

## Mediating Role of Organizational and Behavioral Factors between Vision and Retention Cognition of Knowledge Workers

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### Abstract

This article reported the findings of vision impact on the retention cognition of knowledge workers with the mediating role of human resource practices, organization culture, commitment, and communication. While the analysis was based on the data collected from the 125 knowledge workers of service providing organizations working in Islamabad, Pakistan. The study found that vision has positive significant impact on the knowledge workers retention cognition, while organization culture, and commitment had full mediation between vision and knowledge workers retention cognition, but human resource and communication had partial mediation between vision and knowledge workers retention cognition. For further elaborative analysis multiple serial mediation method was used, and it was found that all the mediators have significant mediating role between vision and retention cognition of knowledge workers. While academic and managerial implications are included in discussion and conclusion part.

**Keywords:** Competitive advantage; Employee satisfaction; Human resource; Knowledge management; Knowledge base economy; Retention, Talent management; Vision

### Introduction

With growing knowledge base economy, the credibility of knowledge worker is increasing, while the tremendous rate of turnover intention of knowledge workers is also observed and a big challenge for organization to enhance their cognition to stay with them for sustainability of the competitive advantage. Hayes et al. [1,2] described that now knowledge management (KM) is recognized as a systematical, and goal oriented tool to plan, control, and organize tangible as well as intangible assets of an organization. While knowledge is the core component for any organization, further to this vision has an imperative role in this regard. A vision must be formulated to address the core and most important factor of KM, and that is knowledge worker.

The core focus of this study is to present the contemporary argument on the knowledge worker retention cognition and role of vision in this regard, primarily the another focus of the study to bring behavioral approach of the vision to understand its importance by incorporating substantial mediating role of human resource practice, communication, commitment, and organization culture. While it is not very for organization to maintain the competitive advantage in the dynamic environment, it would be possible if organization respond to uncertainties effectively, and to manage environmental uncertainty can be easy by implementing vision appropriately. As discussed that today's organization situation is technology dependent as well as on knowledge workers [3]. While the term of "knowledge worker" first coined by the guru of management Peter Drucker back in 1950s [4]. He used word of knowledge worker metaphorically for engineers, scientist, and the people are working with research and development unit [4]. Primarily, the intelligence and intellectual level, education background, and rational thinking capability quite different from ordinary employees. It has found from the theoretical reflection of academic research that traditional approach was adopted to manage knowledge workers, while little impact was found from transformational leadership [5]. And it has also found that traditional approaches has less impact on satisfaction and motivation of knowledge worker [3]. Hence another leadership style is looked-for to manage knowledge worker, and they are the

backbone for current technology and knowledge driven economy [3]. This problem identification brings us to the vision formulated by the leadership and its implication in an organization, and vision is the capability of leadership to see the desired state of the future or organization, and what is coming in near and far future to influence the organization competitive advantage positively or negatively. Eventually vision is the capability of organization of shared beliefs and values, while values system referred to the beliefs and culture of an organization [3]. Value system of organization is the set of beliefs and principles, once the knowledge worker understand true soul of this values system, then he shows his ethos and cognition with the organization, similarly effective value system leave enduring identity of positivity about organization in the mind of knowledge worker. However vision is the only core domain which addresses this whole context. Similarly the other behavioral and organizational factors have significant role in the enhancement of retention cognition of knowledge worker like human resource practices, communication, commitment, and organization culture, influenced by the vision. The current research would try to shift the traditional approach of organization to enhance the retention cognition of knowledge workers to contemporary approach to enhance cognitive behavior of knowledge worker to stay with organization.

### Literature Review

#### Effect of vision on the retention cognition of knowledge workers

What is the true meaning of vision? As per dictionary vision is

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the capability of any individual to think or formulate the plan with strong power of imagination or with wisdom [6]. Vision gives immense wisdom to an individual to see the better future state than now [7]. Vision gives the set of blueprints to employees that what the shape would be of an organization in future, it is the roadmap for the followers towards future, as well as an agenda [8]. But concept of vision is still not clear [9]; due to this unclear notion of vision, research is comparatively difficult in this particular area [10], however it has considered that the vision plays fundamental and credible role in the strategic management, human resource management, change management, and for strategy formulation as well as for strategy implementation [9,11].

For organization performance vision is a core component itself, whereas maximum research on vision focused on the four avenues of organizational factors: articulation, communication, development, and implementation [10]. Similarly plethora of research has examined the logical linkage between vision and organizational performance, but behavioral aspects of organization was less focused [10]. Before understanding the organizational and behavioral factors effecting by the vision, it is mandatory to understand the core melody of vision.

Now-a-days the vision is taken for granted in small business units of Pakistan, on the other hand it is the true soul for an organization. Vision would be useless if it is not inspiring and embracing for the followers, and by any mean they are not taking vision for decision making [9]. Vision is the guiding beliefs and principles for the employees, moreover an enduring objective of the organization as well as the outcome of these beliefs and it is supportive to formulate the vision statement to bring the organization towards its purpose [9]. Vision describes the desired and ideal future state of an organization, and it also draws the expected images of future state of the organization [9]. Baum et al. [12] suggested seven attributes of the vision including "clarity", "brevity", "future orientation", "challenge", "abstractness", "stability", and "desirability". Contrary to this Foster et al. [9] described few fundamental contents in order to develop the vision for the organization and these contents included "planned", "action oriented", "responsive to competition", "long term, flexible", "communicable strategic", "focused", "imaginable", "purposeful", "bottom line oriented", and "product of leadership". Similarly few more attributes of vision has discussed in the previous research, but they have less agreed weightage then others, these attributes mainly includes "understood", "truly radical", "focus", "risk propensity", "credible", "realistic", and "shows the attractive future" [8,13]. Moreover vision is the source to share organizational values with the employees, vision also use to maintain the behavioral factors of the organization and also maintain the focus of employees towards the direction and purpose of the organization [14]. Mostly the organization spent much time on drafting and redrafting the vision and practice it again and again rather than to focus on to align vision with the organizational values, so it is much important to have the focus on the content and relevance of the vision with behavioral factors of the organization [14]. It is obvious that countless variables are available related with the utility of vision in work culture of high performance [14]. These variables include, communication, human resource activities, organization culture, and employee commitment with the organization [15]. Whereas the literature has recognized the relationship between vision, communication, employee and customer satisfaction, commitment, employee perception, organizational culture, quality of customer services, and organizational performance [10,14,16]. Hence in the current research we would try to unfold the behavioral role of the vision in an organization by creating the linkages between vision and retention cognition of knowledge workers, meanwhile the mediating role of human resource practices, organizational culture, commitment,

and communication would also play a significant role. Whereas employees at towards work environment demands satisfaction, vision formulated by the transformational leadership inspires employees which eventually satisfies employees [17]. Such visionary leadership style promotes retention and reduce turnover rate of employees [17]. As discusses this research would unfold the relationship between vision and retention cognition of knowledge workers by examining mediating role of behavioral and organizational factors, but before developing the hypothesis it must to understand the true notion of knowledge workers.

Knowledge itself is a difficult notion as well as it is difficult to define, whereas the notions of knowledge and knowledge practices are evolving chronologically since 1990 [18], and therefore the leadership has more emphasize on the significance of knowledge as a resource rather than tangible assets of the organizations [5]. Drucker [19] first use the word of knowledge workers, as per him knowledge workers have most powerful resource of the organization. Knowledge workers have the database of organizational knowledge in their minds [20]. But the frequent downsizing due to completion of projects and conditional hiring the enduring commitment and satisfaction of knowledge workers with the organization is vanishing with the fast pace, that's why the turnover ratio is also increasing with the same pace [21].

Knowledge workers have an imperative role to maintain the competitive advantage of organization in the current global market and it is often an organization has good status when it has good employees [20,22]. That's why the management thinkers have opinion that the knowledge workers have also significant role in knowledge economy [18]. If knowledge managers pay more attention to manage knowledge workers by communicating vision and meanwhile incorporating behavioral and organizational factors then it would be obvious for organization to improve its performance [18,23]. Question comes here, how to retain knowledge for organization? The one option is to hire (CKO) Chief Knowledge officer [24], and the second option is to formulate appropriate business knowledge vision [18]. Whereas previous research related to vision indicates that the notion of vision is still infancy, that's why every leader has his own way to formulate the vision [11,13]. Similarly the past research depicts the logical linkages between the leadership and vision, whereas the visionary leadership can vary with the leader's style, the content as well as the context in which he is going to formulate the vision [11]. Thus it's an imperative linkage exist between CKO's vision and the organizational performance in the context of knowledge workers intention to stay with the organization [10,11,18,20]. So, in order to maintain the business performance it is critical for an organizational leadership to create the linkage between knowledge management and the business vision, similarly it would be supportive for an organization to prevent its organizational knowledge in order to maximize the competitive advantage [18]. The success and even sustainability of organization depends upon the performance and satisfaction of the knowledge workers [20,25]. Literature concludes that knowledge workers are the core employees for an organization and their minds are the residence of the intangible assets of the organization and even their minds create intangible value-adding asset for the organization and they transport these assets when they change the employer [26]. Whereas another notion explains by the Brown et al. [27] that knowledge workers are basically a "learning person", he is the core domain for knowledge transfer. That's why now the knowledge workers are the significant concern of today's organization, because their intention to leave the organization means the loss of tangible as well as intangible assets and probably the competitive advantage [20].

The logical linkages between the vision and its traits and the

knowledge workers retention cognition to stay with the organization allowed the researcher to propose following hypothesis.

**H1. Vision plays an imperative role to increase the retention cognition of the knowledge worker.**

### **Mediating role of human resource practices**

The old economy was based on the tangible assets whereas today's economy fully depends upon the information and knowledge [28]. Infact the knowledge resides in the mind of knowledge workers [18]. But it is the key silent issue faced by the human resource managers to retain the knowledge workers [29]. So, in order to maintain the competitive edge in the current knowledge base economy it must for organizations to more focus on the strategic human resource policies and practices [28], includes fair and comprehensive recruitment, selection and staffing policies and procedures [25,30], training and development programs [25,30,31], career planning and development [32], better working environment [20,25], fair performance management system [20,25,30], compensation and benefits plans [30,33], effective hiring and promotion practices [34] and wide employee engagement [25], primarily it improves the knowledge, skills, capabilities of the potential employees of the organization which increase the motivation and reduce the avoidance and meanwhile it encourages such potential employees to stay with the organization [25]. It is well understood for the knowledge base organizations that the high cost is involved in order to recruit the highly skilled and capable resources [29]. Once the knowledge worker leaves the organization, it effects badly on the performance of the organization [32]. Human resource management strategies and practices has plausible role to reduce such turnover situation and enhancement in the retention cognition of the knowledge workers with the perspective of intellectual capital [30]. Interestingly logical linkages exist between the knowledge management and intellectual capital of an organization [35].

The organization strategic vision shows the path and pattern to achieve the competitive advantage and it ensures organizations to achieve the long term goals [31]. While a small number of organizations knows about the significant role of the vision for enduring goals [31]. Gratton [36] expressed the significant role of strategic human resource in order to implement the strategic intent; furthermore he argued that the absence of this linkage may be danger to attain the organizational goals, primarily the implementation of any strategic intent needs the support of people.

In the absence of human factor it's not possible to formulate, implement and evaluate the vision [14,31]. Conclusively it has found that vision has major part in human resource practices, in change and strategic implementation management [10,37]. No doubt several factors are available to implement the strategic vision but the human factor has its own credibility [31]. If the human resource is credible for the implementation of strategic vision and to get the desired objectives, then the management of such a credible factor is also very significant [28]. Human resource management plays a vital role to manage the workers at their workplace and analyze that what must the policies and practices to make their daily activities more productive and make them satisfied [28]. Meanwhile the tremendous change in the world economy and the technology today's organizations are more dependent upon the creative, innovative and knowledge oriented ideas of its workers [38], and Drucker [19] first time used the word of knowledge workers for such human resource. In order to satisfy and retain such human resource the incorporation and presence of human resource activities are very important [39]. Plethora of research is available in the context of human

resource practices which emphasize on the linkage between human resource practices and the success of the organization [39]. According to Savaneviciene et al. [39] that such practices satisfy the employees and enhance the employee's commitment with the organization, primarily the satisfied employees want to continue their jobs with the same organization. Literature review is depicting that the strategic vision has an imperative role to implement the human resource practices [31], whereas the human resource practices reduce the turnover rate and which enhance the intention of skilled and knowledgeable human resource to stay with the organization, and meanwhile it increases the productivity, competitiveness, economic and corporate financial performance of the organization [23,25,40]. At the same time Foster et al. [9] examined the significant linkages between the process of visioning, contents of vision, and implementation of vision with the human resource development. The logical linkages between vision, human resource activities and knowledge workers retention in the light of extensive literature review endorsed to propose the following hypothesis for the empirical analysis.

**H2. Human resource practices has positive mediating role between the relationship of vision and retention cognition of the knowledge workers.**

### **Mediating role of organization culture**

Over a century the notion of culture has always been the central theme to anthropology as well as for myths studies [41]. Culture explains the beliefs, norms and values of an organization and it further depicts the manifestation of an organization [42]. Further these norms, values and beliefs born with the birth of the organization and nurtures with the growth of organization [43]. Forever such school of thought is founded by an idiosyncratic personality, definitely the one who has vision for the organization and the vision which explains the structure, the processes, the mechanism, the role of the people as well as the desire state of the future for the organization [43]. Furthermore the culture of an organization is the combination of the shared values, the history, the knowledge, the feelings and actions of idiosyncratic personality and its influence on the followers, and how through the fusion of such beliefs, rituals, myths, ideology and language shape into the sticky tag of the organizational culture [41,43-45]. Meanwhile the organization culture also explains fundamental underlying assumptions of an organization [44]. Contrary to this, the artifacts, the technology, the art, the patterns of behavior of an individual, familiar management tasks by individuals, visible and audible behaviors of individuals also reveals an organizational culture [44]. Hence those notions of organizational culture endorse leadership to formulate the vision, mission, objectives, goals, slogan, symbols, and ideologies for the organization [41]. However numeral approaches available in the literature enlighten the birth, growth and evolution of the organization but the vision always dominant on these approaches, because the evolution of every organization starts with the vision [41]. But it is difficult to explain the organizational culture in the true meanings [44]. Similarly culture has credible role in formulating and implementing the strategy in the organization even for the change management projects, hence vision has imperative role in this regard [44]. Several empirical researches are available explaining the linkages between the organizational culture and other factors like commitment, competitive advantage, turnover, task authority relationships, strategic planning, innovations, coordination and the purpose of direction [44]. Further as per Pettigrew [41] the effective organizational culture increases the intention of the employees to stay with the organization. Primarily Siehl et al. [46] emphasize on the inspiration of the employees about the effective organizational

culture and as per Siehl et al. [46] that the culture is the combination of artifacts, values, and the assumptions. Hatch [41] included symbols in order to define the organizational culture in more precise way. According to Hatch [41] that culture is the combination of values when leaders realize its linkage with artifacts and symbols when the leaders symbolize its linkage with artifacts and the assumptions when leaders interpret these assumptions with symbols and similarly again the values when the assumptions provide the manifesto to the organization in the form of vision. In the meantime realization is an action or an objective activity and symbolization is the image or it's an objectifying approach of reflexivity, whereas the interpretation is the meaning or a subjective reflexivity and similarly manifestation is the enduring identity for an organization which explains the notion of subjectivist approach of the organization [41]. Values and symbols are in the same dimension and meanwhile the artifacts and assumption [41]. Whereas the vision inspires the people to work with the organization and consequently vision is source to share the values with the employees at their work place [12,14,47,48]. Whereas inspiring vision is the core reason of satisfied employees as well as the organization performance [12,49]. Leadership of an organization has the credible role in order to formulate such inspiring and fascinating vision [49]. Hence the leadership has large contribution in order to build up the organizational culture [47]. Transactional leadership works inside the organization by following the existing artifacts, underline assumptions, beliefs and values whereas the transformational leadership first build their understandings about ongoing scenarios then align the culture with the vision, assumptions and share belief and values [47]. Whereas the effective organizations need both types of thinking's and such strategic thinking supports to formulate clear, brief, challengeable, desirable, abstractness, future oriented as well as stable vision for the organization [12,47,49]. Vision has strong linkage with the organizational culture as well as with both type of leadership like transactional and transformational leadership [47]. Consequently the behaviors of top level management with the followers become the symbol and enduring identity of the organization culture [47].

Organization culture significantly influence on behavioral aspects and outcomes like occupational alienation, job performance and employee satisfaction, previous research describes that the effective organizational culture must stimulate values like rewarding employees on their excellent performance, and open communication of the vision, such activities significantly influence on the employee job performance as well as on job satisfaction [50].

The previous longitudinal study done by Baum et al. [12] founded that the significant relationship exist between the vision and organization performance. Whereas it has also found that the organizational culture has significant relationship with the organization performance [51]. Less turnover rate of employees reduces the cost of hiring as well as the training and development of employees [44]. Today's competitive advantage is totally based upon the knowledge, ideas, creativity and innovation [28]. The bureaucratic culture has negative impact on the satisfaction of knowledge workers whereas the innovative and supportive culture has positive impact on the satisfaction of the knowledge workers [52]. Similarly vision has also positive impact on the employee satisfaction with the intervention of other organizational and behavioral factors [14,49]. Organizational values have major division in order to manage the organizational knowledge and it shapes the organizational culture in to the knowledge culture [53]. Interestingly vision is the most important source to share the organizational values [14]. To build up the knowledge culture the underline assumptions and values have an essential role and it is directly

connected with manifestation of the organization and vision is the part of organizational manifesto [53]. Categorically the vision is the part of organizational culture and specifically the organizational learning culture has logical linkage with the employee job performance as well as his satisfaction [53,54]. And it has founded that the satisfied employees have strong normative and affective commitment with the organization [14,54]. Such employees are willing to work with the organization [20]. However it has been found that organizational culture has significant influence on the performance, retention, commitment, self-confidence, and ethical behavior of employees [45]. Meanwhile the effective and balance organization culture with vision enhance the organizational performance as well as the employee satisfaction [44,49,52,53-56]. In the light of extensive literature review the researcher proposed the following hypothesis for further empirical analysis. So it is imperative for researcher to test the mediating role organizational culture between vision and retention cognition of the knowledge worker rather than to take it conceptually.

***H3. Organization culture has positive mediating role between vision and the retention cognition of knowledge workers.***

### **Mediating role of communication**

Plethora of research is available describing about the essential role of communication in the organization and they have discussed the influence of communication on behavioral as well as the organizational factors [57]. Vision communication has found the most critical task for leaders [8]. It has also been found that the organization would be successful if the vision communication from top to bottom is same [8]. Prior leadership literature mainly emphasis on the charismatic personality of the leader [12], whereas the seven theories of charismatic leadership found three common notions and these are vision communication or vision sharing, charismatic personality of the leader, and a variety of actions to implement the vision [58-63]. With the glimpse of this plethora of literature it has endorsed that maximum literature of leadership emphasized on the particular characteristic of vision communication of leader [10].

Meanwhile each theory depicts the positive outcomes of both the organizational performance as well as the employee performance [12]. Although in today's competitive advantage the knowledge workers has significant part and their empowerment is also relevant to this dynamic environment, where they can take decision during performing the daily task and meanwhile the communication is also has significant role to achieve the organizational objective by empowering the knowledge workers [45]. Meanwhile the lack of communication is core reason of uncertainty as well as the bad performance of the employees [64]. Contrary to this mostly research conducted by the several scholars emphasized on the formulation, articulation, implementation, sharing and communication of vision [13]. Particularly little research is available which is addressing the relationship between the vision, vision sharing or communication and knowledge worker retention cognition. As per House [62] that the vision sharing and communication activities influence the follower performance whereas the employee performance is the core reason of satisfied customers [11]. Whereas it has found that the highly performance employees have high level of satisfaction and attachment with the organization. Furthermore several ways are available to communicate the vision, but two methods are mostly in use by the leaders and these methods are verbal and non-verbal communication of the vision [61]. Similarly the leaders should use their own communication capabilities like writing, reading and speaking skills to share the vision with the employees [12]. Several scholars of strategic management emphasize that leaders can fascinate

their follows by communicating the vision [65]. However several researcher found that the significant relationship exist between the communication and vision whether the leader is communicating vision verbally or not verbally, both approaches written or was found in order to fascinate and inspire the followers towards the desired state of future of an organization [11].

Despite to this specific phenomenon which is describing the significant function communication for the employees, particularly the specific role of communication was not found between the linkage of vision and retention cognition of the knowledge workers. But Kantabutra et al. [10] describe that the only the question is needed to ask with employees that whether his leader is communicating the vision or not, if the answer is yes the next question may be to ask what is the domain or to what extent leader is sharing the vision [10]. Primarily job performance of an employee is always influenced by the communication [57]. Similarly the lack of the communication is the main reason of bad performance of the employees, however the lack of communication between the leadership and employees about their wellbeing and job description increase the cognition to leave the organization and specifically the knowledge people tend to think about the alternatives [64]. To reduce such type of uncertainty and maintain the enduring corporate identity of an organization the top management formulate and communicate the vision and mission to his followers, primarily it is the main reason of satisfied employees [66]. Effective vision communication also ensures the long term retention of the employees with the objectives of the organization [67]. In order to implement the vision in the organization electronic and printed newsletter writing is an effective mean [67]. Similarly mostly the organizations use sophisticated technology to improve employee's job performance [68]. Primarily top management wants to broadcast the vision at every level of organization, and it has found in the research that the frequent broadcasting of the vision whether in written form or oral form satisfies the customers as well as the employees [11]. So far the vision has an effective way to communicate the objectives, aims, goal and desired state of future of the organization [69]. Frequent communication of vision enhance employee satisfaction and the satisfied employee is the core reason of the satisfied customers, whereas the satisfied customer is the indicator of good performance of the organizations, similarly the satisfied employee shows his emotional attachment with the organization, conclusively it increases the retention cognition of the employee [8,10,11]. The conceptual linkage between the vision, communication and the retention cognition of knowledge workers allows us to investigate it empirically rather than to take it as conceptually. So I predicted that:

**H4: Vision communication has positive mediating role between the vision and retention cognition of knowledge workers.**

#### **Mediating role of commitment**

An individual needs clear articulation of the organizational ethical principles and vision is the more reliable source in this regard [70]. Eventually, vision empowered employees and guide them to take decision [70]. Primarily employees want to have ethical climate at their workplace, and it is sub unit of the organizational culture [70]. Meanwhile such ethical climate creates the unique identity of an organization which is also pertinent for employee to resolve daily critical issues effectively [70]. Manifesto of an organization is also the outcome of its vision and vision enhance employee organizational commitment, and organization commitment is the scale used to measure the proud of employee to work with the organization, motivation, and contextual performance particularly it also indicates the level of satisfaction of employees with the organization [14,70-73].

Prior research reveals that for successful implementation and evaluation of strategy the involvement of employees at all level is mandatory, eventually it enhance the psychological attachment of employees with organization as well as with job [55]. It is not only limited to strategy implement, change management literature also reveals that for successful change the involvement, commitment, and psychological contract of employees at all level of management is mandatory [74-76].

Choice, strategy, effort, and persistence are the core mediators of the goal setting theory, whereas choice, persistence, and effort are more motivational by nature and meanwhile all these mediators are the central theme of performance [8,77,78], vision is the most prominent domain to explain the organization goals to an individual and shows the pattern that how they can align his personnel goals with organizational goals [11]. To achieve the organizational goals it is obligatory for an individual to show his commitment with the organization [77,78]. Interestingly, there are diverse causes of employee commitment [71], and vision is one of them [14]. Simultaneously, commitment increases the employee retention towards the organization and builds his interest to stay with the organization for long period of time [79].

Prior literature explains three major classification of organization commitment, the normative commitment, continuance commitment and affective commitment [14,20,33,55,71,73-75,80-86]. Meyer and Allen first time classified these three types of commitment. Meyer and Allen stated that affective commitment express about the feelings of obligations or emotional attachment of employee with the organization [14,87,88]. Similarly continuance commitment is related with the cost to leave or stay with the organization, it covers both financial and non-financial aspects [89]. Whereas the normative commitment is much related with moral obligations and employee recognize that it's his moral duty to be a part of organization [14,89,90]. Research done by Shore and Martin [91] proved that work performance and turnover intentions of employees are much related with the commitment as compare to job satisfaction. Hence conceptual approach is not enough to explain the linkages between vision and retention cognition of knowledge worker and mediating role of organizational as well as the individual commitment between them, hence it is mandatory to test it empirically. Thus researcher developed the hypothesis to empirically test this concept.

**H5. Commitment has positive mediating role between the relationship of vision and retention cognition of knowledge workers.**

Similarly, in the light of extensive literature it was also hypothesized that all the mediators have serial multiple mediation [1] between vision and knowledge workers retention cognition.

**H6. Human resource practices, organization culture, commitment, and communication has positive mediating role between vision and retention cognition of knowledge workers.**

#### **GAP analysis**

Previous scholars [14,20,21,92,93] didn't use vision as predictor to predict the employee intention to stay with the organization, whereas current study is going to examine the logical linkage between the business knowledge vision and retention cognition of knowledge workers with the mediating role of organizational commitment, vision sharing, and org knowledge culture. Similarly study examined the organizational commitment with further segregation like normative commitment, continuance commitment and affective commitment and their influence on the retention cognition of knowledge workers.

This study would also contribute in the current body of knowledge by incorporating environment of autonomy as moderator between org knowledge culture and retention cognition of knowledge workers. Since the previous studies have been examined the personal and individual based factors of employees as well as organizational setting and the comparison of these factors with peers [21] as independent variable. Interestingly these studies proved that there is no significant influence of job satisfaction and employee commitment on the retention of knowledge workers [20]. However Huang et al. [21] proved that firm based factors have positive relationship with the knowledge workers intention to stay with the organization. The current study also examined the influence of organizational design on retention cognition of knowledge workers with the mediating role of psychological contract, organizational commitment, and organizational knowledge culture.

Since the previous study done by the Moncarz et al. [34] examined the mediating role of mission, goals and objectives as well as corporate culture, but they conditioned the retention and turnover of management and non-management with the employee performance, assessment and development as well as with customer centeredness. Similarly the study done by the Sutherland et al. [20] also uses the employee performance and his personal factors as independent variables, whereas the organizational setting was one of them. Sutherland et al. [20] didn't incorporate organizational value system as independent variable which discussed about the well-being of employees [92]. Whereas the values system of an organization is the product of values, vision, tradition and history [92]. Furthermore our study would contribute in this regard and fill the gap by taking business knowledge vision and specifically knowledge for the culture. Still few studies are available discussing about the retention of the employees [21]. Most of the studies are discussing about the mobility of the employees, whereas mostly scholars considered mobility is the two faces of same coins [21]. But in the context of mobility previous scholars used turnover factor to check the intention of employees to stay with the organization [21].

Human resource policies and practices have significant impact on the employee's retention [93]. Yamamoto [93] emphasize on the family friendly environment with the mediating role of employee benefit practice to enhance the intention of key employees to stay with the organization. Moreover Yamamoto [93] proved that family friendly environment of the organization increase the job satisfaction and primarily job satisfaction of employee enhance his tenure with the organization. But family friendly environment has negative relationship with the intention to stay with the organization, because the better opportunity attracts the employee to leave the organization [93].

## **Theoretical framework**

In order to develop the theoretical framework the support was taken from the literature review and gap analysis. Academic research on vision [7-12,14-17,] described the theoretical and logical linkages between vision and employee satisfaction [11], meanwhile satisfied employee with transformation and transactional leadership who they are involved in visioning processes [8,14] shows their psychological attachment with the organization and they want to work for the organization. Knowledge workers are also employees for the organization, first time Drucker [19] used the word of knowledge worker. Plethora of academic research discuss about the importance and of knowledge worker and his attachment with the organization, and similarly its credibility in order to maintain the competitive advantage in the market [13,15,18,20-30]. Theoretical reflections and analogies are explained the logical and theoretical linkages between vision and knowledge worker retention via several antecedents but the empirical evidence is still not available,

in order to fill this gap theoretical frame work will be test by using decided statistical tools. But theoretical reflections and antecedents from extensive literature review also explaining the mediating role of organizational as well as the behavioral factors, for this study we limited our self with human resource practices, organization culture, communication and commitment in order to develop this theoretical frame work. Theoretical reflection in the academic research on human resource practices is giving the glimpse on its mediating role between the vision and retention cognition of knowledge workers, theory is clearly explaining about the linkage between human resource practices and employee intention to stay with the organization whereas vision has influence on the human resource practices, and sometime to implement the strategic vision in an organization it is mandatory for organization to have effective human resource practices [14,20,23,25,28,40].

Similarly theoretical evidences also depicts the vital role of organization culture and the behavioral attachment of the employees as well as vision has credible role in this regard. In order to explain the mediating role between vision and retention cognition of knowledge workers the literature was reviewed extensively and it was found that vision has influence on the supportive and innovative organization culture and further more innovative and supportive organization culture where the share values are under practice, such type of place are fascinating and inspiring for knowledge workers to work [12,14,20,41-55]. Without communication it's not possible for leader to share its power of wisdom with his followers, so communication has vital role in order to share the organizational values. Similarly the theoretical reflections of academic research on vision, communication, and knowledge workers retention cognition are describing the theoretical as well as the logical linkages between them. Communication has vital role to transmit the vision, agenda of organization, desired state of the organization, and to connect the leadership with employees and in enhancement of their intention to stay with the organization [8,12,57-63].

Slack et al. [14] has proved that in order to maintain the satisfaction of employees' vision communication is mandatory and the presence of vision enhance the employee commitment with the organization. Meyer and Allen [87] identified three dimensions of commitment and these were affective, normative and continuance commitment. In the light of extensive academic literature review it was found that theoretical and logical linkages are present between vision and commitment, whereas commitment of an employee strengthen his intention to stay with the organization [12,71-77,86].

Previous theories related with human resource practice, organization culture, commitment, communication and their separate relationships with vision as well employee satisfaction and next step towards the retention cognition of knowledge workers endorsed us to formulate the below mention theoretical framework. Moreover the gap analysis was the main evidence in this regard where the direct and indirect linkage of vision and knowledge workers retention cognition was not studied yet (Figure 1 in Annexure B).

## **Research Methodology**

### **Research design**

Current study is causal, descriptive and cross sectional in nature and data was collected at a specific time from the employees of service providing organization of Islamabad, Pakistan. Vision and knowledge workers retention cognition were taken as independent and dependent variables respectively, whereas human resource practices, commitment, communication, and organization culture was playing mediating role between vision and knowledge workers retention cognition.

## Instrument development

Instrument for this study was developed by using nomological network. In order to use nomological network fundamental principles introduced by Cronbach et al. [94] were followed. Like the interlocking system of laws which is supportive to establish the theory, secondly observers and antecedents of each construct are related with each other, similarly the attributes of each case in the light of theory must also be related with each other, and different theoretical base constructs must be related with each other [94]. But problem may persist that these different items from one construct may be correlated with each other, in order to check the essential level of each items extracted with the help of nomological network from theoretical review were checked using construct validity ratio [95]. The third principle was also incorporated, it's not necessary that constructs are linked with each other directly; scientifically acceptable constructs may be linked with lengthy intervention of several derivations between the observables of the constructs [94]. Try to elaborate maximum as possible dimensions of each observable, or unfold more dimension in order increase the assurance of the linkages between constructs [94]. More theoretical constructs may be added in order to enhance the relationship between observables when two observables of already available in the nomological network are not depicting the linkages between each other [94]. On the basis of theoretical sense we may identify the constructs, like same qualitative construct may has same two different interpretations within two different phenomena but the way statistical calculations must not be overlapped [94]. In the light of these principles observables of vision, human resource practices, communication, commitment, organization culture, and retention cognition of knowledge culture were identified from literature, similarly twenty two observables were identified for human resource practices, ten observables for commitment, and thirty two observables for communication, twenty four observables for organization culture, and similarly thirty seven observables for retention cognition of knowledge workers.

## Construct and content validity measurement

To check the construct and content validity of instrument eleven participants were invited. The panel was composed of two Phd scholars of general and human resource management, two of them were Phd faculty members, and four were senior level practitioners. Draft of questionnaire, nomological diagram, and theoretical frame work was share with them, and ask them to respond to the questions of "essential", "useful but not essential", and "not necessary" against each item of all variables. Draft of questionnaire was collected once all participants responds with their judgments to each item of all variables. Eight of them respond with their judgments but 3 didn't respond with their judgments. Then following CVR formula [95] was used to check the validity ratio.

$$CVR = \frac{N_e - N/2}{N/2}$$

$N/2$

Whereas,

$N_e$  = Number of panelists responding with essential

$N$  = Total number of panelists

Total 116 questions were in the first draft of questionnaires, 6 of vision, 17 of human resource practices, 24 of commitment, 16 of communication, 41 of organization culture, and 12 of knowledge

workers retention cognition. Collected responses from the participants were further analyzed with the help of CVR formula.

Lawshe [95] further explained the rate of retention with respect to number of panelists, following table explains the minimum ratio for retaining the item with respect to number of panelists.

For this study total numbers of responses were 8 who respond with essential against items of each construct. Table 1 in Annexure A is depicting that in case of 8 panelists minimum acceptable value for retaining of items is 0.75 [95]. So we retained such items having minimum acceptable ranged between 0.75 and 0.99. This exercise led to elimination of 11 items from human resource practices, 16 items from commitment, 7 from communication, 23 from organization culture, and 6 from retention cognition of knowledge workers, finally questionnaire containing only 53 questions. Similarly 5 point likert scale ranging from 1 = strongly disagree to 5 = strongly agree was used to collect the responses from respondents.

## Pilot testing

**Reliability statistics:** To check the reliability of the questionnaire, final draft of questionnaire was sent via email for online response to 50 respondents, whereas 37 responses were received. Table 2 in Annexure A reveals that Cronbach's  $\alpha$  was found reliable and values ranged between 0.749 and 0.934. As per consideration of Sekaran the acceptable range of Alpha values is between 0.70 and 0.90.

**Confirmatory factor analysis:** Significant value of KMO and chi-square exposed that the item against each factor is sufficient for data collection and correlation matrix is not an identity matrix respectively, similarly greater value ( $>0.0001$ ) of correlation determinant revealed that collinearity is not problematic [96], for vision ( $\chi^2 = 90.020$ ,  $p < 0.05$ , KMO = 0.0821, correlation determinants = 0.066) while the loading against each item is greater than 0.40, so we retained items ranged from 0.737 to 0.873 (Table 2a in Annexure A). Similarly, for human resource practices KMO value is greater than 0.50 indicating items are sufficient for this factor to collect the data and chi-square significant value is predicting that the correlation matrix is not identity matrix, and correlation determinant found sufficient ( $>0.0001$ ) and no problem of collinearity was found ( $\chi^2 = 84.208$ ,  $p < 0.05$ , KMO = 0.751, correlation determinant = 0.079), factor loading against each item from 0.446 to 0.865 revealed that we retained all items. For commitment, ( $\chi^2 = 67.819$ ,  $p < 0.05$ , KMO = 0.728, correlation determinant = 0.124) revealed that all 8 items are sufficient to explain commitment, while the correlation matrix is not an identity matrix, and collinearity problem is not occurring with items of commitment. Similarly, loading ranged from 0.562 to 0.894 need to be retained. For communication, ( $\chi^2 = 108.217$ ,  $p < 0.05$ , KMO = 0.574, correlation determinant = 0.035) revealed that 9 items of communication are sufficient to explain the specific phenomenon, and collinearity matrix is not an identity matrix, while no problem of collinearity persisted among items. And loadings ranged from 0.594 to 0.883, and was revealed to retained all 9 items having loadings greater than 0.40. For organization culture ( $\chi^2 = 463.761$ ,  $p < 0.05$ , KMO = 0.829, correlation determinant = 0.007) revealed that items are sufficient to explain the context of organization culture, and the correlation matrix is significantly different from identity matrix, while no problem of collinearity was found between items of organization culture, similarly loadings ranged between 0.466 and 0.870 revealed that all 18 items need to be retained having loadings greater than 0.40. For knowledge workers retention cognition ( $\chi^2 = 117.354$ ,  $p < 0.05$ , KMO = 0.631, correlation determinant = 0.029), explained that

correlation matrix is significantly different from identity matrix, and items are sufficient to explain the factor of knowledge workers retention cognition, while no problem of collinearity was found among items of this factor. Factor loadings ranged between 0.612 and 0.929 were retained because they have greater loadings than 0.40.

### Population, sampling, and unit of analysis

The population for this study was consist of all knowledge workers (irrespective of designations and departments) working with services oriented organization. Brown et al. [27] revealed that a knowledge worker is one who wants to learn. Similarly Despres et al. [97] described that a knowledge worker wants to excel in his career through external knowledge and available information rather than in house training and development. Whereas Armstrong et al. [98] have same opinion in this regard. Hence all the employees belong to the service providing organization were the part of this survey irrespective of their designations, department, and field of specialization.

Survey questionnaire was collected through the use of convenience sampling technique. Total 300 questionnaires were administered to the employees of service providing organizations via google doc link, linkedIn, facebook, blogs, and twitter. Similarly, paper and pencil survey was also administered to 200 employees of service providing organizations. Hence, total 500 questionnaires were administered to the employees of service providing organizations, of which 125 (with rate of 23%) were returned and found useful for further analysis.

### Statistical test

Linear regression was used to test the hypothesis, whereas for mediation analysis Barron and Kenny [99] method. Similarly, Hayes [1] method was used to check the tetra mediation between vision and retention cognition of knowledge workers. Confirmatory factor analysis was also used before testing hypothesis in order to check discriminant validity of the items of each construct. SPSS 20.0 software was used to run the selected statistical tests.

### Data analysis and results

One hundred and twenty five survey questionnaires were received from the employees of service providing companies to test the hypothesis.

### Confirmatory factor analysis

Before going for the testing of hypothesis, confirmatory factor analysis was conducted of collected data in order to check the discriminant validity of all items of each construct [20].

The items of vision, human resource practices, commitment, communication, organization culture, and knowledge worker retention cognition were checked using principle component analysis with varimax rotation. Table 3 in Annexure A reveals that Kaiser Meyer Olkin measurement of sampling values of each factor is greater than 0.70, calculated values of KMO greater than 0.70 are showing that each factor has sufficient items [96]. Whereas the chi-square values for each factor is also significant, as per Leech et al. [96]  $\chi^2$  value must be significant, which indicates that the correlation matrix is not an identity matrix, furthermore this significant value of  $\chi^2$  also reveals that correlations between items are not zero but slightly moderated. Factor loading of all items of each variable has high loadings, so such items were retained having loadings greater than 0.40.

### Demographic analysis

Demographic analysis of this study appears in Table 4 in Annexure A.

### Assumptions of regression analysis

Different assumptions of regression need to be checked [96] before conducting regression analysis, but in this study such assumptions were considered which can easily be determined with the help of SPSS. For this purpose reliability was tested again at sample size of  $N = 125$ , and for normal distribution skewness, kurtosis, Kolmogorov-Smirnov, and Shapiro-Wilk tests were conducted. In order to check multicollinearity tolerance and variance inflation factor of data was examined. Reliability, and normality of sample size 125 are depicting in Tables 5-7 in Annexure A respectively.

Significant difference was examined in the reliability of data at sample size 125, as during pilot testing at sample size 37 items reliability of vision was 0.841 and at sample size it is changed to 0.751. Similarly reliability of human resource practices items was changes from 0.822 to 0.833, commitment reliability was changed from 0.749 to 0.816, communication reliability was changed from 0.768 to 0.786, organization culture reliability was changed from 0.923 to 0.926, and knowledge workers retention cognition reliability was changed from 0.850 to 0.873. But in both cases reliability was in accepted range between 0.70 and 0.90, other than organization culture. Table 5 in Annexure A reveals that all the items of each construct are reliable and within the accepted range for further analysis.

### Normal distribution assumption for regression

The second assumption of regression of normal distributions was also checked by finding item wise skewness and kurtosis. The accepted range for skewness is in between -1 and + 1, whereas the accepted range of kurtosis is in between -3 and + 3 [96]. Table 5 in Annexure A reveals that all the items of each variable are within the accepted range, so the data is normally distributed. Further to this mean and standard deviation values are depicting that average responses were towards agree, it means that the employees would like to work with such organizations where vision is present.

### Kolmogorov and Shapiro wilk test for regression assumption of normality

Significant values of Kolmogorov et al. [96] are depicting that all items of each variable are normally distributed. Tables 6 and 7 in Annexure A endorsed researcher to conduct regression analysis to test the hypothesis.

### Test of linearity (ANOVA) for regression assumption of linearity

Assumption of linearity was examined [96] in order to check that independent variables are related linearly or not, similarly linearity was also examined between mediating variables and dependent variable, and between independent variable and mediating variables.

Table 8 in Annexure A reveals that linearity is significant ( $F = 44.024$ ;  $p < 0.05$ ;  $R = 0.482$ ;  $R^2 = 0.233$ ) between vision and human resource practices, similarly significant linearity was found between vision and commitment ( $F = 90.882$ ;  $p < 0.05$ ;  $R = 0.585$ ;  $R^2 = 0.342$ ), but between vision and communication linearity was little weak but found significant ( $F = 24.235$ ;  $p < 0.05$ ;  $R = 0.398$ ;  $R^2 = 0.159$ ), and similarly between vision and organization culture ( $F = 56.757$ ;  $p < 0.05$ ;  $R = 0.545$ ;  $R^2 = 0.296$ ). Whereas significant linearity was revealed between knowledge worker retention cognition and vision ( $F = 43.390$ ;  $p < 0.05$ ;



$R = 0.482$ ;  $R^2 = 0.232$ ). In second phase linearity was examined between mediating variables and dependent variables, however linearity was found between knowledge workers retention cognition and human resource practices was found ( $F = 55.782$ ;  $p < 0.05$ ;  $R = 0.568$ ;  $R^2 = 0.323$ ), similarly significant linearity between knowledge worker retention cognition and commitment was revealed ( $F = 126.150$ ;  $p < 0.05$ ;  $R = 0.673$ ;  $R^2 = 0.453$ ), between knowledge workers retention cognition and communication ( $F = 85.313$ ;  $p < 0.05$ ;  $R = 0.636$ ;  $R^2 = 0.405$ ), and significant linearity was also found between knowledge workers retention cognition and organization culture ( $F = 227.394$ ;  $p < 0.05$ ;  $R = 0.783$ ;  $R^2 = 0.613$ ).

### Mean, standard deviation and Pearson correlation

Table 9 in Annexure A is revealing about the positive significant relationship between the variables of this study, significant positive relationship was appeared between vision and knowledge worker retention cognition. This positive significant linear relationship means that, the workplace with vision increase intentions of knowledge workers to stay with organization. Primarily, knowledge worker retention cognition also has positive significant linear relationship with human resource practice, commitment, communication, and organization culture. It further elaborates that such behavioral and organizational factor increase knowledge workers retention to stay with organization. Meanwhile, vision has also significant and positive linear relationship with human resource practices, commitment, communication, and organization culture. Similarly mean values in Table 9 in Annexure A is also revealing that mostly respondents were slightly towards agree, it elaborates that selected organizations have vision and they are communicating vision to their employees, and presence of human resource practices with supportive and innovative culture enhance the cognition of knowledge workers retention. Similarly previous theories described that corporate vision enhance employee commitment, whereas commitment enhance the cognition of knowledge workers to stay with the organization.

### Regression analysis to test the hypotheses

Significant outcomes of assumptions led us to conduct regression analysis to test the formulated hypotheses, whereas Barron et al. [99] to test the mediating role of human resource practices, communication, commitment, and organization culture was used. Primarily in order to check the multiple mediation Hayes [1] processes was adopted.

**Testing of Hypotheses 1:** To check the effect of vision on knowledge workers retention cognition simple linear regression analysis were conducted. Table 9 in Annexure A reveals the statistical results about the relationship between vision and knowledge workers retention cognition (Hypotheses 1).

From Table 10 in Annexure A it was found that vision significantly predicted knowledge worker retention cognition,  $B = 0.562$ ,  $t(125) = 6.094$ ,  $p < 0.05$ . Standardized coefficient  $\beta = 0.650$ ,  $p < 0.05$  is supporting us to accept hypotheses 1 that vision has significant impact on the retention cognition of knowledge workers. Following equation was formulated in the light of above interpretation against statistical values mentioned in Table 10 in Annexure A.

$$KWRC = 1.58 + 0.562V + 0.49 \rightarrow (i)$$

Whereas,

$$KWRC = \text{Knowledge worker retention cognition, } V = \text{Vision}$$

### Mediation analysis using Barron and Kenny (1986) method

Barron et al. [99] method was used check the mediating role of human resource practices, organization culture, communication, and commitment between vision and knowledge worker retention cognition, for this purpose support was taken from regression analysis. Prior testing mediation, assumptions of Barron et al. [99] were satisfied. As per Barron and Kenny, direct effect must be statistically significant between independent variable and dependent variable, and the effect of independent on mediating variable must also be statistically significant, and similarly the effect of mediating variable on dependent variable must also be significant. Once these assumptions satisfied Barron and Kenny can be used to check the mediation between independent and dependent variables.

**Testing of Hypotheses 2:** Hence, to test hypotheses 2 all three assumptions were satisfied, that are revealed by Table 11 in Annexure A.

From Table 11 in Annexure A we found that the all the assumptions of Barron et al. was satisfied, according to assumption 1 vision significantly predicted knowledge worker retention cognition (KWRC),  $B = 0.562$  (0.149),  $t(125) = 6.094$ ,  $\beta = 0.650$ ,  $p < 0.000$ . While, as per assumption 2 human resource practice (HRP) also significantly predicted knowledge worker retention cognition (KWRC),  $B = 0.547$  (0.071),  $t(125) = 7.654$ ,  $\beta = 0.568$ , and assumption 3 was also found significant as vision significantly predicted human resource practices (HRP),  $B = 0.585$  (0.482),  $t(125) = 6.108$ ,  $\beta = 0.482$ . Hence, at fourth step we conducted Barron and Kenny (1986) method with the help of regression analysis, at this step we found that human resource practices (HRP) significantly predicted knowledge worker retention cognition (KWRC),  $B$  (for vision) = 0.316 (0.095),  $t(125) = 3.320$ ,  $\beta = 0.270$ , and  $B$  (for HRP) = 0.421 (0.078),  $t(125) = 5.371$ ,  $\beta = 0.438$ . It was found that significant improvement in adjusted  $R^2$  from 0.232 to 0.379, which revealed that partial mediation of human resource practices (HRP) is occurred between vision and knowledge workers retention cognition (KWRC). Meanwhile it was found that model also explained variation in knowledge workers retention cognition (KWRC),  $R^2 = 0.379$ ,  $F(2, 122) = 37.194$ ,  $p < 0.05$ . Thus we accepted hypotheses that human resource practices have mediating role between vision and knowledge workers retention cognition (KWRC).

**Testing of Hypotheses 3:** Again to check the mediating role of communication Barron et al. [99] method was used. In order to satisfy the assumptions of Barron et al. same procedure was followed.

From Table 12 in Annexure A we found that all assumptions were satisfied in order to test hypotheses 2, as vision significantly predicted knowledge worker retention cognition (KWRC),  $B = 0.562$  (0.149),  $t(125) = 6.094$ , and  $\beta = 0.650$ . At second stage, it was found that organization culture (OCULT) significantly predicted knowledge worker retention cognition,  $B = 0.925$  (0.066),  $t(125) = 13.94$ , and  $\beta = 0.783$ , similarly it was also found that vision significantly predicted organization culture (OCULT),  $B = 0.538$  (0.075),  $t(125) = 7.200$ , and  $\beta = 0.545$ . All satisfied assumptions of Barron et al. [99] led us to conduct the regression analysis to test the mediating role of organization culture (OCULT) between vision and knowledge worker retention cognition (KWRC), and it was found that organization culture (OCULT) has strong mediating role between vision and knowledge workers retention cognition (KWRC). As with the intervention of organization culture vision didn't predict knowledge worker retention cognition (KWRC) significantly, while organization culture (OCULT) significantly predicted knowledge worker retention cognition (KWRC),  $B$  (for vision) = 0.092 (0.079),  $t(125) = 1.179$ ,  $\beta = 0.079$ ,  $p > 0.05$ , and  $B$  (for

OCULT) = 0.0875 (0.079),  $t(125) = 11.073$ ,  $\beta = 0.740$ ,  $p < 0.05$ . It was also found that model also explained a significant part of variance in knowledge worker retention cognition (KWRC),  $R^2 = 0.617$ ,  $F(2, 122) = 98.238$ ,  $p < 0.05$ . Insignificant value of beta  $\beta$ -coefficient of vision and tremendous improvement in adjusted  $R^2$  from 0.232 to 0.617 revealed that organization culture (OCULT) has full mediating role between vision and knowledge worker retention cognition (KWRC), hence we didn't reject hypotheses 3.

**Testing of Hypotheses 4:** Tables 13 and 14 in Annexure A exhibited that vision significantly predicted knowledge workers retention cognition (KWRC),  $B = 0.562$  (0.149),  $t(125) = 6.094$ ,  $\beta = 0.650$ ,  $p < 0.05$ , and communication (COM) significantly predicted knowledge workers retention cognition (KWRC), similarly vision significantly predicted communication,  $B = 0.400$  (0.083),  $t(125) = 4.817$ ,  $\beta = 0.398$ . After satisfying assumptions of Barron et al. [99], mediating role of communication (COM) was tested by taking support of regression analysis. And it was found that vision and communication (COM) significantly predicted knowledge workers retention cognition (KWRC),  $B$  (for vision) = 0.317 (0.084),  $t(125) = 3.760$ ,  $\beta = 0.271$ ,  $p < 0.05$ , and  $B$  (for COM) = 0.614 (0.084),  $t(125) = 7.331$ ,  $\beta = 0.528$ ,  $p < 0.05$ . It was also found that model explained significant part of variation in knowledge worker retention cognition,  $R^2 = 0.467$ ,  $F(2, 122) = 53.401$ , similarly the tremendous improvement in adjusted  $R^2$  from 0.232 to 0.467 also revealed that communication (COM) has partial mediating role between vision and knowledge worker retention cognition (KWRC). Hence we accepted hypotheses 4, that communication has mediating role between vision and knowledge workers retention cognition.

**Testing of Hypotheses 5:** To test the hypotheses 4 Barron et al. [99] method was used, for this purpose initially assumptions were satisfied, first assumption revealed that vision significantly predicted knowledge workers retention cognition (KWRC),  $B = 0.562$  (0.149),  $t(125) = 6.094$ ,  $\beta = 0.650$ ,  $p < 0.05$  while commitment (COMT) also significantly predicted knowledge workers retention cognition (KWRC),  $B = 0.805$  (0.80),  $t(125) = 10.090$ ,  $\beta = 0.673$ ,  $p < 0.05$ , and vision also significantly predicted commitment (COMT),  $B = 0.156$  (0.095),  $t(125) = 7.991$ ,  $\beta = 0.585$ ,  $p < 0.05$ . Finally all significant relations at all stages revealed that assumptions are satisfied, thus at last stage mediation was tested using multiple regression analysis. It was found that vision didn't significantly predicted knowledge worker retention cognition (KWRC), while commitment (COMT) significantly predicted knowledge workers retention cognition (KWRC),  $B = 0.711$  (0.098),  $t(125) = 7.283$ ,  $\beta = 0.595$ ,  $p < 0.05$ . Insignificant value of standardized beta of vision revealed that commitment has positive and significant role between vision and retention cognition of knowledge workers. Similarly the model also explained significant part of variation in knowledge workers retention cognition,  $R^2 = 0.465$ ,  $F(2, 122) = 52.949$ ,  $p < 0.05$ . Similarly the insignificant standardized beta value of vision and improvement in adjusted  $R^2$  from 0.232 to 0.456 also exposed that commitment is fully mediated between vision and knowledge workers retention cognition, so we accepted our hypotheses 5.

**Testing of Hypotheses 6:** To test hypothesis 6 Hayes [1] process was used, and following model 6 [1] was adopted to check serial multiple mediations of human resource practices, commitment, communication, and organization culture between vision and retention cognition of knowledge workers. Below mention mechanism describes the effect paths and patterns in order to check serial multiple mediation (Figure 2, Annexure B) [1].

Path coefficients with standard errors in parentheses revealed the multiple mediations role of human resource practices (HRP), communication (COM), organization culture (OCULT), and commitment (COMT) between vision and knowledge workers retention cognition (KWRC). Hayes (2012) given method tested multiple mediation with respect to conditional paths. As per path 1 condition, vision significantly predicted knowledge workers retention cognition (KWRC),  $B = 0.562$  (0.092),  $t(125) = 6.093$ ,  $p < 0.05$ , and 23.2% of variation was explained by model in KWRC,  $F = 37.135$ ,  $p < 0.05$ . While in the second conditional path vision significantly predicted HRP,  $B = 0.584$  (0.095),  $t(125) = 6.108$ ,  $p < 0.05$ , and model explained a significant part of variation in HRP,  $R^2 = 0.23$ ,  $F = 37.310$ ,  $p < 0.05$ . Similarly, at third conditional path vision and HRP significantly predicted communication,  $B$  (for vision) = 0.257 (0.091),  $t(125) = 2.812$ ,  $p < 0.05$ , and  $B$  (for HRP) = 0.244 (0.075),  $t(125) = 3.249$ ,  $p < 0.05$ , and eventually model explained significant variation in communication,  $R^2 = 0.225$ ,  $F = 17.783$ ,  $p < 0.05$ . Fourth conditional path revealed that vision, HRP, and COM significantly predicted OCULT,  $B$  (for vision) = 0.266 (0.070),  $t(125) = 2.984$ ,  $p < 0.05$ ,  $B$  (for HRP) = 0.135 (0.058),  $t(125) = 2.300$ ,  $p < 0.05$ ,  $B$  (for COM) = 0.481 (0.067),  $t(125) = 7.111$ . In fifth conditional path vision, HRP, and OCULT significantly predicted COMT,  $B$  (for vision) = 0.212 (0.071),  $t(125) = 2.984$ ,  $p < 0.05$ ;  $B$  (for HRP) = 0.194 (0.572),  $t(125) = 3.401$ ,  $p < 0.05$ ;  $B$  (for COM) = 0.076 (0.076),  $t(125) = 0.992$ ,  $p > 0.05$ , and  $B$  (for OCULT) = 0.397 (0.086),  $t(125) = 4.580$ ,  $p < 0.05$ , while significant communication didn't predicted COM  $B = 0.076$  (0.076),  $t(125) = 0.992$ ,  $p > 0.05$ . Similarly significant variation was also examined by the model in COMT,  $R^2 = 0.589$ ,  $F = 43.007$ ,  $p < 0.05$ . After following the path conditions a complete path was examined using Hayes (2012) method, and these results revealed that vision didn't significantly predicted KWRC with the intervention of HRP, COM, OCULT, and COMT,  $B$  (for vision) = 0.033 (0.078),  $t(125) = 0.427$ ,  $p > 0.05$ ,  $B$  (for HRP) = 0.168 (0.063),  $t(125) = 2.649$ ,  $B$  (for COM) = 0.187 (0.082),  $t(125) = 2.286$ ,  $p < 0.05$ ,  $B$  (for OCULT) = 0.582 (0.995),  $t(125) = 5.844$ ,  $p < 0.05$ , and  $B$  (for COMT) = 0.192 (0.096),  $t(125) = 2$ ,  $p < 0.05$ . Whereas significant variation was also examined in the model,  $R^2 = 0.681$ ,  $F = 50.802$ ,  $p < 0.05$ . Results mentioned in Table 15 in Annexure A revealed that significant full multiple mediation of human resource practices, commitment, communication, and organization culture exist between vision and knowledge workers retention cognition.

## Discussion

Current research study was focused on two imperative variables, vision and knowledge workers retention cognition, as this is the most critical factor in today's knowledge base economy and it was significantly predicted by the vision with the mediating role of commitment, communication, human resource practices, and organization culture. Finding of the research was on the basis of cross sectional, causal, and descriptive study. Whereas results clearly supported our hypothesis, that vision has positive and significant impact on the retention cognition of knowledge workers. Results of other hypothesis also depicted that human resource practice, and communication was found partial mediating role between vision and knowledge workers retention cognition, while organization culture, and commitment was fully mediating between vision and knowledge workers retention cognition. Using Hayes [1] it was also found that full mediation was also found when multiple serial mediation approach was adopted to check mediation of all mediators between vision and knowledge workers retention cognition.

Further, in this part we discussed the each hypotheses and its result with theoretical reflections, what's the relationship revealed in this study

and what other scholars have been exposed in previous studies. As gap analysis confirmed that such study didn't conducted yet to unfold the relationship between vision and retention cognition of knowledge workers, while plethora of academic research is available that analyzed the lawful linkages between human resource practices, commitment, organization culture, communication, and knowledge workers retention cognition as dependent variable, similarly between vision and behavioral and organizational factors. Result analysis revealed that positive significant relationship found between vision and knowledge workers retention cognition, as this research also exposed that human resource practice has significant mediating role between vision and the retention cognition of knowledge workers. Similarly, significant mediating role of commitment, communication, and organization culture was also found between vision and retention cognition of knowledge workers. Hence in this light of analysis we accepted our all formulated hypotheses, and significantly the hypotheses 6. While acceptance of hypotheses 6 exposed multiple serial mediation results of human resource practices, communication, commitment, and organization culture. As in this hypothesis we found full mediating role of these multiple factors, similarly full mediation role of communication and organization culture was also found between vision and knowledge workers retention cognition.

Finding from the study exposed that in current knowledge base economy it is mandatory for organizations to have vision at all level of organization, for the sustainability and stabilizing the competitive advantage of an organization. From the current research study, it has found that organization culture has significant role between vision and knowledge workers retention cognition, and it is useful way to transmit vision to all levels of management. Kelly [100] also proved that a leader can create organization culture by formulating vision for organization, and it enhances employee satisfaction [14], while satisfaction of knowledge worker enhance his cognition to stay with organization. Similarly, a vision must exhibits the collaborative culture rather than bureaucratic, but this study was limited to unfold the lawful linkage between vision and organization culture, and eventually between organization culture and knowledge workers retention cognition. This is also gap for future researcher to further unfold the role of vision to promote innovative and supportive culture, and furthermore it can also be unfolded that how vision directly, indirectly, and conditionally effects innovative culture, as well as negative impact on bureaucratic culture. With the recommendation of this gap, employee satisfaction can also be analyzed with this wing of organization culture. Similarly, significant mediating role of communication between vision and knowledge workers retention cognition exposed that how vision sharing practices using different sources enhance cognition of knowledge workers to stay with organization. Previous academic research exposed that communication at all level of organization enhance satisfaction of employees, and significant relationship has also found between vision and communication [10-12], and leader always needs trust of his followers to implement vision in organization and trust enhance satisfaction of employees [12,100].

Mediating role of commitment was also found significant in this research study, which suggested organizational leadership to show their commitment with vision, and the instrument used in this study was developed with the help of nomological net principles [94], and by inspiring Meyer et al. [87]. Items of instrument was designed in the context of senior level and middle level of management commitment with vision, and responses were collected by incorporating the perception of knowledge workers, once leadership implemented vision and now expecting from knowledge workers to follow his vision,

if there is lack of commitment with the vision than employees will show their little satisfaction [12], and ownership with vision. So it suggested leadership to show their commitment with their formulated and implemented vision in order to enhance retention cognition of knowledge workers. Sutherland and Jordaan [20] also describes in their research that commitment is one of the factor which increase the intention of knowledge worker to stay with organization. Hence it was also found in this study that commitment plays significant mediating role between vision and enhancement in the cognition of employees to stay with organization

In the light of this current research study it has also found that human resource practices has significant mediating role between vision and cognition of knowledge workers to stay with organization. Previous academic research also revealed that in order to implement strategic vision it is compulsory for organization to have effective human resource practices [31]. Chew and Chong identified recruitment and selection, training and development, reward system, and human resource planning as imperative human resource practices to implement strategic vision, and such human resource practices enhance employee satisfaction [12], and study done by Sutherland et al. [20] that satisfied knowledge workers would like to attach with their organization and show their emotional and normative attachment with their job and organization [55,101].

Last but not least, by using Hayes [1] process for serial multiple mediation it was also found that all these mediators (human resource practices, organization culture, commitment, and communication) have significant role between vision and retention cognition of knowledge workers. The presence of all these factors are imperative for the implementation of vision as well as the presence and frequent sharing of vision enhance cognition of knowledge workers to stay with organization. This suggested that all these behavioral and organizational factors enhance the competitive advantage of the organization, and as today's economy is the knowledge base economy [28].

### **Management and academic implications**

Finding of this research recommends organization to share their vision frequently at all level using various sources of communication to enhance cognition of knowledge worker to stay with organization. Current research study also open new avenues for future research, we are hopeful that current research will motivate future investigation by examining these potential determinants of retention cognition of knowledge workers, and behavioral role of vision in the organization. This study supports today's organizational leader that how they can manage their knowledge by frequently share their vision with employees, similarly in today's technology driven environment when organization are facing the high turnover rate knowledge workers retention also a big challenge for organization. This research play a role of compass in this tornado, while this research also revealed different behavioral and organizational factors need to be practiced, to enhance the intention of knowledge worker stay with the organization. Similarly the instrument development with the help of homological network supports academic researchers to explore more avenues in this specific area. While same frame work and instrument would be supported for academic researcher to predict knowledge workers retention cognition with mission.

### **Future research directions and limitations**

Future research can be conducted to examine which source of

communication is effective to develop the understanding of knowledge workers, and with the implementation of this source how knowledge workers can show their ownership with organizational vision, eventually retention cognition can be examined by mediating role of ownership between vision and retention cognition of knowledge worker, as well as moderating role of communication between vision and ownership.

Whereas both vision and mission may take as predictors for future research study. Whereas comparison analysis can also be conducted by adopting same theoretical frame work by taking vision and mission as predictors.

Future research may unfold new areas by examining influence of vision on affective, normative, and continuance commitment separately. Eventually it can also be examined that what is the role of affective, normative, and continuance commitment separately on retention cognition of knowledge workers, simultaneously multiple serial mediation [1] can also be analyzed in this regard.

Future research may unfold new areas by examining the functions of human resource separately that which function of human resource can play significant role in order to implement vision and enhance cognition of knowledge workers to stay with organization.

Future research may be conducted by incorporating different behavioral factors in order to examine impact on cognition of knowledge workers retention to stay with organization. Clearly research is required to open new avenues by conducting in different industry, whereas this research was done in the services industry of Pakistan. Future research is also require to conduct this study by collecting multilevel data and for analysis of data hierarchal regression, linear mixed model, and structural equation modeling can be used, instrument was also developed for academic research to open new avenues of research, however for multilevel data approach instrument of current study can also be used.

For future researcher to further unfold the role of vision to promote innovative and supportive culture, and furthermore it can also be unfolded that how vision directly, indirectly, and conditionally effects innovative culture, as well as negative impact on bureaucratic culture. With the recommendation of this gap, employee satisfaction can also be analyzed with this wing of organization culture.

This research study was limited to the service oriented organization while future research may be conducted in the different nature of organization, similarly other behavioral factors may be incorporated. Due to constraint of time it was also not possible researcher to collect greater data for more effective findings.

## Conclusion

From the study it was found that vision significantly predicted knowledge workers retention cognitions, while communication, commitment, organization culture, and human resource practices have also significant mediating role between vision and knowledge workers retention cognition. Clearly future study is required to unfold the new avenues in the context of mission, what is role of mission on the retention cognition of the knowledge workers

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