Politics and Organizational Commitment	Weak relationship between emotional intelligence and organizational commitment
2015	Hamidianpour, F. et. al.	The influence of emotional intelligence and organizational climate on creativity and entrepreneurial of small to medium-sized enterprises	Weak relationship between emotional intelligence and organizational microclimate

2015	Du Plessis, M., Wakelin, Z. and Nel, P.	The influence of emotional intelligence and trust on servant leadership	The level of relationship between emotional intelligence and organizational trust is not specified
2015	Christie, A.M., Jordan, P .J. and Troth, A.C	Trust antecedents: emotional intelligence and perceptions of others	The level of relationship between emotional intelligence and organizational trust is not specified
2016	Rezvani, A. et. al.	Manager emotional intelligence and project success: the mediating role of job satisfaction and trust	Strong relationship between emotional intelligence and organizational trust
2016	Stephens, J.P. and Carmeli, A.	The positive effect of expressing negative emotions on knowledge creation capability and performance of project teams”	The level of relationship between emotional intelligence and organizational trust is not specified
2016	Ravishankar, K. et. al.	Exploring The Linkage between Organisational Climate to Job Satisfaction, Culture, Commitment and Performance.	Absent relationship between organizational microclimate and organizational commitment
2017	Maamari, B. E., & Majdalani, J. F.	Emotional intelligence, leadership style and organizational climate	Weak relationship between emotional intelligence and organizational microclimate
2017	Ahluwalia, A. K., Preet, K.	The influence of organizational commitment on work motivation: a comparative study of state and private university teachers	Weak relationship between organizational commitment and organizational trust
2019	Rezvani, A., Barrett, R., & Khosravi, P.	Investigating the relationships among team emotional intelligence, trust, conflict and team performance	Relationship between emotional intelligence and organizational trust is not specified
2019	al Ghazo, R. H., Suifan, T. S., & Alnuaimi, M.	Emotional intelligence and counterproductive work behavior: The mediating role of organizational climate.	Weak relationship between emotional intelligence and organizational microclimate
2021	Ahad, R. et. al.	Work attitude, organizational commitment and emotional intelligence of Malaysian vocational college teachers.	Weak relationship between emotional intelligence and organizational commitment
2022	Atalay, M. O., Birincioglu, N., & Acuner, T.	Effect Of Perceived Organizational Support And Organizational Trust On Young Academics’ Organizational Commitment.	Strong relationship between organizational commitment and organizational trust

Reference: Created by an author based on articles related to the problem of the Master's thesis.

According to the literature analysis completed, there were no relevant studies found that would take into account the moderating effect of emotional intelligence on the relationship between organizational microclimate and organizational trust and the mediating effect of organizational trust on the relationship between organizational microclimate and organizational commitment. Furthermore, the previous studies about organizational microclimate and its relationship with other variables are not sufficiently conclusive and systematic. Therefore the following condition particularly confirms the novelty of this Master thesis.

2. RESEARCH METHODOLOGY OF THE MEDIATING EFFECT OF ORGANIZATIONAL TRUST ON THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL MICROCLIMATE AND ORGANIZATIONAL COMMITMENT WHEN A MODERATOR IS AN EMOTIONAL INTELLIGENCE

As per the literature analysis completed, there were numerous scientific studies found that establish relationships between emotional intelligence and organizational trust, emotional intelligence and organizational microclimate, emotional intelligence and organizational commitment, organizational microclimate and organizational commitment, and organizational commitment, and organizational trust which are described in the first part of this study.

According to the literature review completed, no relevant studies were identified that would describe the moderating effect of emotional intelligence on the relationship between organizational microclimate and organizational trust and the mediating effect of organizational trust on the relationship between organizational microclimate and organizational commitment. Moreover, the previous studies about organizational microclimate and its relationship with mentioned variables are ambiguous which specifically confirms the newness of this study.

2.1. Aim, objectives, and hypotheses of the research

The aim of the research - to evaluate the mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment when emotional intelligence is a moderator.

The objectives of the research:

1. To determine the influence of the microclimate of the team on trust in the team.
2. To evaluate the impact of the microclimate of the team on organizational commitment.
3. To determine the impact of trust in the team on organizational commitment.
4. To evaluate the mediating effect of trust in the team in the relationship between the microclimate of the team and organizational commitment.
5. To determine the moderating effect of emotional intelligence in the relationship between the microclimate of the team and trust in the team.

In order to complete empirical research, a quantitative research method - an anonymous survey - will be applied. Data will be gathered by interviewing the respondents that will respond to the questions provided in the closed questionnaire (Annex 1) of 59 questions. The role of teamwork and collaboration in the information technology sector is a crucial factor in IT projects, that's why the following industry was selected (Raibulet and Fontana, 2018).

Organizational microclimate is not sufficiently analyzed yet, thus research did not investigate a hypothesis between organizational microclimate and organizational trust, as relevant studies examining the direct influence were not found. However, as per the data found, it was determined that organizational climate has a significant effect on organizational justice, meaning that organizational justice cannot be feasible without organizational trust (Farhad Shafiepour Motlagh, 2012). In this case, the assumption can be made that organizational climate can affect organizational trust.

According to researchers, organizational commitment is significantly influenced by the organizational climate. Several studies have demonstrated that the organizational climate within a company has a substantial effect on the ability to maintain employee dedication and commitment to the organization (Kumar and Giri, 2007; Jyoti, 2013). However, Ravishankar et al. (2016) has examined that there is no important connection between organizational climate and organizational commitment as the hypothesis of the following study was rejected.

The scientific literature recognizes organizational trust as a key element in fostering organizational commitment. Previous research has supported the notion that greater trust in the organization, managers, and colleagues is positively linked with higher levels of organizational commitment among employees (Colquitt et al., 2007; Utami et al., 2014; Preet, 2017; Atalay et al., 2022)

The search did not yield any relevant results that would examine studies that investigate emotional intelligence as a moderator between microclimate of the team and trust in the team, therefore, the attempts to find relevant studies where emotional intelligence is a moderator were unsuccessful. However, according to the scientific literature, there was some data found with each variable separately. Studies have examined the correlation between emotional intelligence and organizational microclimate, and have found that emotional intelligence has a positive effect on organizational microclimate (al Ghazo et al., 2019; Maamari & Majdalani, 2017). However, other research has delivered the opposite results, with a significant negative correlation identified between emotional intelligence and organizational microclimate (Milhoan, 2007). Prior research

have demonstrated that emotional intelligence and organizational trust have a positive correlation. Studies have revealed that individuals with high emotional intelligence tend to have greater trust in others (Rezvani et al., 2016; Du Plessis et al., 2015).

The attempts to find relevant studies that disclose the mediating effect of trust in the team in the relationship between microclimate in the team and organizational commitment were unsuccessful. However, some research confirmed the relationship between variables individually. Based on the literature, it has been established that organizational climate has a notable impact on organizational justice. This implies that organizational trust is a prerequisite for organizational justice to exist (Farhad Shafiepour Motlagh, 2012). Therefore, it can be inferred that organizational climate has the potential to influence organizational trust. Moreover, the importance of organizational trust in enabling organizational commitment is well-established in scientific literature. Studies have consistently shown that employees with higher levels of trust in their organization, supervisors, and peers exhibit greater organizational commitment (Colquitt et al., 2007; Utami et al., 2014; Preet, 2017; Atalay et al., 2022).

In order to test the empirical model, several hypotheses have been formulated:

The hypotheses of the research:

- Hypothesis 1 (H1) - microclimate of the team positively relates to the trust in the team;
- Hypothesis 2 (H2) - microclimate of the team positively relates to the organizational commitment;
- Hypothesis 3 (H3) - trust in the team positively relates to organizational commitment;
- Hypothesis 4 (H4) - emotional intelligence moderates the relationship between microclimate of the team and organizational commitment;
- Hypothesis 5 (H5) - trust in the team mediates a relationship between microclimate in the team and organizational commitment.

2.2. The empirical model of the research

After completing an analysis of the scientific literature an empirical model was created on the basis of which the empirical study will be carried out.

Quantitative research will be investigating the mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment when emotional intelligence is a moderator.

Stages of the research:

- 1) The first stage of the research is a literature review that specifies the most important concepts, dimensions, and other important aspects of organizational trust, organizational microclimate, organizational commitment, and emotional intelligence. Literature analysis also reviews previous studies where connections between the variables mentioned above are described.
- 2) The second phase of the study is quantitative research. This anonymous questionnaire survey will help to gather data by interviewing the respondents that will respond to the questions provided in the closed questionnaire. The survey will be filled out online, and the form itself will be hosted on the www.apklausa.lt website. The survey questionnaire will consist of 59 questions.
- 3) The third stage is the analysis of research data, during which the data obtained in the second stage will be processed using the statistical analysis program called SPSS.

2.3. Structure of the questionnaire, a sample of respondents, and methods of data analysis

The structure of the research questionnaire. During the quantitative research, a structured questionnaire will be used to evaluate the relationship between organizational microclimate, organizational trust, and organizational commitment, taking employees' emotional intelligence into account as a moderator, based on four questionnaires (see Table 2).

Table 2.

The structure of the research questionnaire

Questionnaire	Authors	Name	Nr of statements	Cronbach alpha
Trust in the team	Cook and Wall (1980)	Interpersonal Trust Scale	6	0,848
Microclimate of the team	MacKenzie (1983)	The Group Climate Questionnaire	12	0,867
Organizational	Allen and	Organizational Commitment	18	0,944

commitment	Meyer (1990)	Questionnaire		
Emotional intelligence	Allen and Meyer (1990)	WLEIS	16	0,919
Information about the respondent	-	Gender, age, position, size of the company, etc.	7	-

Reference: Created by an author based on authors mentioned in the table

In order to measure trust in the team, Cook's and Wall's Interpersonal Trust At Work Scale will be used that consists of 6 statements. The statements will be evaluated on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The examples can be found below:

- If I got into difficulties at work I know my workmates would try to help me out;
- I have full confidence in the skills of my workmates;
- I can rely on other workers not to make my job more difficult by careless work.

The Group Climate Questionnaire developed by MacKenzie was used to evaluate the microclimate of the team. The following scale consists of 12 statements that will be assessed on a Likert scale from 0 (Never) to 6 (Always). Examples of the statements:

- The members liked and cared about each other;
- The members avoided looking at important issues going on between themselves;
- There was friction and anger between members.

Organizational commitment will be measured by the Organizational Commitment Questionnaire created by Allen and Meyer (1990) which will be estimated on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale consists of 18 items examples of which are listed below:

- I would be very happy to spend the rest of my career in this organization;
- Right now, staying with my job at this organization is a matter of necessity as much as desire;
- I would feel guilty if I left this organization now.

A scale called WLEIS developed by researchers Allen and Meyer will be used to measure the Emotional Intelligence variable. The questionnaire contains 16 statements that will be measured on a Likert scale from 1 (Strongly Disagree) to 7 (Strongly Agree). Examples of the sample:

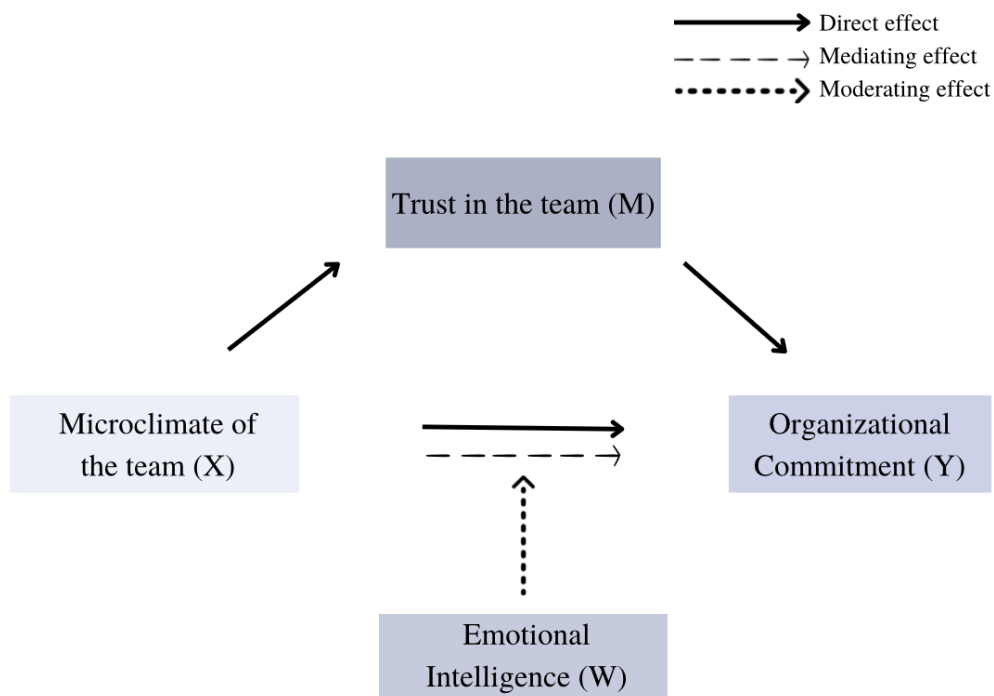
- I have a good sense of why I have certain feelings most of the time;
- I have a good understanding of the emotions of people around me;
- I would always encourage myself to try my best.

The survey will be anonymous, however, the information will be collected about respondents' gender, age, position, seniority, and size of the company.

Methods of data analysis. Data analysis will be performed using the statistical analysis program SPSS. The reliability indicators of the questionnaires will be checked by calculating Cronbach's alpha coefficients, the Kolmogorov-Smirnov and Shapiro-Wilk tests will be performed, as well as the t-test and one-way ANOVA tests. Furthermore, the averages of the respondents' answers will be compared according to the demographic data and regression analysis will also be completed. While investigating the analysis, the plugin created by A. Hayes called "Process" will be used. The author's model 5 is used for data analysis.

Image 5.

The empirical model of the mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment when emotional intelligence is a moderator.



Reference: Created by an author based on academic literature and empirical research

The sample of respondents. The overall sample size is over 36 000 individuals who are employees in software engineering (Invest Lithuania, 2022). For the research, the sample size of respondents was determined using statistical requirements, with a 5% margin of error. The calculation involved multiplying the number of questions in the research questionnaire which consists of 59 questions, by a factor of 5. Therefore, the study will require surveying 295 respondents who are full-time employees in the IT sector and located in Lithuania. A cross-tabulations method will be used in order to search for the possible correlations within the selected sample.

Reliability of the questionnaire. Questionnaires created by researchers were selected to measure employees' organizational trust, organizational microclimate, organizational commitment and emotional intelligence. In order to check and evaluate the reliability of the questionnaires, Cronbach's alpha coefficients were calculated based on answers of 307 respondents (see Table 2).

The Cronbach alphas of the answers to trust in the team (0,917) and emotional intelligence (0.926) are high, which shows the high reliability of the data. Slightly lower are the Cronbach alpha coefficients of microclimate of the team (0,826) and organizational commitment (0,817). Although the coefficients of the microclimate of the team and organizational commitment are somewhat lower, they are high enough for the data to be used for further analysis.

Since the cronbach alpha coefficients of all questionnaires are higher than 0.8, the data can be considered reliable and used for further analysis.

3. RESEARCH RESULTS OF THE MEDIATING EFFECT OF ORGANIZATIONAL TRUST ON THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL MICROCLIMATE AND ORGANIZATIONAL COMMITMENT WHEN A MODERATOR IS AN EMOTIONAL INTELLIGENCE

A quantitative research - anonymous respondent survey was conducted using the online survey platform apklaus.lt. The survey was launched in June 2023, and responses from participants were gathered until September 2023. There were 307 respondents interviewed in total. The participants were chosen through a convenient sampling that was non-probabilistic. The questionnaire was shared among IT sector employees within the LinkedIn platform. Participants were aware of the study's objectives and received guarantees of the confidentiality and anonymity of the research results.

3.1. Demographic and working characteristics of the respondents

During the survey, the respondents were asked to answer the questions about their demographic and working characteristics. They were requested to provide their gender, age, level of education, position and work experience in their current organization. They were also requested to specify their company's size as well as the industry the organization operates in. The results of the respondents in regard to the demographic and working characteristics is provided in Table 3.

Table 3.

Demographic characteristics of the respondents

Question	Options	Number of answers	Numbers of answers (%)
Gender	Male	243	79,2%
	Female	57	18,6%
	Other	4	1,3%
	Didn't answer	3	1%
Age	18-27	87	28,33%
	28-42	206	67,1%

	43-68	9	2,93%
	Didn't answer	5	1,62%

Reference: Created by an author based on conducted research.

307 working individuals of various ages, ranging from 20 to 68 years old, participated in the survey. The largest part of respondents (67.1%) consisted of people aged 28 to 42, this is the age group that currently has the most in the labor market. Much more questionnaires were received from men than women (18,6% of women and 79,2% of men), which is consistent with the larger number of male employees in the IT sector. Respondents were also interviewed about their work characteristics, which are presented in Table 4.

Table 4.

Education and work characteristics of the respondents

Question	Options	Number of answers	Numbers of answers (%)
Education	Primary	0	0
	Secondary	8	2,6%
	Higher education	28	9,1%
	Bachelor's degree	180	58,6%
	Master's degree	88	28,7%
	Doctoral degree	1	0,3%
	Didn't answer	2	0,7%
Position	Managing	77	25,1%
	Non-managing	225	73,3%
	Didn't answer	5	1,6%
Work experience in current organization	Up to 1 year	65	21,2%
	1-3 years	144	46,9%
	4-5 years	47	15,3%
	5-10 years	40	13%
	10-20 years	6	2%
	More than 20 years	1	0,3%

	Didn't answer	4	1,3%
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Reference: Created by an author based on conducted research.

As per survey results, the majority of respondents have Bachelor's degree (58,6%) and are taking non-managing positions (73,3%), The length of the work experience of respondents is usually between 1-3 years (46.9%). Respondents were also asked to answer two questions about their current workplace: the size of the company and the industry the organization operates in. The data are presented in Table 5.

Table 5.

Data of workplaces of the respondents

Question	Options	Number of answers	Numbers of answers (%)
The size of the company	Very small company (1-9 employees)	9	2,9%
	Small company (10-49 employees)	30	9,8%
	Medium company (50-249 employees)	77	25,1%
	Large company (250 and more employees)	188	61,2%
	Didn't answer	3	1%
The industry organization operates in	Information Technology	179	58,3%
	Healthcare	13	4,2%
	Manufacturing	11	3,6%
	Finance	21	6,8%
	Education	7	2,3%
	Hospitality/Travel	34	11,1%
	Transportation/Logistics	14	4,6%
	Energy/Utilities	8	2,6%
	Construction/Engineering	3	1%

	Other	14	4,6%
	Didn't answer	3	1%

Reference: Created by an author based on conducted research.

An absolute majority of the IT sector employees who participated in the conducted survey work in organizations that operate in the Information Technology sector (58,3%). The second place according to the answer's is taken by the Hospitality/Travel sector (11,1%).

3.2. Descriptive statistics of the research

Before analyzing and calculating data analysis of means, Kolmogorov–Smirnov and Shapiro–Wilk tests (see Appendix 3) were conducted in order to assess whether the data were parametric and met the conditions of a normality of data distribution. (see Table 6).

Table 6.

Kolmogorov–Smirnov and Shapiro–Wilk tests results

Construct	Kolmogorov – Smirnov (p value)	Shapiro–Wilk test (p value)	Skewness	Kurtosis
Trust in the team	<0,001	<0,001	-0,026	0,228
Microclimate of the team	0,022	<0,001	-0,206	0,411
Organizational commitment	0,02	0,010	0,058	-0,058
Emotional intelligence	<0,001	<0,001	0,708	0,693

Reference: Created by an author based on conducted research.

The data of all questionnaires does not meet the normality test requirements because the majority of p values are lower than 0,05. However, the values of Skewness and Kurtosis do not exceed -1 or 1, so the data can be considered close to the normal distribution and used in further analysis. The t-test and One Way ANOVA tests will be used in the further analysis in order to compare the means of the variables and also statistically significant relationships will be checked. First of all, the factors are compared according to the gender of respondents (Table 7).

Table 7.*The comparison of the respondents according to gender*

Variables	Gender	Mean	t	df	p value
Trust in the team	Male	4,1150	0,408	298	0,684
	Female	4,0789			
Microclimate of the team	Male	5,2208	1,660	298	0,098
	Female	5,0222			
Organizational commitment	Male	3,2086	2,958	297	0,003
	Female	2,8498			
Emotional intelligence	Male	5,3655	0,129	297	0,898
	Female	5,3498			

Reference: Created by an author based on conducted research.

Statistically significant differences (when $p < 0.05$) were found in the results of organizational commitment variable according to the gender of the respondents ($p = 0,003$). In the further analysis, the variables according to the positions that are held by the respondents will be compared (Table 8).

Table 8.*The comparison of the respondents according to position*

Variables	Position	Mean	t	df	p value
Trust in the team	Managing	4,0268	-1,373	300	0,171
	Non-managing	4,1350			
Microclimate of the team	Managing	5,0986	-1,131	300	0,259
	Non-managing	5,2215			
Organizational commitment	Managing	3,2617	1,313	299	0,190
	Non-managing	3,1158			

Emotional intelligence	Managing	5,4486	1,088	299	0,277
	Non-managing	5,3272			

Reference: Created by an author based on conducted research.

According to the comparison of respondents in terms of their position: managing or non-managing, no significant differences were found among all variables. In the further analysis, the variables according to the age of the respondents will be compared (Table 9).

Table 9.

The comparison of the respondents according to age

Variables	Age	Mean	df	F	p value
Trust in the team	18-27	4,1169	2	1,452	0,236
	28-42	4,1317			
	43-68	3,7708			
Microclimate of the team	18-27	5,1418	2	2,109	0,123
	28-42	5,2343			
	43-68	4,6667			
Organizational commitment	18-27	3,0047	2	3,746	0,025
	28-42	3,2360			
	43-68	2,6667			
Emotional intelligence	18-27	5,3303	2	3,575	0,029
	28-42	5,4134			
	43-68	4,6328			

Reference: Created by an author based on conducted research.

When comparing the age of the respondents, statistically significant differences (when $p < 0,05$) were found between different age groups of the employees in Organizational commitment ($p = 0,025$) and in Emotional intelligence ($p = 0,029$). In further analysis, the studied

variables will be compared according to the work experience factor of the respondents that participated in the research (see table 10).

Table 10.

The comparison of the respondents according to work experience

Variables	Work experience	Mean	df	F	p value
Trust in the team	Up to 1 year	4,1303	5	0,212	,957
	1-3 years	4,1058			
	4-5 years	4,1135			
	5-10 years	4,0558			
	10-20 years	4,1944			
	More than 20 years	3,6667			
Microclimate of the team	Up to 1 year	5,0590	5	2,365	0,040
	1-3 years	5,3059			
	4-5 years	5,2932			
	5-10 years	4,8939			
	10-20 years	4,8333			
	More than 20 years	5,1667			
Organizational commitment	Up to 1 year	2,9569	5	1,284	0,271
	1-3 years	3,1919			
	4-5 years	3,3381			
	5-10 years	3,0788			
	10-20 years	3,0648			
	More than 20 years	3			
Emotional intelligence	Up to 1 year	5,3201	5	2,502	0,031
	1-3 years	5,4658			
	4-5 years	5,2906			
	5-10 years	5,1980			

	10-20 years	4,4896			
	More than 20 years	6,4375			

Reference: Created by an author based on conducted research.

When comparing the respondents' work experience, significant differences were found in the Microclimate of the team ($p=0,040$) and Emotional Intelligence ($p =0,031$) among different work experience groups of the respondents. In the next stage, the results of the respondents' answers will be compared according to the size of their workplace (Table 11).

Table 11.

The comparison of the respondents according to the size of the company

Variables	Size of the company	Mean	df	F	p value
Trust in the team	Very small company	4,0370	3	0,342	0,795
	Small company	4,0444			
	Medium company	4,0779			
	Large company	4,1344			
Microclimate of the team	Very small company	5,0833	3	2,667	0,048
	Small company	4,8157			
	Medium company	5,3015			
	Large company	5,2051			
Organizational commitment	Very small company	2,8417	3	1,805	0,146
	Small company	2,9538			
	Medium company	3,3005			
	Large company	3,1297			
Emotional intelligence	Very small company	5,2153	3	0,466	0,706
	Small company	5,2457			
	Medium company	5,4331			

	Large company	5,3480			
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Reference: Created by an author based on conducted research.

When evaluating the size of the respondents' workplace, only one significant difference was found between the size of the respondents' workplaces in microclimate of the team ($p=0,048$). In the further analysis, we will compare the results according to the industries of the organizations where our respondents work in (Table 12).

Table 12.

The comparison of the respondents according to industry

Variables	Industry	Mean	df	F	p value
Trust in the team	All	4,1083	9	1,089	0,371
Microclimate of the team	All	5,1875	9	4,129	<0,001
Organizational commitment	All	3,1471	9	8,065	<0,001
Emotional intelligence	All	5,3559	9	2,215	0,021

Reference: Created by an author based on conducted research.

In the following comparison we can see that there are significant differences found between industries while comparing the answers of respondents in Microclimate of the team ($p=0,001$), Organization commitment ($p=<0,001$) as well as Emotional Intelligence ($p=0,021$).

Summary of results. Comparing the mean values of respondents' answers according to demographic characteristics, significant differences were found between male and female respondents: in the microclimate of the team, the results of men's answers (5,22) are higher than women's (5,02) and comparing the respondents' answers of organizational commitment based on gender, men (3,20) are much more likely to be committed to the organization than women (2,84).

When comparing the respondents according to their positions, a significant difference was found when measuring microclimate of the team, when employees in managerial positions

(5,09) evaluate the microclimate in their team lower than employees in non-managerial positions (5,22). There is also a statistically significant difference in organizational commitment when managers (3,26) feel more committed to their job than their subordinates (average 3,11). Employees in managing positions (5,44) evaluate themselves as more emotionally intelligent than employees in non-managing positions (5,32).

Statistically significant differences were found when comparing the trust in the team of employees aged 18-27 (4,11) and 28-42 (average 4,13), while comparing them with the 43-68 age group (3,77). Therefore, it can be said that younger employees feel more trust in their team than their older colleagues. When assessing the microclimate of the team, significant differences were found between respondents aged 18-27 (5,14) and 28-42 (5,23) and 43-68 (4,66) years old respondents. Therefore, we can say that employees in the 28-42 age group evaluate their team microclimate better than their older employees. The 28-42 age group (3,23) also assesses their organizational commitment better than 18-27 (3,00) and 43-68 (2,66) years old employees. While evaluating emotional intelligence, there was also a significant difference in the assessment of this variable among respondents. The oldest age group (4,63) is less likely to be more emotionally intelligent than younger groups (18-27 - 5,44, 28-42 - 5,41).

Significant differences between the mean values were found when comparing the trust in the team of employees when employees who have been working for 20 years (average 3.66) - they trust their teams less than respondents with 10 or more years (4.19) or up to 1 year (4,13) of experience. Also, respondents who have been working for 1-3 years (5,3) evaluate their microclimate of the team higher than their colleagues who have been working for 5-10 years (4,89) and 10-20 years (4,83). Speaking about the organization commitment, we can see that employees who are with the company for less than 1 year (2,95) are less committed to the organization than respondents who are with the company for 4-5 years (3,33). There are also significant differences in emotional intelligence that have been identified between these age groups: employees who work in the company for 1-3 years (5,46) tend to be more emotionally intelligent than the ones who are with the company for 5-10 years (5,19).

Significant differences in microclimate in the team were found when comparing respondents' answers according to their company size: in small companies (4,81) the microclimate is significantly lower than in medium companies (5,3), employees working in large companies are also pretty well engaged (5,2). There is a significant relationship captured between respondents working in smaller and bigger companies while evaluating organizational commitment: people from medium (3,3) and large (3,1) are more committed to the organization

than employees working in the small (2,95) or very small (2,84) companies. Interesting findings were also found when assessing employees' emotional intelligence: employees in the medium (5,43) and large (5,43) feel more emotionally intelligent than people who work for small (5,24) or very small (5,21) companies.

3.3. Mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment when emotional intelligence is a moderator

Before completing the moderator and mediator analyses, the relationships among variables that were already studied by the researchers were checked and presented in the first part of the Master's thesis. Table 13 presents regression data that reflects relationships of microclimate in the team, trust in the team and organizational commitment.

Table 13.

Relationships between microclimate in the team, trust in the team and organizational commitment

Relationships	B (Unstandartized Coefficient)	β (Standartized Coefficient Beta)	t (t-test value)	p value
Microclimate of the team and Trust in the team	0,431	0,584	12,656	<0,001
	r square =0,339; F= 157,878; p<,001			
Trust in the team and Organizational Commitment	0,353	0,353	4,726	<0,001
	r square =0,065; F= 22,335; p<,001			
Microclimate of the team and Organizational Commitment	0,630	0,633	14,259	<0,001
	r square =0,399; F= 203,307; p<,001			

Reference: Created by an author based on conducted research.

Relationship between Microclimate of the team and Trust in the team. The Anova test confirmed the suitability of the data for regression analysis ($p < 0,001$), and the Durbin–Watson test (1,782) confirmed the suitability of the linear regression equation for prediction. In this case, approximately 33,9% of the variability in trust in the team is affected by the microclimate in the team and this relationship is statistically significant ($r^2 = 0,339$, $F = 157,875$; $p < 0,001$). Since the respondents' data are not normally distributed, but only close to the normal distribution - the Bootstrap procedure was performed ($p < 0,001$, Lower=0,343, Upper=0,512), the results confirm the suitability of the data for regression. In summary, there is a statistically significant and strong positive relationship between the microclimate of the team and trust in the team.

Relationship between Trust in the team and Organizational Commitment. The Anova test was conducted which confirmed the suitability of the data for regression analysis ($p < 0,001$). As well as the Durbin–Watson test (0,943) was completed which showed a high probability of confirming the suitability of the linear regression equation for prediction. Trust in the team affects Organizational commitment by 6,5% and this relationship explains a statistically significant relationship among variables ($r^2 = 0,068$, $F = 22,335$; $p < 0,001$). Since the respondents' data are not normally distributed, but only close to the normal distribution - the Bootstrap procedure was performed ($p < 0,001$, Lower=0,226, Upper=0,504), the results confirmed the suitability of the data for regression. According to all data provided, we can state that employees' trust in the team has a statistically significant relationship with Organizational commitment.

Relationship between Microclimate of the team and Organizational Commitment. The Anova test was performed which respectively confirmed the suitability of the data for regression analysis ($p < 0,001$), and the Durbin–Watson test (1,569) showed absolutely strong evidence confirming the suitability of the linear regression equation for prediction. The linear regression confirmed that the Microclimate of the team affects Organizational commitment by 39,9% and the following results highly support the statistically significant relationship among variables ($r^2 = 0,399$, $F = 203,307$; $p < 0,001$). Since the respondents' data are not normally distributed, but only close to the normal distribution - the Bootstrap procedure was performed and showed the results that absolutely confirm the suitability of the data for regression ($p < 0,001$, Lower=0,523, Upper=0,734). In summary, based on the collected and calculated data, there is strong evidence to suggest a relationship between the Microclimate of the team and Organizational Commitment.

Moderator analysis. After checking and confirming the relationships between Microclimate in the team, Trust in the team and Organizational commitment, the moderating effect of Emotional intelligence on the relationship between the Microclimate of the team and Organizational commitment was examined in the further stage of the study (please see Table 13).

Table 14.

The moderating effect of Emotional intelligence on the relationship between the Microclimate of the team and Organizational Commitment

Organizational Commitment	coeff	se	t	p	LLCI	ULCI
Microclimate x Emotional Intelligence	0,332	0,059	5,629	0,000	0,216	0,448

Reference: Created by an author based on conducted research.

The moderating effect of Emotional intelligence on the relationship between the Microclimate of the team and Organizational Commitment. For the interaction of Microclimate of the team and Emotional Intelligence when an outcome variable is Organizational commitment, the results received (coeff=0,332, p=0,000, t=5,629) state that there is a significant moderating effect of Emotional Intelligence on the relationship between the Microclimate of the team and Organizational commitment. The received results indicate that higher Emotional Intelligence strengthens the relationship of microclimate in the team and Organizational commitment, and the statistical significance strengthens the credibility of these findings.

Mediator analysis. The linear regression has confirmed the relationships between Microclimate in the team, Trust in the team and Organizational commitment, as well as there was confirmed a significant moderation of Emotional intelligence on the relationship between Microclimate of the team and Organizational Commitment. In the last stage of the study, the mediating effect of the Trust in the team on the relationship between the organizational microclimate and organizational commitment was examined (see Table 14).

Table 14.

The mediating effect of Trust in the team on the relationship between the Microclimate in the team and Organizational commitment

	Effect	BootSE	BootLLCI	BootULCI
Trust in the team	0,070	0,032	-0,137	-0,009

Reference: Created by an author based on conducted research.

The mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment. The mediating effect of Trust in the team between Microclimate in the team and Organizational commitment was determined. The positive effect (0,070) verifies that as the Microclimate of the team increases, the indirect effect through Trust in the team leads to increase in Organizational commitment. The bootstrap confidence interval for the indirect effect does not include zero (BootLLCI =-0,137, BootULCI=-0,009). This specifies that the indirect effect is slight, although statistically significant.

Discussion. The conducted empirical study confirmed the relationships between Microclimate of the team, Trust in the team and Organizational commitment, established by previous research conducted by researchers that are investigated in the literature analysis of the Master thesis and are described in Table 1 respectively.

The relationship between microclimate in the team and trust in the team is confirmed. As per literature analysis, there were no relevant studies found that investigate a direct effect of organizational microclimate and organizational trust, however, few studies were found that can be related to the problem of the study. As per Farhad Shafiepour Motlagh (2012), organizational justice cannot be feasible without organizational trust. Jain et al. (2015) confirmed the relationship between knowledge sharing and organizational trust. Therefore, the assumption that organizational climate affects organizational trust was approved and hypothesis was confirmed.

The following research confirmed the assumption that microclimate in the team positively relates to organizational commitment. As per researchers, organizational climate plays a vital role in the context of organizational commitment (Kumar and Giri, 2007; Lok et al. 2007, Jyoti (2013). However, based on the research of Ravishankar et al. (2016) it was examined that

there is no significant relationship between organizational climate and organizational commitment.

The relationship between trust in the team and organizational commitment is confirmed. As per literature analysis, organizational trust is identified as a crucial factor in building organizational commitment (Colquitt et al., 2007; Utami et al., 2014; Preet, 2017; Atalay et al., 2022). However, the researcher Atalay et al. (2022) found out that trust in colleagues is affected particularly by affective commitment and normative commitment, though, trust in colleagues did not have an important influence on the continuance commitment.

According to the literature analysis completed, there were no relevant studies found that would investigate emotional intelligence as a moderator and organizational trust as a mediator. However, there were direct effects of emotional intelligence with other variables found in previous research. Previous studies have established a positive correlation between emotional intelligence and organizational trust (Barczak et al., 2010; Du Plessis et al., 2015; Rezvani et al., 2016). Scientific research investigated the relationship between emotional intelligence and organizational microclimate and found that emotional intelligence has a positive impact on organizational microclimate (al Ghazo et al., 2019; Maamari & Majdalani, 2017). Scientific research also disclosed the significant importance of emotional intelligence as the variable was positively correlated with organizational commitment (Wong & Law, 2002; Utami et al., 2014; Ahad et al., 2021), however, Guleryuz et al. (2008) discovered that there is no significant relationship between the variables.

In the following research, moderator analysis confirmed the assumption about the moderating effect of Emotional Intelligence on the relationship between Microclimate of the team and Organizational commitment, and also confirmed the assumption about the mediating effect of Trust in the team on the relationship between Microclimate of the team and Organizational commitment. According to the research outcomes, the Microclimate of the team positively affects employees' Organizational commitment. As a result, teams with a better microclimate tend to be more committed to the organization and trust in the team respectively improves these results even more.

3.4. Limitations of the study

While interpreting the results of the study, attention should be paid to the several potential limitations that are important to be acknowledged. Here are some realistic limitations that could be considered:

When respondents self-evaluate their own Emotional intelligence, Trust in the team, Microclimate of the team and Organizational Commitment, they may provide answers that they believe are socially desirable, which may prevent the employees from objectively evaluating their own behavior and perceptions, even though anonymity was guaranteed. This might affect the reliability of the received data.

The sample of the research is IT sector employees located particularly in Lithuania which is a concrete and narrow group of respondents compared to a wider perspective of potential participants from other industries and countries. This assumes the limitation of generalization of findings of the study and does not allow to apply received results to other contexts, meaning that findings are specific and may vary across different industries and countries.

Speaking about the respondents' answers in regard to Emotional intelligence, Microclimate of the team, Trust in the team, and Organizational commitment, the timing of data collection might impact the results. For instance, emotions, perceptions and attitudes may fluctuate and differ over time.

CONCLUSIONS AND RECOMMENDATIONS

1. Emotional Intelligence is a set of abilities such as recognizing, utilizing emotions, realizing, and regulating the emotions of oneself and others. The following abilities play a significant role in formatting social and personal outcomes.
2. Trust in the team helps employees to be honest with other colleagues and bring a higher trust and create loyalty as well as enable encouragement of sharing new and creative ideas.
3. Organizational commitment refers to an employee's involvement in his or her organization, which leads to a specific psychological attitude that determines their willingness to put a significant effort towards the organization's goals and reduces an employee's intention to quit the organization.
4. Microclimate of the team is the connection between the circumstances in an organization and the attitudes, emotions, and particular actions of its employees, as well as how workers perceive and deal with their professional environment.
5. Comparisons of means values:
 - Male respondents evaluate their microclimate in the team and organizational commitment significantly higher than female respondents.
 - Managers evaluate their microclimate in the team lower than their subordinates, however, at the same time they feel more committed to the organization and emotionally intelligent than their employees.
 - Employees under 42 years old feel a bigger trust in the team and evaluate their microclimate of the team, commitment to organization as well as emotional intelligence better than their colleagues older than 43 years old colleagues.
 - Respondents who have spent 1-3 years with the company, evaluate themselves as more emotionally intelligent than others.
 - Employees working in small or very small companies tend to be less emotionally intelligent, committed and evaluate their microclimate worse compared to employees from medium and large companies.
6. The empirical study revealed:
 - The better employees evaluate their microclimate in the team, the higher is trust in the team. There is a statistically significant and strong positive relationship between the microclimate of the team and trust in the team - approximately 33,9% of the variability in trust in the team is affected by the microclimate in the team;
 - The better employees evaluate their microclimate in the team, the higher is organizational commitment. Based on the data, there is strong evidence to suggest a relationship between

the microclimate of the team and organizational commitment - the microclimate of the team affects organizational commitment by 39,9%;

- Organizational commitment results are better for employees who have a higher trust in their team. Trust in the team affects Organizational commitment by 6,5% which explains that relationship among variables is weak but statistically significant.
7. The findings of the research indicate that emotional intelligence moderates the relationship between microclimate of the team and organizational commitment. This identifies that the impact of microclimate of the team on organizational commitment depends on the level of emotional intelligence possessed by individuals.
 8. After assessing the mediation analysis, the study determined the mediating role of trust in the team on the relationship between the microclimate of the team and organizational commitment. This suggests that trust plays an important role in translating the positive effect of a team microclimate into increased organizational commitment among employees.

Recommendations:

Taking into account the literature analysis and the results of the empirical study, companies are recommended to create a positive microclimate within teams, stimulate trust in the teams which will lead to the higher organizational commitment level.

As emotional intelligence is an important factor that makes an influence on the relationship between microclimate of the team and organizational commitment, it's important to implement leadership training programs that would help to develop emotional intelligence skills among leaders. Leaders with high emotional intelligence may better build the trust within teams, at the same time positively influencing organizational commitment.

Various team-building initiatives and activities are recommended that would focus on strengthening trust within teams. Also creating opportunities for open communication, collaboration, constructive feedback and relationship-building among team members to enhance a positive team microclimate.

It is also important to continuously monitor employees' changes in employees' trust levels and team microclimate. This could be done through various feedback surveys and assessments. By maintaining a high level of trust in the team and microclimate of the team, the organizational commitment will be high, meaning that employees will feel more committed, motivated and it will help the company to achieve better financial and other desired results.

For future research, it would be beneficial to implement a further investigation in exploring the long-term effects of trust-building processes, examining variations of other industries, or considering cultural influences on the relationships that have been studied.

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SUMMARY

THE MEDIATING EFFECT OF ORGANIZATIONAL TRUST ON THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL MICROCLIMATE AND ORGANIZATIONAL COMMITMENT WHEN A MODERATOR IS EMOTIONAL INTELLIGENCE

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Master's thesis

Human Resources Management study program

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Vilnius, 2023

The thesis consists of 64 pages, 15 tables, 5 images and 104 references.

The aim of the Master thesis is to evaluate the relationship between organizational microclimate, organizational trust, and organizational commitment, taking employees' emotional intelligence into account as a moderator.

The work consists of the following parts: literature analysis, research methodology, presentation of research results and presentation of conclusions and recommendations.

A literature analysis was performed, during which the concept, origin and dimensions of organizational trust, organizational microclimate, organizational commitment and emotional intelligence were introduced. It also describes the impact these factors have on organizations and their employees. The literature review was completed with the connections between the mentioned phenomena that were disclosed by research conducted by the authors in the past.

The research methodology part presents the research model newly created by the author, which was created to investigate the mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment when a moderator is emotional intelligence. Research goals, tasks, hypotheses and research processes are described accordingly.

The research part examined the data collected from 307 respondents who participated in the survey. The reliability indicators of the questionnaires were checked, the data evaluation was carried out to determine whether the data is parametric. Respondents' response averages were also compared by

demographic data of the respondents, and the relationships between the components were determined during the regression analysis. Finally, a moderating mediator analysis was performed.

After completing the literature analysis and empirical research, the limitations of the study were presented as well as the conclusions and practical recommendations, which are beneficial for organizations to take into account to foster employees' organizational commitment within the company.

Keywords: organizational trust, organizational microclimate, organizational commitment, emotional intelligence.

SANTRAUKA

PASITIKĖJIMO ORGANIZACIJA MEDIJUOJANTIS EFEKTAS RYŠIUI TARP ORGANIZACINIO MIKROKLIMATO IR ORGANIZACINIO ĮSIPAREIGOJIMO MODERUOJANT EMOCINIAM INTELEKTUI

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Vilnius, 2023

Magistro baigiamąjį darbą sudaro 64 puslapiai, 15 lentelių, 5 paveikslai ir 104 literatūros šaltiniai.

Magistro darbo tikslas - įvertinti organizacijos mikroklimate, pasitikėjimo organizacija ir organizacinio įsipareigojimo ryšį, atsižvelgiant į darbuotojų emocinį intelektą kaip moderatorių.

Darbą sudaro šios dalys: literatūros analizė, tyrimo metodologija, tyrimo rezultatų pristatymas ir išvadų bei rekomendacijų pateikimas.

Atlikta literatūros analizė, kurios metu pristatyta organizacinio pasitikėjimo, organizacinio mikroklimate, organizacinio įsipareigojimo ir emocinio intelekto samprata, kilmė ir dimensijos. Taip pat aprašytas šių veiksnių poveikis organizacijoms ir jų darbuotojams. Literatūros apžvalga papildyta minėtų reiškinių sąsajomis, kurias atskleidė anksčiau autorių atlikti tyrimai.

Tyrimo metodologinėje dalyje pristatomas autorės naujai sukurtas tyrimo modelis, kuris buvo sukurtas siekiant ištirti pasitikėjimo organizacija tarpininkaujantį poveikį organizacijos mikroklimate ir organizacinio įsipareigojimo ryšiui, kai moderatorius yra emocinis intelektas. Atitinkamai aprašomi tyrimo tikslai, uždaviniai, hipotezės ir tyrimo eiga.

Tyrimo dalyje nagrinėjami 307 apklausoje dalyvavusių respondentų surinkti duomenys. Buvo patikrinti klausimynų patikimumo rodikliai, atliktas duomenų vertinimas, siekiant nustatyti, ar duomenys yra parametriniai. Respondentų atsakymų vidurkiai taip pat buvo lyginami pagal respondentų demografinius duomenis, o regresinės analizės metu nustatyti ryšiai tarp komponentų. Galiausiai buvo atlikta moderuojančio tarpininko analizė.

Atlikus literatūros analizę ir empirinį tyrimą, pateikti tyrimo apribojimai, taip pat išvados ir praktinės rekomendacijos, į kurias naudinga atsižvelgti organizacijoms, siekiant skatinti darbuotojų organizacinį įsipareigojimą įmonėje.

Raktiniai žodžiai: pasitikėjimas organizacija, organizacijos mikroklimas, organizacinis įsipareigojimas, emocinis intelektas.

ANNEXES

Annex 1. The example of the survey

SURVEY

Dear Respondent, I am a student of Vilnius University's Human Resources Management Master's degree program. You are invited to participate in a survey, the purpose of which is to evaluate the mediating effect of organizational trust on the relationship between the organizational microclimate and organizational commitment when emotional intelligence is a moderator of employees in the IT sector. You are kindly asked to please answer the questions below. The survey is anonymous and the filling process will take up to 15 minutes.

The statements below reflect trust in the team. Based on your personal opinion, choose an answer to each statement about your current workplace, when 1 point - I strongly disagree, 2 points - I disagree, 3 points - I neither agree nor disagree, 4 points - I agree, 5 points - I strongly agree:

Nr.	Please choose the statement that corresponds to your opinion the most.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	If I got into difficulties at work I know my workmates would try to help me out.	1	2	3	4	5
2.	I can trust the people I work with to lend me a hand if I needed it.	1	2	3	4	5
3.	Most of my workmates can be relied upon to do as they say they will do.	1	2	3	4	5
4.	I have full confidence in the skills of my workmates.	1	2	3	4	5
5.	Most of my fellow workers would get on with their work even if supervisors are not around.	1	2	3	4	5
6.	I can rely on other workers not to make my job more difficult by careless work.	1	2	3	4	5

Please evaluate statements about the microclimate of the team. Based on your individual experience, choose an answer to each statement about your recent workplace, when 0 points -

never, 1 point - almost never, 2 points - rarely, 3 points - sometimes, 4 points - often, 5 points - very often, 6 points - always:

Nr.	Please choose the statement that corresponds to your opinion the most.	Never	Almost never	Rarely	Some-times	Often	Very often	Always
1.	The members like and care about each other.	1	2	3	4	5	6	7
2.	The members try to understand why they do things they do, try to reason it out.	1	2	3	4	5	6	7
3.	The members avoid looking at important issues going on between themselves	1	2	3	4	5	6	7
4.	The members feel what is happening is important and there is a sense of participation.	1	2	3	4	5	6	7
5.	The members depend on the group leader(s) for direction.	1	2	3	4	5	6	7
6.	There is friction and anger between the members.	1	2	3	4	5	6	7
7.	The members are distant and withdrawn from each other.	1	2	3	4	5	6	7
8.	The members challenge and confront each other in their efforts to sort things out.	1	2	3	4	5	6	7
9.	The members appear to do things the way they think is acceptable to the group.	1	2	3	4	5	6	7
10.	The members reject and distrust each other.	1	2	3	4	5	6	7
11.	The members reveal sensitive personal information or feelings.	1	2	3	4	5	6	7
12.	The members appear tense and anxious.	1	2	3	4	5	6	7

Bolded text - reverse questions

The statements below reflect organizational commitment. Please choose an answer based on your personal opinion about your current workplace, when 1 point - I strongly disagree, 2 points - I disagree, 3 points - I neither agree nor disagree, 4 points - I agree, 5 points - I strongly agree:

Nr.	Please choose the statement that corresponds to your opinion the most.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
2.	I really feel as if this organization's problems are my own.	1	2	3	4	5
3.	I do not feel like "part of my family" at this organization.	1	2	3	4	5
4.	I do not feel "emotionally attached" to this organization.	1	2	3	4	5
5.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
6.	I do not feel a strong sense of belonging to this organization.	1	2	3	4	5
7.	It would be very hard for me to leave my job at this organization right now even if I wanted to.	1	2	3	4	5
8.	Too much of my life would be disrupted if I leave my organization.	1	2	3	4	5
9.	Right now, staying with my job at this organization is a matter of necessity as much as desire.	1	2	3	4	5
10.	I believe I have too few options to consider leaving this organization	1	2	3	4	5
11.	One of the few negative consequences of leaving job at this organization would be the scarcity of available alternatives elsewhere.	1	2	3	4	5
12.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5

13.	I do not feel any obligation to remain with my organization.	1	2	3	4	5
14.	Even if it were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5
15.	I would feel guilty if I left this organization now.	1	2	3	4	5
16.	This organization deserves my loyalty.	1	2	3	4	5
17.	I would not leave my organization right now because of my sense of obligation to it.	1	2	3	4	5
18.	I owe a great deal to this organization.	1	2	3	4	5

Bolded text - reverse questions

Please evaluate statements about emotional intelligence based on your own opinion, when 1 point - I strongly disagree, 2 points - I disagree, 3 points - I more disagree than agree, 4 points - I neither agree nor disagree, 5 points - I more agree than disagree, 6 points - I agree, 7 points - I strongly agree:

Nr.	Please choose the statement that corresponds to your opinion the most.	Strongly disagree	Disagree	More disagree than agree	Neither agree nor disagree	More agree than disagree	Agree	Strongly agree
1.	I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5	6	7
2.	I have a good understanding of my own emotions.	1	2	3	4	5	6	7
3.	I really understand what I feel.	1	2	3	4	5	6	7
4.	I always know whether or not I am happy.	1	2	3	4	5	6	7
5.	I always know my friends' emotions from their behavior.	1	2	3	4	5	6	7
6.	I am a good observer of others' emotions.	1	2	3	4	5	6	7
7.	I am sensitive to the feelings	1	2	3	4	5	6	7

	and emotions of others.							
8.	I had a good understanding of the emotions of people around me.	1	2	3	4	5	6	7
9.	I always set goals for myself and then try my best to achieve them.	1	2	3	4	5	6	7
10.	I always tell myself I am a competent person.	1	2	3	4	5	6	7
11.	I am a self-motivated person.	1	2	3	4	5	6	7
12.	I would always encourage myself to try my best.	1	2	3	4	5	6	7
13.	I am able to control my temper and handle difficulties rationally.	1	2	3	4	5	6	7
14.	I am quite capable of controlling my own emotions.	1	2	3	4	5	6	7
15.	I can always calm down quickly when I am very angry.	1	2	3	4	5	6	7
16.	I have good control of my own emotions.	1	2	3	4	5	6	7

Your gender:

- Male
- Female
- Other

Your age (please enter age in years)

What is your level of education?

- Primary
- Secondary
- Higher education
- Bachelor's degree
- Master's degree

- Doctoral degree

What is your position (do you have subordinates)?

- Managing
- Non-managing

What is your work experience in your current organization?

- Up to 1 year
- 1-3 years
- 4-5 years
- 5-10 years
- 10-20 years
- More than 20 years

What is the size of the company you currently work at?

- Very small company (1-9 employees)
- Small company (10-49 employees)
- Medium company (50-249 employees)
- Large company (250 and more employees)

What industry does your organization operate in?

- Information Technology
- Healthcare
- Manufacturing
- Finance
- Education
- Hospitality/Travel
- Transportation/Logistics
- Energy/Utilities
- Construction/Engineering
- Other

Annex 2. Cronbach's Alpha indicators

Cronbach's Alpha of Trust in the team

Reliability Statistics

Cronbach's Alpha	N of Items
,848	6

Cronbach's Alpha of Microclimate of the team

Reliability Statistics

Cronbach's Alpha	N of Items
,867	12

Cronbach's Alpha of Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
,944	18

Cronbach's Alpha of Emotional Intelligence

Reliability Statistics

Cronbach's Alpha	N of Items
,919	16

Annex 3. Tests of Komogorov-Smirnov and Shapiro-Wilk

Trust in the team

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Trust in the team	,124	307	<,001	,935	307	<,001

a. Lilliefors Significance Correction

Descriptives				
		Statistic	Std. Error	
Trust in the team	Mean	4,0986	,03553	
	95% Confidence Interval for Mean	Lower Bound	4,0287	
		Upper Bound	4,1685	
	5% Trimmed Mean	4,1385		
	Median	4,1667		
	Variance	,388		
	Std. Deviation	,62256		
	Minimum	1,00		
	Maximum	5,00		
	Range	4,00		
	Interquartile Range	,67		
	Skewness	-1,026	,139	
	Kurtosis	2,228	,277	

Microclimate of the team

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Microclimate	,056	307	,022	,982	307	<,001

a. Lilliefors Significance Correction

Descriptives

		Statistic	Std. Error	
Microclimate	Mean	5,1751	,04818	
	95% Confidence Interval for Mean	Lower Bound	5,0803	
		Upper Bound	5,2699	
	5% Trimmed Mean	5,1755		
	Median	5,1667		
	Variance	,713		
	Std. Deviation	,84425		
	Minimum	1,50		
	Maximum	7,00		
	Range	5,50		
	Interquartile Range	1,33		
	Skewness	-,206	,139	
	Kurtosis	,411	,277	

Organizational Commitment

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Commitment	,068	306	,002	,988	306	,010

a. Lilliefors Significance Correction

Descriptives

		Statistic	Std. Error	
Organizational Commitment	Mean	3,1441	,04810	
	95% Confidence Interval for Mean	Lower Bound	3,0494	
		Upper Bound	3,2387	
	5% Trimmed Mean	3,1396		
	Median	3,0556		
	Variance	,708		
	Std. Deviation	,84142		
	Minimum	1,00		
	Maximum	5,00		
	Range	4,00		
	Interquartile Range	1,22		
	Skewness	,058	,139	
	Kurtosis	-,382	,278	

Emotional Intelligence

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Emotional Intelligence	,072	305	<,001	,966	305	<,001

a. Lilliefors Significance Correction

Descriptives

		Statistic	Std. Error	
Emotional Intelligence	Mean	5,3574	,04827	
	95% Confidence Interval for Mean	Lower Bound	5,2625	
		Upper Bound	5,4524	
	5% Trimmed Mean	5,3943		
	Median	5,5000		
	Variance	,711		
	Std. Deviation	,84295		
	Minimum	2,56		
	Maximum	7,00		
	Range	4,44		
	Interquartile Range	1,06		
	Skewness	-,708	,140	
	Kurtosis	,693	,278	

Annex 4. T-test results

Trust in the team according to gender

Group Statistics					
	Your gender:	N	Mean	Std. Deviation	Std. Error Mean
Trust in the team	Male	243	4,1150	,54581	,03501
	Female	57	4,0789	,79064	,10472

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means					
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Trust in the team	Equal variances assumed	10,113	,002	,408	298	,342	,684	,03600	,08823	-,13762	,20963
	Equal variances not assumed			,326	69,021	,373	,745	,03600	,11042	-,18428	,25629

Microclimate of the team according to gender

Group Statistics					
	Your gender:	N	Mean	Std. Deviation	Std. Error Mean
Microclimate	Male	243	5,2208	,81921	,05255
	Female	57	5,0222	,78441	,10390

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means					
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Microclimate	Equal variances assumed	,202	,653	1,660	298	,049	,098	,19862	,11962	-,03678	,43402
	Equal variances not assumed			1,706	87,002	,046	,092	,19862	,11643	-,03280	,43004

Organizational Commitment according to gender

Group Statistics					
	Your gender:	N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment	Male	242	3,2086	,84765	,05449
	Female	57	2,8498	,71222	,09434

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means					
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Organizational Commitment	Equal variances assumed	6,931	,009	2,958	297	,002	,003	,35880	,12129	,12011	,59750
	Equal variances not assumed			3,294	97,088	<,001	,001	,35880	,10894	,14258	,57502

Emotional Intelligence according to gender

Group Statistics					
	Your gender:	N	Mean	Std. Deviation	Std. Error Mean
Emotional Intelligence	Male	242	5,3655	,82776	,05321
	Female	57	5,3498	,84969	,11254

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means					
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Emotional Intelligence	Equal variances assumed	,056	,813	,129	297	,449	,898	,01575	,12248	-,22530	,25680
	Equal variances not assumed			,127	82,872	,450	,900	,01575	,12449	-,23186	,26336

Trust in the team according to position

Group Statistics					
What is your position (do you have subordinates)?		N	Mean	Std. Deviation	Std. Error Mean
Trust in the team	Managing	77	4,0268	,67856	,07733
	Non-managing	225	4,1350	,56592	,03773

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Trust in the team	Equal variances assumed	1,832	,177	-1,373	300	,085	,171	-,10812	,07875	-,26310	,04685
	Equal variances not assumed			-1,257	114,291	,106	,211	-,10812	,08604	-,27857	,06232

Microclimate of the team according to position

Group Statistics					
What is your position (do you have subordinates)?		N	Mean	Std. Deviation	Std. Error Mean
Microclimate	Managing	77	5,0986	,82652	,09419
	Non-managing	225	5,2215	,82140	,05476

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Microclimate	Equal variances assumed	,182	,670	-1,131	300	,129	,259	-,12289	,10862	-,33665	,09086
	Equal variances not assumed			-1,128	130,982	,131	,261	-,12289	,10895	-,33842	,09264

Organizational Commitment according to position

Group Statistics					
What is your position (do you have subordinates)?		N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment	Managing	77	3,2617	,77557	,08838
	Non-managing	224	3,1158	,86267	,05764

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Organizational Commitment	Equal variances assumed	3,617	,058	1,313	299	,095	,190	,14595	,11115	-,07279	,36468
	Equal variances not assumed			1,383	145,426	,084	,169	,14595	,10552	-,06260	,35450

Emotional Intelligence according to position

Group Statistics					
What is your position (do you have subordinates)?		N	Mean	Std. Deviation	Std. Error Mean
Emotional Intelligence	Managing	77	5,4486	,87137	,09930
	Non-managing	224	5,3272	,83598	,05586

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Emotional Intelligence	Equal variances assumed	,698	,404	1,088	299	,139	,277	,12149	,11164	-,09822	,34119
	Equal variances not assumed			1,066	127,356	,144	,288	,12149	,11393	-,10396	,34693

Annex 5. One-way ANOVA test results

Trust in the team according to the age

Descriptives

Trust in the team

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-27	87	4,1169	,62367	,06686	3,9839	4,2498	2,00	5,00
28-42	207	4,1317	,56837	,03950	4,0538	4,2096	2,33	5,00
43-68	8	3,7708	,68393	,24181	3,1991	4,3426	2,67	4,50
Total	302	4,1179	,58858	,03387	4,0512	4,1845	2,00	5,00

ANOVA

Trust in the team

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,003	2	,502	1,452	,236
Within Groups	103,271	299	,345		
Total	104,275	301			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Trust in the team	Eta-squared	,010	,000	,038
	Epsilon-squared	,003	-,007	,032
	Omega-squared Fixed-effect	,003	-,007	,032
	Omega-squared Random-effect	,001	-,003	,016

- a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
 b. Negative but less biased estimates are retained, not rounded to zero.

Microclimate of the team according to the age

Descriptives

Microclimate

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-27	87	5,1418	,70872	,07598	4,9907	5,2928	3,58	7,00
28-42	207	5,2343	,85853	,05967	5,1167	5,3520	2,64	7,00
43-68	8	4,6667	,68574	,24245	4,0934	5,2400	3,75	5,83
Total	302	5,1926	,81743	,04704	5,1001	5,2852	2,64	7,00

ANOVA

Microclimate

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,798	2	1,399	2,109	,123
Within Groups	198,326	299	,663		
Total	201,124	301			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Microclimate	Eta-squared	,014	,000	,047
	Epsilon-squared	,007	-,007	,040
	Omega-squared Fixed-effect	,007	-,007	,040
	Omega-squared Random-effect	,004	-,003	,020

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Organizational Commitment according to the age

Descriptives

Organizational Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-27	87	3,0047	,74290	,07965	2,8464	3,1630	1,39	4,33
28-42	206	3,2360	,87539	,06099	3,1158	3,3563	1,00	5,00
43-68	8	2,6667	,68236	,24125	2,0962	3,2371	1,67	3,83
Total	301	3,1540	,84269	,04857	3,0584	3,2496	1,00	5,00

ANOVA

Organizational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5,225	2	2,613	3,746	,025
Within Groups	207,814	298	,697		
Total	213,039	300			

ANOVA Effect Sizes^{a,b}

Organizational Commitment		Point Estimate	95% Confidence Interval	
			Lower	Upper
Organizational Commitment	Eta-squared	,025	,000	,065
	Epsilon-squared	,018	-,007	,058
	Omega-squared Fixed-effect	,018	-,007	,058
	Omega-squared Random-effect	,009	-,003	,030

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Emotional Intelligence according to the age

Descriptives

Emotional Intelligence

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-27	87	5,3303	,75485	,08093	5,1694	5,4912	3,00	6,50
28-42	206	5,4134	,84251	,05870	5,2976	5,5291	2,56	7,00
43-68	8	4,6328	1,10267	,38985	3,7110	5,5547	3,06	6,44
Total	301	5,3686	,83247	,04798	5,2742	5,4630	2,56	7,00

ANOVA

Emotional Intelligence

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4,872	2	2,436	3,575	,029
Within Groups	203,029	298	,681		
Total	207,901	300			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Emotional Intelligence	Eta-squared	,023	,000	,063
	Epsilon-squared	,017	-,007	,057
	Omega-squared Fixed-effect	,017	-,007	,057
	Omega-squared Random-effect	,008	-,003	,029

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Trust in the team according to work experience

Descriptives

Trust in the team

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Up to 1 year	65	4,1303	,60299	,07479	3,9808	4,2797	2,17	5,00
1-3 years	144	4,1058	,59829	,04986	4,0072	4,2043	2,00	5,00
4-5 years	47	4,1135	,62274	,09084	3,9306	4,2963	2,00	5,00
5-10 years	40	4,0558	,56379	,08914	3,8755	4,2361	2,33	5,00
10-20 years	6	4,1944	,62731	,25610	3,5361	4,8528	3,17	4,83
More than 20 years	1	3,6667	3,67	3,67
Total	303	4,1059	,59535	,03420	4,0386	4,1732	2,00	5,00

ANOVA

Trust in the team

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,381	5	,076	,212	,957
Within Groups	106,661	297	,359		
Total	107,043	302			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Trust in the team	Eta-squared	,004	,000	,004
	Epsilon-squared	-,013	-,017	-,013
	Omega-squared Fixed-effect	-,013	-,017	-,013
	Omega-squared Random-effect	-,003	-,003	-,002

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Microclimate of the team according to work experience

Descriptives

Microclimate	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Up to 1 year	65	5,0590	,73756	,09148	4,8762	5,2417	3,58	6,75
1-3 years	144	5,3059	,80106	,06675	5,1740	5,4379	3,42	7,00
4-5 years	47	5,2932	,89035	,12987	5,0318	5,5546	3,58	7,00
5-10 years	40	4,8939	,89341	,14126	4,6082	5,1797	2,64	7,00
10-20 years	6	4,8333	,66667	,27217	4,1337	5,5330	4,08	5,50
More than 20 years	1	5,1667	5,17	5,17
Total	303	5,1868	,82231	,04724	5,0938	5,2797	2,64	7,00

ANOVA

Microclimate	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,818	5	1,564	2,365	,040
Within Groups	196,394	297	,661		
Total	204,212	302			

ANOVA Effect Sizes^{a,b}

Microclimate		Point Estimate	95% Confidence Interval	
			Lower	Upper
	Eta-squared	,038	,000	,074
	Epsilon-squared	,022	-,017	,059
	Omega-squared Fixed-effect	,022	-,017	,058
	Omega-squared Random-effect	,004	-,003	,012

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Organizational Commitment according to work experience

Descriptives

Organizational Commitment	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Up to 1 year	64	2,9569	,74382	,09298	2,7711	3,1427	1,00	4,22
1-3 years	144	3,1919	,86812	,07234	3,0489	3,3349	1,39	5,00
4-5 years	47	3,3381	,92003	,13420	3,0679	3,6082	1,50	5,00
5-10 years	40	3,0788	,84687	,13390	2,8079	3,3496	1,28	5,00
10-20 years	6	3,0648	,46404	,18944	2,5778	3,5518	2,56	3,83
More than 20 years	1	3,0000	3,00	3,00
Total	302	3,1467	,84550	,04865	3,0510	3,2425	1,00	5,00

ANOVA

Organizational Commitment	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4,567	5	,913	1,284	,271
Within Groups	210,610	296	,712		
Total	215,177	301			

ANOVA Effect Sizes^{a,b}

Organizational Commitment		Point Estimate	95% Confidence Interval	
			Lower	Upper
	Eta-squared	,021	,000	,047
	Epsilon-squared	,005	-,017	,031
	Omega-squared Fixed-effect	,005	-,017	,031
	Omega-squared Random-effect	,001	-,003	,006

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Emotional Intelligence according to work experience

Descriptives

Emotional Intelligence

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Up to 1 year	65	5,3201	,79322	,09839	5,1235	5,5166	3,56	6,88
1-3 years	144	5,4658	,77433	,06453	5,3382	5,5933	2,81	7,00
4-5 years	47	5,2906	,94250	,13748	5,0139	5,5673	2,63	7,00
5-10 years	40	5,1980	,89192	,14102	4,9128	5,4833	3,00	7,00
10-20 years	6	4,4896	1,29989	,53068	3,1254	5,8537	2,56	6,38
More than 20 years	1	6,4375	6,44	6,44
Total	303	5,3559	,84383	,04848	5,2605	5,4513	2,56	7,00

ANOVA

Emotional Intelligence

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8,692	5	1,738	2,502	,031
Within Groups	206,344	297	,695		
Total	215,037	302			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Emotional Intelligence	Eta-squared	,040	,000	,077
	Epsilon-squared	,024	-,017	,062
	Omega-squared Fixed-effect	,024	-,017	,062
	Omega-squared Random-effect	,005	-,003	,013

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Trust in the team according to the size of the company

Descriptives

Trust in the team

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Very small company (1-9 employees)	9	4,0370	,68098	,22699	3,5136	4,5605	2,83	5,00
Small company (10-49 employees)	30	4,0444	,70430	,12859	3,7815	4,3074	2,33	5,00
Medium company (50-249 employees)	77	4,0779	,53228	,06066	3,9571	4,1987	2,17	5,00
Large company (250 and more employees)	188	4,1344	,60114	,04384	4,0479	4,2209	2,00	5,00
Total	304	4,1083	,59583	,03417	4,0411	4,1756	2,00	5,00

ANOVA

Trust in the team

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,367	3	,122	,342	,795
Within Groups	107,203	300	,357		
Total	107,570	303			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Trust in the team	Eta-squared	,003	,000	,017
	Epsilon-squared	-,007	-,010	,007
	Omega-squared Fixed-effect	-,007	-,010	,007
	Omega-squared Random-effect	-,002	-,003	,002

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Microclimate of the team according to the size of the company

Descriptives

Microclimate

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Very small company (1-9 employees)	9	5,0833	,60237	,20079	4,6203	5,5464	4,08	6,08
Small company (10-49 employees)	30	4,8157	,76871	,14035	4,5286	5,1027	2,64	6,08
Medium company (50-249 employees)	77	5,3015	,76401	,08707	5,1281	5,4749	3,58	6,75
Large company (250 and more employees)	188	5,2051	,84827	,06187	5,0831	5,3272	3,42	7,00
Total	304	5,1875	,82106	,04709	5,0949	5,2802	2,64	7,00

ANOVA

Microclimate

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5,306	3	1,769	2,667	,048
Within Groups	198,959	300	,663		
Total	204,265	303			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Microclimate	Eta-squared	,026	,000	,063
	Epsilon-squared	,016	-,010	,054
	Omega-squared Fixed-effect	,016	-,010	,053
	Omega-squared Random-effect	,005	-,003	,018

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Organizational Commitment according to the size of the company

Descriptives

Organizational Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Very small company (1-9 employees)	9	2,8417	,64865	,21622	2,3431	3,3403	1,67	3,67
Small company (10-49 employees)	30	2,9538	,72277	,13196	2,6839	3,2237	1,78	4,28
Medium company (50-249 employees)	77	3,3005	,87157	,09932	3,1027	3,4983	1,00	5,00
Large company (250 and more employees)	187	3,1297	,85231	,06233	3,0067	3,2527	1,22	5,00
Total	303	3,1471	,84413	,04849	3,0517	3,2426	1,00	5,00

ANOVA

Organizational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3,829	3	1,276	1,805	,146
Within Groups	211,365	299	,707		
Total	215,194	302			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Organizational Commitment	Eta-squared	,018	,000	,049
	Epsilon-squared	,008	-,010	,040
	Omega-squared Fixed-effect	,008	-,010	,040
	Omega-squared Random-effect	,003	-,003	,014

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Emotional Intelligence according to the size of the company

Descriptives

Emotional Intelligence	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Very small company (1-9 employees)	9	5,2153	,67540	,22513	4,6961	5,7344	4,44	6,44
Small company (10-49 employees)	29	5,2457	,80125	,14879	4,9409	5,5505	3,25	6,50
Medium company (50-249 employees)	77	5,4331	,74641	,08506	5,2637	5,6025	2,81	6,69
Large company (250 and more employees)	188	5,3480	,89583	,06534	5,2191	5,4769	2,56	7,00
Total	303	5,3559	,84383	,04848	5,2605	5,4513	2,56	7,00

ANOVA

Emotional Intelligence	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,001	3	,334	,466	,706
Within Groups	214,036	299	,716		
Total	215,037	302			

ANOVA Effect Sizes^{a,b}

Emotional Intelligence		Point Estimate	95% Confidence Interval	
			Lower	Upper
Emotional Intelligence	Eta-squared	,005	,000	,021
	Epsilon-squared	-,005	-,010	,011
	Omega-squared Fixed-effect	-,005	-,010	,011
	Omega-squared Random-effect	-,002	-,003	,004

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Trust in the team according to the industry

Descriptives

Trust in the team	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Information Technology	179	4,1007	,58257	,04354	4,0148	4,1867	2,00	5,00
Healthcare	13	3,8718	,83376	,23124	3,3680	4,3756	2,33	5,00
Manufacturing	11	4,2121	,42876	,12928	3,9241	4,5002	3,50	5,00
Finance	21	4,1429	,61528	,13427	3,8628	4,4229	2,83	5,00
Education	7	4,2143	,32934	,12448	3,9097	4,5189	3,50	4,50
Hospitality/Travel	34	4,2941	,47151	,08086	4,1296	4,4586	3,00	5,00
Transportation/Logistics	14	3,8690	,47672	,12741	3,5938	4,1443	3,00	4,50
Energy/Utilities	8	4,1458	,94044	,33250	3,3596	4,9321	2,00	5,00
Construction/Engineering	3	4,3556	,66778	,38554	2,6967	6,0144	3,67	5,00
Other	14	3,9524	,78017	,20851	3,5019	4,4028	2,17	5,00
Total	304	4,1083	,59583	,03417	4,0411	4,1756	2,00	5,00

ANOVA

Trust in the team	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3,470	9	,386	1,089	,371
Within Groups	104,100	294	,354		
Total	107,570	303			

ANOVA Effect Sizes^{a,b}

Trust in the team		Point Estimate	95% Confidence Interval	
			Lower	Upper
Trust in the team	Eta-squared	,032	,000	,049
	Epsilon-squared	,003	-,031	,020
	Omega-squared Fixed-effect	,003	-,031	,020
	Omega-squared Random-effect	,000	-,003	,002

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Microclimate of the team according to the industry

Descriptives

Microclimate	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Information Technology	179	4,9983	,72217	,05398	4,8918	5,1048	3,42	7,00
Healthcare	13	5,0536	1,18665	,32912	4,3365	5,7707	2,64	6,75
Manufacturing	11	5,5634	,93357	,28148	4,9362	6,1905	4,33	7,00
Finance	21	5,4563	,90317	,19709	5,0452	5,8675	3,75	6,75
Education	7	5,8810	,22493	,08502	5,6729	6,0890	5,50	6,08
Hospitality/Travel	34	5,5809	,84921	,14564	5,2846	5,8772	4,00	7,00
Transportation/Logistics	14	5,2917	,68854	,18402	4,8941	5,6892	4,17	6,33
Energy/Utilities	8	5,6875	,93196	,32950	4,9084	6,4666	3,58	6,67
Construction/Engineering	3	6,0833	,16667	,09623	5,6693	6,4974	5,92	6,25
Other	14	5,1488	,88505	,23654	4,6378	5,6598	3,58	6,33
Total	304	5,1875	,82106	,04709	5,0949	5,2802	2,64	7,00

ANOVA

Microclimate	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22,921	9	2,547	4,129	<,001
Within Groups	181,344	294	,617		
Total	204,265	303			

ANOVA Effect Sizes^a

Microclimate		Point Estimate	95% Confidence Interval	
			Lower	Upper
	Eta-squared	,112	,032	,157
	Epsilon-squared	,085	,002	,131
	Omega-squared Fixed-effect	,085	,002	,131
	Omega-squared Random-effect	,010	,000	,016

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

Organizational Commitment according to the industry

Descriptives

Organizational Commitment	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Information Technology	178	2,8564	,74693	,05598	2,7459	2,9668	1,00	5,00
Healthcare	13	3,1795	,75433	,20921	2,7237	3,6353	2,06	4,22
Manufacturing	11	3,6833	,93765	,28271	3,0534	4,3132	1,89	5,00
Finance	21	3,5899	,94174	,20550	3,1613	4,0186	1,83	5,00
Education	7	3,9762	,22189	,08387	3,7710	4,1814	3,72	4,33
Hospitality/Travel	34	3,5882	,81284	,13940	3,3046	3,8718	1,72	5,00
Transportation/Logistics	14	3,7183	,66576	,17793	3,3339	4,1027	1,72	4,39
Energy/Utilities	8	3,7387	,87777	,31034	3,0049	4,4725	2,17	4,44
Construction/Engineering	3	3,8715	,63229	,36505	2,3008	5,4421	3,17	4,39
Other	14	3,1786	,69668	,18620	2,7763	3,5808	1,78	4,28
Total	303	3,1471	,84413	,04849	3,0517	3,2426	1,00	5,00

ANOVA

Organizational Commitment	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	42,724	9	4,747	8,065	<,001
Within Groups	172,470	293	,589		
Total	215,194	302			

ANOVA Effect Sizes^a

Organizational Commitment		Point Estimate	95% Confidence Interval	
			Lower	Upper
	Eta-squared	,199	,102	,254
	Epsilon-squared	,174	,074	,231
	Omega-squared Fixed-effect	,173	,074	,231
	Omega-squared Random-effect	,023	,009	,032

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

Emotional Intelligence according to the industry

Descriptives

Emotional Intelligence

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Information Technology	178	5,2097	,85911	,06439	5,0827	5,3368	2,56	7,00
Healthcare	13	5,1269	,96513	,26768	4,5437	5,7101	3,25	6,88
Manufacturing	11	5,6508	1,07352	,32368	4,9296	6,3720	2,81	6,75
Finance	21	5,6190	,77482	,16908	5,2664	5,9717	4,00	7,00
Education	7	5,7232	,53747	,20315	5,2261	6,2203	4,63	6,25
Hospitality/Travel	34	5,7358	,66957	,11483	5,5022	5,9694	4,38	7,00
Transportation/Logistics	14	5,4899	,55490	,14830	5,1695	5,8103	4,63	6,44
Energy/Utilities	8	5,3828	1,23312	,43597	4,3519	6,4137	2,63	6,44
Construction/Engineering	3	5,7917	,72976	,42133	3,9788	7,6045	5,00	6,44
Other	14	5,4509	,53719	,14357	5,1407	5,7611	4,19	6,31
Total	303	5,3559	,84383	,04848	5,2605	5,4513	2,56	7,00

ANOVA

Emotional Intelligence

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13,699	9	1,522	2,215	,021
Within Groups	201,338	293	,687		
Total	215,037	302			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Emotional Intelligence	Eta-squared	,064	,001	,096
	Epsilon-squared	,035	-,030	,068
	Omega-squared Fixed-effect	,035	-,030	,068
	Omega-squared Random-effect	,004	-,003	,008

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Annex 6. Regression analysis

Microclimate of the team and Trust in the team

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Microclimate ^b	.	Enter

a. Dependent Variable: Trust in the team

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,584 ^a	,341	,339	,50618	1,782

a. Predictors: (Constant), Microclimate

b. Dependent Variable: Trust in the team

Bootstrap for Model Summary

Model	Durbin-Watson	Bias	Std. Error	Bootstrap ^a	
				95% Confidence Interval Lower	95% Confidence Interval Upper
1	1,782	-,655	,111	,918	1,355

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40,451	1	40,451	157,875	<,001 ^b
	Residual	78,147	305	,256		
	Total	118,598	306			

a. Dependent Variable: Trust in the team

b. Predictors: (Constant), Microclimate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,870	,180		10,405	<,001
	Microclimate	,431	,034	,584	12,565	<,001

a. Dependent Variable: Trust in the team

Bootstrap for Coefficients

Model		B	Bias	Std. Error	Bootstrap ^a		
					Sig. (2-tailed)	95% Confidence Interval	
					Lower	Upper	
1	(Constant)	1,870	,005	,234	<,001	1,419	2,349
	Microclimate	,431	-,001	,043	<,001	,343	,512

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Trust in the team and Organizational Commitment

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Trust in the team ^b	.	Enter

a. Dependent Variable: Organizational Commitment

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,262 ^a	,068	,065	,81345	,943

a. Predictors: (Constant), Trust in the team

b. Dependent Variable: Organizational Commitment

Bootstrap for Model Summary

Model	Durbin-Watson	Bias	Std. Error	Bootstrap ^a	
				95% Confidence Interval	
				Lower	Upper
1	,943	-,335	,066	,484	,740

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,779	1	14,779	22,335	<,001 ^b
	Residual	201,158	304	,662		
	Total	215,937	305			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Trust in the team

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,696	,310		5,472	<,001
	Trust in the team	,353	,075	,262	4,726	<,001

a. Dependent Variable: Organizational Commitment

Bootstrap for Coefficients

Model		B	Bias	Std. Error	Bootstrap ^a		
					Sig. (2-tailed)	95% Confidence Interval	
					Lower	Upper	
1	(Constant)	1,696	-,020	,279	<,001	1,108	2,189
	Trust in the team	,353	,005	,071	<,001	,226	,504

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Microclimate of the team and Organizational commitment

Bootstrap

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Microclimate ^b	.	Enter

a. Dependent Variable: Organizational Commitment

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,633 ^a	,401	,399	,65242	1,569

a. Predictors: (Constant), Microclimate

b. Dependent Variable: Organizational Commitment

Bootstrap for Model Summary

Model	Durbin-Watson	Bias	Std. Error	Bootstrap ^a	
				95% Confidence Interval Lower	Upper
1	1,569	-,530	,117	,827	1,287

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86,538	1	86,538	203,307	<,001 ^b
	Residual	129,399	304	,426		
	Total	215,937	305			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Microclimate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,119	,232		-,512	,609
	Microclimate	,630	,044	,633	14,259	<,001

a. Dependent Variable: Organizational Commitment

Bootstrap for Coefficients

Model		B	Bias	Std. Error	Bootstrap ^a	
					Sig. (2-tailed)	95% Confidence Interval Lower Upper
1	(Constant)	-,119	-,008	,282	,665	-,686 ,417
	Microclimate	,630	,002	,054	<,001	,523 ,734

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Annex 7. Moderator and mediator analysis

Matrix

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 5
Y : OrgComm
X : Microcl
M : Trust
W : EmlIntel

Sample
Size: 304

OUTCOME VARIABLE:
Trust

Model Summary

R	R-sq	MSE	F	df1	df2	p
,556	,309	,247	135,166	1,000	302,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,104	,029	143,899	,000	4,048	4,161
Microcl	,405	,035	11,626	,000	,336	,473

OUTCOME VARIABLE:

OrgComm

Model Summary

R	R-sq	MSE	F	df1	df2	p
,709	,503	,358	75,602	4,000	299,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,753	,288	13,009	,000	3,185	4,321
Microcl	,631	,057	11,043	,000	,518	,743
Trust	-,172	,069	-2,478	,014	-,309	-,035
EmIntel	,136	,049	2,772	,006	,039	,232
Int_1	,280	,041	6,761	,000	,199	,362

Product terms key:

Int_1 : Microcl x EmIntel

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p	
X*W	,076	45,716	1,000	299,000	,000

 Focal predict: Microcl (X)
 Mod var: EmIntel (W)

Conditional effects of the focal predictor at values of the moderator(s):

EmIntel	Effect	se	t	p	LLCI	ULCI
-,844	,395	,073	5,416	,000	,251	,538
,000	,631	,057	11,043	,000	,518	,743
,844	,867	,061	14,328	,000	,748	,986

Moderator value(s) defining Johnson-Neyman significance region(s):

Value	% below	% above
-1,582	5,263	94,737

Conditional effect of focal predictor at values of the moderator:

EmIntel	Effect	se	t	p	LLCI	ULCI
-2,793	-,151	,139	-1,088	,278	-,425	,122
-2,571	-,089	,131	-,682	,496	-,347	,168
-2,349	-,027	,123	-,221	,825	-,268	,214
-2,127	,035	,114	,306	,760	-,190	,260
-1,906	,097	,107	,912	,362	-,112	,307
-1,684	,159	,099	1,612	,108	-,035	,354
-1,582	,188	,095	1,968	,050	,000	,375
-1,462	,221	,091	2,423	,016	,042	,401
-1,240	,284	,084	3,363	,001	,118	,449
-1,018	,346	,078	4,451	,000	,193	,499
-,796	,408	,072	5,696	,000	,267	,549
-,574	,470	,066	7,095	,000	,340	,600
-,352	,532	,062	8,610	,000	,410	,654
-,131	,594	,058	10,162	,000	,479	,709
,091	,656	,056	11,625	,000	,545	,767
,313	,718	,056	12,851	,000	,608	,828
,535	,781	,057	13,730	,000	,669	,892
,757	,843	,059	14,229	,000	,726	,959
,979	,905	,063	14,393	,000	,781	1,029
1,201	,967	,068	14,311	,000	,834	1,100
1,423	1,029	,073	14,073	,000	,885	1,173
1,644	1,091	,079	13,749	,000	,935	1,247

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Conditional direct effects of X on Y

EmIntel	Effect	se	t	p	LLCI	ULCI
-,844	,395	,073	5,416	,000	,251	,538
,000	,631	,057	11,043	,000	,518	,743
,844	,867	,061	14,328	,000	,748	,986

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Trust	,070	,032	-,137	-,009

***** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS *****

OUTCOME VARIABLE:

Trust

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	4,104	4,105	,029	4,050	4,162
Microcl	,405	,404	,038	,329	,475

OUTCOME VARIABLE:

OrgComm

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	3,753	3,760	,310	3,132	4,386
Microcl	,631	,633	,060	,516	,747
Trust	-,172	-,174	,076	-,326	-,024
EmIntel	,136	,134	,050	,039	,235
Int_1	,280	,281	,036	,214	,355

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: The following variables were mean centered prior to analysis:

EmIntel Microcl

----- END MATRIX -----